

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES
OF SOUTHWESTERN AT MEMPHIS

OCTOBER 13 - 14, 1971

The regular meeting of the Board of Trustees of Southwestern At Memphis was held in Room 200 (The Edward J. Meeman Center for Continuing Education), S. DeWitt Clough Hall, on the campus, at 1:40 P.M. on Wednesday, October 13, 1971.

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

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

<u>ALABAMA</u>	<u>LOUISIANA</u>	<u>MISSISSIPPI</u>	<u>TENNESSEE</u>
William H. Mitchell	Dan F. Goodwin, Jr.	John H. Bryan, Jr.	Robert D. McCallum
J.A. Thompson	Kenneth G. Phifer	Orrick Metcalfe	John W. Wade
Belin V. Bodie	W.C. Raspberry	Park H. Moore, Jr.	Mrs. David K. Wilson
	Mrs. Lee D. McLean	Mrs. Frank M. Mitchener	Walk C. Jones III
	Edward M. Carmouche	John Hampton Stennis	

<u>Class of 1972</u>	<u>Class of 1973</u>	<u>Class of 1974</u>	<u>Class of 1975</u>
L. Palmer Brown	Walter P. Armstrong, Jr.	Wayne W. Pyeatt	C.B. Harrison
Edward B. LeMaster	David H. Edington, Jr.	S. Shepherd Tate	W. Neely Mallory
W.J. Millard	Edmund Orgill	Russel S. Wilkinson	Sidney A. Stewart, Jr.
A.V. Pritchard			H.C. Unruh
Norfleet Turner			Spence L. Wilson
Henry C. Watkins			

William L. Bowden, President, ex officio

Robert G. Patterson, Vice President for Academic Affairs and Dean of the College, M.J. Williams, Vice President for Fiscal Affairs and Treasurer, Julius W. Melton, Jr., Vice President for Student Affairs, Loyd C. Templeton, Jr., Director for Institutional Advancement, A.P. Perkinson, Jr., Director of Development, Marshall P. Jones, Associate Dean of the College and Assistant to the President, and Mrs. James W. Hall, Secretary to the President, were present by invitation.

Absent members were Mrs. Henry C. Collins and Dr. Sterling J. Edwards, Jr. from Alabama; William H. Dale from Tennessee; Jefferson Davis, Class of 1973, and Stanley J. Buckman, Class of 1974.

The Chairman presented the six new members of the Board and gave a background sketch on each:

James Alvie Thompson, Chairman of the Board, Alatech, Inc., Andalusia, Ala.
Walk C. Jones, III, President, Walk Jones + Francis Mah, Inc., Memphis
Edward Moss Carmouche, Partner, Law firm of Camp, Carmouche, Palmer, Carwile & Barsh, Lake Charles, La.

Spence L. Wilson, President, Kemmons Wilson, Inc., Memphis
Henry C. Unruh, President, Provident Life & Accident Ins. Co., Chattanooga, Tn.
C.B. Harrison, Chairman of the Board, Union Planters National Bank, Memphis

The Chairman extended a hearty welcome to these new members of the Board.

The Chairman called upon President Bowden to introduce the Southwestern administrative officers who compose the administrative cabinet of the college.

Robert G. Patterson, Vice President for Academic Affairs and Dean of the College

M.J. Williams, Vice President for Fiscal Affairs and Treasurer

Julius W. Melton, Jr., Vice President for Student Affairs

Loyd C. Templeton, Jr., Director for Institutional Advancement

A.P. Perkinson, Jr., Director of Development

Marshall P. Jones, Associate Dean of the College and Assistant to the President and Planning Coordinator

Dr. Bowden discussed the PPBS (Planning-Programming Budgeting System) which is being put into use. A memo explaining the System was mailed to each Board member along with the September 20, 1971 Executive Committee Minutes. It is hoped that the use of this System will help make the college solvent over the next few years.

Upon motion duly made and seconded, the minutes of the meeting of the Board of Trustees held on March 17-18, 1971, a copy of which was sent to each member of the Board, were approved.

Upon motion duly made and seconded, the minutes of the meetings of the Executive Committee held April 19, 1971, May 10, 1971 and September 20, 1971, copies of which were sent to each member of the Board, were approved.

The Chairman called upon President Bowden to give the Annual Report of the President for the academic year 1970-71. Advance copies had been mailed to all members of the Board of Trustees. President Bowden called attention to ten goals for the 1970's which were outlined in his annual report. President Bowden then reviewed at some length and in a very articulate way most of the items presented in his written report. His report was received with enthusiasm by the members of the Board. (Attachment G, see pages 41-88)

A question was raised as to the policy of the college regarding visitation in the residence halls, a policy which was approved by the Trustees several years ago. Dr. Melton and President Bowden spoke on this subject and said that the residence halls' autonomous experience has been good. Students are required to vote on visitation regulations each year and administrative approval depends upon cumulative good records of student behavior in the residence halls.

The Chairman announced for information the personnel of the following committees to serve through the October 1971 meeting and the rooms where these committees would meet following the recess of this Board meeting. (Attachment A, see page 7)

The Board recessed at 3:00 P.M. in order for the various committees to meet so that they could have their reports ready for presentation to the Board at its meeting on Thursday, October 14, 1971, at 9:00 A.M.

The Board of Trustees resumed its meeting on Thursday, October 14, 1971, at 9:00 A.M. in Room 200 (The Edward J. Meeman Center for Continuing Education), S. DeWitt Clough Hall, on the campus.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by Dr. Kenneth G. Phifer.

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

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

<u>Class of 1972</u>	<u>Class of 1973</u>	<u>Class of 1974</u>	<u>Class of 1975</u>
Edward B. LeMaster	Walter P. Armstrong, Jr.	Wayne W. Pyeatt	Sidney A. Stewart, Jr.
W.J. Millard	David H. Edington, Jr.	S. Shepherd Tate	H.C. Unruh
Henry C. Watkins	Edmund Orgill	Russel S. Wilkinson	Spence L. Wilson

William L. Bowden, President, ex officio

Robert G. Patterson, Vice President for Academic Affairs and Dean of the College, M.J. Williams, Vice President for Fiscal Affairs and Treasurer, Julius W. Melton, Jr., Vice President for Student Affairs, Loyd C. Templeton, Jr., Director for Institutional Advancement, A.P. Perkinson, Jr., Director of Development, Marshall P. Jones, Associate Dean of the College and Assistant to the President, and Mrs. James W. Hall, Secretary to the President, were present by invitation.

Absent members were William H. Mitchell, Mrs. Henry C. Collins and Sterling J. Edwards, Jr. from Alabama; Park H. Moore, Jr. from Mississippi; William H. Dale from Tennessee; L. Palmer Brown, A.V. Pritchard and Norfleet Turner, Class of 1972; Jefferson Davis, Class of 1973; Stanley J. Buckman, Class of 1974, and C.B. Harrison and W. Neely Mallory, Class of 1975.

The Chairman called upon Mr. Pyeatt, Chairman of the Finance Committee, to make a report for that Committee. Mr. Pyeatt made the following report which was received. (See Attachment B, pages 8-9)

The Chairman called upon Mr. Armstrong, Chairman of the Students and Educational Program Committee, to make a report for that committee. Mr. Armstrong made the following report which was received. (See Attachment C, pages 10-12)

Upon motion duly made by Mr. Armstrong and seconded, it was voted that there be student representatives, with voting privileges, on the Honorary Degrees Committee, and, if necessary, that the By-laws of the College be amended.

It was the thought that pending the implementation of this motion, which might take a By-Law amendment, that a student be designated to sit on the committee without vote.

A motion was made and seconded that there be student representatives, with full privileges, on the Nominating Committee, and, if necessary, that the By-Laws of the College be amended. This motion failed to carry.

Upon motion duly made by Mr. Armstrong and seconded, it was voted affirmatively that Southwestern students be appointed each year to all of the committees of the Board, except the Nominating Committee.

Upon motion duly made by Mr. Armstrong and seconded, it was voted that three students be designated immediately to sit with the Board as non-voting members, with full privileges other than vote; and that the procedure for the selection of said three students shall be as follows:

The President of the Student Government Association shall secure by vote a slate of six candidates and submit the slate via the Vice President of Student Affairs to the President and the Chairman of the Board of Trustees. The candidate must be of legal age, a junior or a senior, holding a 2.5 academic average and hold a responsible elected or appointed position in student government or affairs. The Board Committee on Students and Educational Program will recommend the three student members from the slate of six candidates to the President and to the Chairman of the Board.

Upon motion duly made by Mr. Armstrong and seconded, it was voted that steps be initiated to take whatever action may be necessary to add three positions to the Board to be filled by students, to serve for one year terms, to include the October and March meetings of the Board, those students to have full voting privileges and to be elected among the junior and senior classes. This motion carried by a vote of 14 in favor to 11 against. (Note: The Board voted in a later action to reconsider and rescind this motion. See starred paragraphs on page 5.)

The Chairman called upon Dean Wade, Chairman of the Faculty Committee, to make a report for that committee. Dean Wade made the following report: (See Attachment D, pages 13-14)

Upon motion duly made by Dean Wade and seconded, it was voted that the Board adopt the recommendation of the Committee on Faculty that the faculty nominate to the Chairman of the Board, for appointment by him, at least two members of the faculty to serve as voting members on each of the following Board committees:

- a. Buildings and Grounds
- b. Development and Institutional Planning
- c. Faculty
- d. Finance
- e. Students and Educational Program

Upon motion duly made by Dean Wade and seconded, it was voted that the Board continue the practice of encouraging appointment of one or two faculty representatives to the Board from outside colleges or universities.

Upon motion duly made by Dean Wade and seconded, it was voted that the Southwestern faculty nominate at least two of its members to be invited to the Board meetings with full privileges of the floor, but without voting privileges.

Upon motion duly made by Dean Wade, as an individual, and seconded, it was voted that consideration be given in the proper channels to the addition of members to the Board of Trustees of faculty members, as voting members.

* Upon motion duly made by Mr. LeMaster and seconded by Mr. Wilkinson, it was voted that the Board reconsider a motion which it previously passed that steps be initiated to take whatever action may be necessary to add three positions to the Board to be filled by students.

* Upon motion duly made by Dr. Edington and seconded, it was voted that consideration be given in proper channels to the addition of members to the Board of Trustees of student members, as voting members.

Chairman Robert McCallum stated that he would establish a special committee of the Board to consider the structure of the Board.

Dean Wade presented to the Board a written statement, Item 3 of the Committee on Faculty report to the Board, relative to the "Policy Statement on Women in Faculty and Administrative Staff." (page 13)

Upon motion duly made by Dean Wade and seconded, it was voted that said Policy Statement on Women in Faculty and Administrative Staff be adopted as the policy of the Board of Trustees.

The Chairman called upon Mr. Wilkinson, Chairman of the Committee on Buildings and Grounds who gave a report for that committee. (Attachment E, pages 15-16)

Upon motion duly made and seconded, it was voted that the report be received and the recommendations adopted.

The Chairman called upon Mrs. Wilson, Chairman of the Committee on Development and Institutional Planning, who gave a report for that committee. (Attachment F, pages 17-20)

Upon motion duly made and seconded, it was voted that the report be adopted.

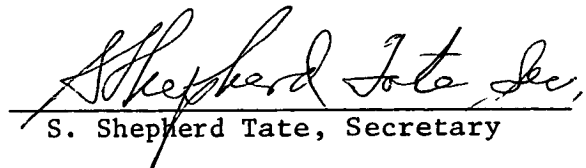
The Chairman called upon Mr. Perkinson, Director of Development, who gave a report on the Southwestern Continuing Challenge Campaign. Mr. Perkinson said that the overall goal this year was \$355,000, not including the gifts from the churches. He reported that this year they were expecting 3,200 alumni donors, and this would put the college in the top ten percent of small liberal arts colleges in the United States for alumni support. He mentioned that the campaign would seek \$110,000 in the Memphis community, and that the goal for the Board of Trustees was \$60,000, the same as last year, and if this amount were raised it would be an 18 percent increase over last year.

The Chairman reminded the Board that its next meeting would be on Wednesday and Thursday, March 15-16, 1972.

The Chairman thanked the members of the Board, particularly the new members of the Board, for their full participation and discussion in the matters which were considered by the Board.

The Chairman thanked President and Mrs. Bowden and Mr. and Mrs. Templeton for the reception and dinner which was given on the evening of October 13 for the Board of Trustees at Bohlmann Hall.

Their being no further business to come before the meeting, the meeting was adjourned at 12:00 noon.


S. Shepherd Tate, Secretary

BUILDINGS AND GROUNDS (Room 300, Clough Hall):

Board members - Russel S. Wilkinson, Chairman; E. B. LeMaster, John H. Stennis,
Sidney A. Stewart, Jr., Jefferson Davis, Dan F. Goodwin, Jr.,
William H. Dale, Belin V. Bodie.

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

Student members - William (Bill) Jones, Student Welfare Commissioner
Robert (Bob) Tigert, Social Activities Commissioner

ex officio - Fred Young, Business Manager

Roy Twaddle, Superintendent of Maintenance

DEVELOPMENT AND INSTITUTIONAL PLANNING (Room 302, Clough Hall):

Board members - Mrs. David K. Wilson, Chairman; Orrick Metcalfe, Edmund Orgill,
L. Palmer Brown, Mrs. Lee D. McLean, J. A. Thompson, Stanley J.
Buckman, W. Neely Mallory

Faculty members - Charles O. Warren and G. Kenneth Williams

Student members - Clifford Pugh, Vice President, Student Government Association
F. Clark Williams, Athletic Commissioner

ex officio - A. P. Perkinson, Director of Development

Lloyd C. Templeton, Director for Institutional Advancement

FACULTY (Room 304, Clough Hall):

Board members - John W. Wade, Chairman; W. J. Millard, Kenneth G. Phifer,
Mrs. Frank M. Mitchener, Jr., Sterling J. Edwards, David H.
Edington, S. Shepherd Tate

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

ex officio - Robert G. Patterson, Dean of the College

Marshall P. Jones, Associate Dean of the College

FINANCE (Room 200, Clough Hall):

Board members - Wayne W. Pyeatt, Chairman; W. C. Raspberry, Henry C. Watkins,
Norfleet Turner, A. V. Pritchard, C. B. Harrison, John H. Bryan, Jr.,
W. H. Mitchell, M. J. Williams, Jr., Treasurer

ex officio - Robert D. McCallum, Chairman of the Board of Trustees

William L. Bowden, President of the College

STUDENTS AND EDUCATIONAL PROGRAM (Room 307, Clough Hall):

Board members - Walter P. Armstrong, Chairman; Spence L. Wilson, Walk C. Jones III,
Park H. Moore, Mrs. Henry C. Collins, H. C. Unruh, Edward M.
Carmouche

Faculty members - James Lanier

Fred W. Neal, Chairman, Community Life Committee

Student members - Hershel Lipow, Education Commissioner

John Hunt (Jackie) Rutledge, President, Student Government Assn.

ex officio - Julius Melton, Vice President for Student Affairs

Charles I. Diehl, Dean of Men

Mrs. Anne Marie Williford, Dean of Women

NOMINATING :

Board members - John H. Bryan, Jr., Chairman; W.C. Raspberry, Sterling J.
Edwards, Mrs. David K. Wilson

HONORARY DEGREES: W.J. Millard, Chairman

-- Robert McCallum, Chairman of the Board, ex officio member of all committees --

The Finance Committee met in Room 200, S. DeWitt Clough Hall, October 13, 1971, at 3:30 P.M.

Those in attendance were: Wayne W. Pyeatt, Chairman, John H. Bryan, Jr., C.B. Harrison, Robert D. McCallum, William H. Mitchell, W.C. Rasberry, Norfleet Turner, Henry C. Watkins, William L. Bowden, and M.J. Williams, Secretary.

The meeting opened with the discussion of a revised budget including a forecast of expenditures and income for the remainder of 1971-72.

Specific areas of discussion involved recruiting, financial aid and staff needs, as well as how these are met. It was concluded that the Program Budgeting System currently in process will provide the long-range planning necessary to properly evaluate competing budgetary needs and will provide the proper allocation of manpower and financial resources.

The revised budget was approved.

	October 1971
<u>INCOME:</u>	
Tuition and Fees	\$ 1,875,000
Endowment Income	402,000
Benevolence	164,000
Annual Support Program	250,000
Other Gifts and Grants	170,000
Auxiliary Enterprises	736,000
Student Aid	<u>48,000</u>
TOTAL INCOME	<u>\$ 3,645,000</u>
 <u>EXPENSES:</u>	
Administrative	\$ 1,009,100
Student Affairs	729,050
Instructional	1,671,625
Auxiliary Operations	<u>600,000</u>
TOTAL EXPENSES	\$ 4,009,775

The revised budget anticipates a deficit of approximately \$350,000. With continual review of all college expenditures, and with elimination or delay of expenditures where possible, it is hoped that the deficit will be reduced to near \$200,000.

The committee recommends to the Board of Trustees that it authorize a tuition increase, if necessary, for the 1972-73 academic session to meet the financial needs of the college.

The Finance Committee recommends continuing study of the Southwestern Development Corporation with a view to making a full report at the Board of Trustees meeting in early 1972.

The Committee promised to present to the Board at its Spring Meeting a projected balanced budget for the 1972-73 academic year.

INCOME AND EXPENSE ANALYSIS - SEPTEMBER 1971

	Month		Year To Date		
	September Actual	1971 Budget	Actual 1970-71	Budget 1971-72	Actual 1971-72
<u>INCOME</u>					
Tuition & Fees	\$357,663	\$229,000	\$882,067	\$975,000	\$948,661
Endowment Income	24,895	29,333	34,041	87,999	56,813
Benevolences	12,516	13,667	37,969	41,001	30,899
Annual Support Program	8,715	10,955	29,257	25,700	25,040
Other Gifts & Grants	3,473	22,500	14,202	42,500	15,266
Auxiliary Enterprises	71,544	25,000	311,107	340,000	356,785
Student Aid (Endowment)	3,394	4,000	6,475	12,000	7,747
TOTAL INCOME	<u>\$482,200</u>	<u>\$334,455</u>	<u>\$1,315,118</u>	<u>\$1,524,200</u>	<u>\$1,441,211</u>
<u>EXPENSES</u>					
Administrative	\$ 73,700	\$ 84,091	\$ 206,339	\$ 252,273	\$ 184,926
Student	50,953	56,588	113,244	192,264	113,198
Instructional	143,128	139,302	384,051	417,906	365,686
Auxiliary Operations	65,705	50,000	129,170	150,000	112,099
TOTAL EXPENSE	<u>\$333,486</u>	<u>\$329,981</u>	<u>\$ 832,804</u>	<u>\$1,012,443</u>	<u>\$ 775,909</u>

Report of the Students and Educational Program Committee:

The Committee meeting was called to order by the Chairman at approximately 3:45 P.M. on October 13, 1971, the following being present: Board members - Walter P. Armstrong, Jr., Chairman, Spence L. Wilson, Walk C. Jones, III, Park H. Moore, H.C. Unruh, and Edward M. Carmouche; Faculty members - James Lanier and Fred W. Neal; Student members - Hershel Lipow and Jackie Rutledge; ex officio - Julius Melton, Charles Diehl and Mrs. AnneMarie Williford.

The only absent member was Mrs. Henry C. Collins, Board member.

The Chairman opened the meeting by stating that one function of the Committee is to act as a sounding board for students and faculty and to discuss with them items of common interest and transmit their views to the Board. A lively discussion ensued which covered a number of topics and in which all present participated.

Professor Neal, Chairman of the Community Life Committee, reported progress on the Code of Student Rights and Responsibilities which is being prepared based upon the Model Code of the American Bar Association. He stated, however, that much work remains to be done, and requested an extension of time to the March meeting of the Board to report upon the completed Code, which will deal with such problems as drugs, racial policy, and political freedom and activity, among others. Such questions as, "What is a recognized organization? Should it submit a full membership list, or need it only show initial viability, and thereafter list only its officers and directors?" must also be dealt with. Professor Neal issued an invitation to the Memphis members of the Board to participate in the meetings of his Committee formulating the Code should they be able to do so. It was noted that the decentralization of administration under President Bowden has required a realignment of student rights and responsibilities.

A general discussion of current student attitudes towards morals, morale and religion followed. It was the general concensus that the overall climate and attitude are better now than at any time in the past several years. The students in general seem to feel closer together and happier. The freshman colloquium program appears to be a success, and the freshmen in general seem happier, although some of the girls appear to be frustrated in their dating. This has been overcome to some extent by spontaneous activities which tend to bring the freshmen together so that they get to know each other.

Dean Williford reported that attitudes and conditions are better in the women's residence halls this year with nine junior and senior women in charge under her direction. The suggestion was made that the time is fast approaching when the possibility of co-ed dorms should be considered.

It was indicated that the counselling service and the institution of residence hall heads had both produced most constructive results. Among the student body, the exchange of moral ideas between students of diverse social, geographic and economic backgrounds leads to constructive, affirmative thinking after self-examination, and the formulation of views helpful in coping with future problems.

The formulation of the Fellowship of Christian Athletes and other new religious groups on campus indicates a renewed interest in religion. Participation in community religious activities, the formation of Bible study groups in the residence halls, the springing up of spontaneous discussion groups, religious retreats, and the continued popularity of the Kinney Program are further indications of this. Individually, there seems to be a new sense of religious involvement on the campus. But since attendance at religious convocations has been voluntary it has been small.

Among the disadvantages from which Southwestern suffers are an apathetic atmosphere, possibly resulting from its southern background and surroundings. This atmosphere does not encourage intellectual reexamination. Some bias appears to be present in course presentation. Course presentation tends to be factual rather than imaginative.

The proposal that all Board committees be comprised of as full a representation of college community as possible, with a modest majority of trustees at all times, was considered. The suggestion was made that each committee should have at least one woman student on it, and that the proportion of faculty and students need not necessarily be the same on each committee. It was suggested that two students, one a woman, be added to this committee. No exception should be made of the Honorary Degrees and Nominating Committees, not because student members would probably make affirmative suggestions in either category, but because they should be able to express their disapproval by a negative vote on proper occasions.

Next the matter of student representation on the Board of Trustees was considered. With only one dissent, the members of the committee agreed that such student members should have a vote (one Board member suggested two-thirds of a vote). This is a matter of prestige, as otherwise the student members would be merely "second rate citizens." Also a voting member could not be asked to leave during any part of the Board's deliberations and action. It was generally agreed that there should be at least two student members on the Board so as to present divergent points of view, and it was suggested that one of them should be a woman. They should serve a term of one scholastic year which would include the October and March meetings of the Board. They should be chosen from among the juniors and seniors with the possibility of re-election in the case of juniors, preferably by the student body; however the proposed method of selection is acceptable as a starting point.

The meeting adjourned at about 6:15 P.M. after adopting the following recommendations:

1. That the Committee be granted an extension of time until the March meeting of the Board to file its final report on the Code of Student Rights and Responsibilities.
2. That all Board committees be comprised of as full a representation of the college community as possible, with the ratio of trustees to faculty and students being at all times in modest majority.
3. That three Southwestern students be designated immediately and others thereafter in succession to sit for a period of one academic year with the Board at all of its meetings, with all of the rights

and privileges of Board members except the right to vote. That these student representatives be selected as follows: The President of the Student Government Association will secure by vote a slate of six candidates and submit the slate via the Vice President of Student Affairs to the President and the Chairman of the Board of Trustees. The candidate must be of legal age, a junior or senior, hold a minimum 2.5 academic average and hold a responsible elected or appointed position in student government or affairs. The Board Committee on Students and Educational Program will recommend a selection from the slate of six candidates to the President and to the Chairman of the Board.

4. That the Board immediately initiate such steps as may be necessary to confer upon the student representatives so selected, full membership upon the Board as additional members with voting privileges, in which capacity they shall thereafter serve in lieu of the foregoing.

Report of the Committee on Faculty:

The meeting was called to order at 3:30 P.M. in Room 304, S. DeWitt Clough Hall.

Present were: Board members - David H. Edington, Jr., W.J. Millard, Mrs. Frank M. Mitchener, Kenneth G. Phifer, S. Shepherd Tate; Faculty members - Richard D. Gilliom, William Larry Lacy, Jack U. Russell, Gordon Southard, Bernice Williams; ex officio members - Robert G. Patterson, Dean of the College and Marshall P. Jones, Associate Dean of the College. Chairman John W. Wade presided.

The committee discussed in some detail the question of student and faculty membership on the Board and on committees of the Board. The motions listed below were passed without dissent. It was understood that these motions would be recommended to the full Board for approval.

1. That the faculty nominate to the Chairman of the Board, for appointment by him, at least two members of the faculty to serve as voting members on each of the following Board committees.
 - a. Buildings and Grounds
 - b. Development and Planning
 - c. Faculty
 - d. Finance
 - e. Students and Educational Program

It is suggested that on certain committees, especially the faculty committee, there be more than two faculty members. The listing of the committees above does not preclude faculty members serving on other committees.

2. That the Board continue the practice of encouraging appointment of one or two faculty representatives to the Board from outside colleges or universities; and that the Southwestern faculty nominate at least two of its members to be invited to the Board meetings with full privileges of the floor, but without voting privileges.

Dean Patterson presented for the committee's consideration a "Policy Statement on Women in Faculty and Administrative Staff." This statement, with minor modifications, was approved by the committee without dissent. The approved statement, which appears below, is to be recommended to the full Board for adoption.

3. Policy Statement on Women in Faculty and Administrative Staff

Southwestern At Memphis affirms commitment to full equality of opportunity for employment of women as faculty and administrative staff members.

The college became coeducational almost fifty years ago, and has employed women as both faculty members and administrative staff members for many years. In recent years, distinct effort has been made to equalize pay for the same work done, irrespective of sex or race, and equity of remuneration is now either an accomplished fact or near accomplishment.

In continuing commitment to the objective of equality of opportunity for men and women, married and single, the college notes the following specific areas in which the objective of non-discrimination will be pursued:

- a. remuneration
- b. recruiting, hiring, promotion, and tenure
- c. professional utilization
- d. appointment to committees, administrative positions, and special task-forces.

The institutional policy on nepotism, as that may be developed, will not discriminate against women.

With respect to faculty members, should a maternity leave be in order, the following procedure will be followed:

- a. The necessity for the leave should be made known as soon as possible.
- b. The leave should take effect at a time mutually agreeable to the faculty member, the chairman of the department, and the Dean of the College.
- c. The leave may extend up to one year without pay but with the guarantee of a position at the end of that year at the same or a comparable level.

It was observed by Dean Patterson that the policy statement above, applying as stated only to faculty and administrative staff, might fail to satisfy certain federal guidelines pertaining to contracts, grants, etc. Dean Patterson further suggested that it might be advisable to request college lawyers to compare Southwestern's stated policy with requirements of federal agencies.

Report of the Committee on Buildings and Grounds:

The meeting was called to order at 3:30 P.M. in Room 300 in S. DeWitt Clough Hall.

Present were: Russel S. Wilkinson, Chairman, E.B. LeMaster, John H. Stennis, Sidney A. Stewart, Jr., Dan F. Goodwin, Jr., Belin V. Bodie from the Board of Trustees; Lawrence K. Anthony and Albert M. Johnson from the faculty; Bob Tigert from the student body, and Fred E. Young, Jr. and Roy R. Twaddle, Jr. members ex officio.

The minutes of the March 17, 1971 meeting were read by the Chairman.

The Chairman asked for a report as to progress leading toward a sale of the old College of Music building at 1822 Overton Park Avenue. Mr. LeMaster reported that investigations by a Memphis firm were in progress to determine the number and types of apartments that could be built on the property. The study has not been completed at this date. It was the opinion of the Committee that the sale of the property can be accomplished after the decision on the expressway through Overton Park has been reached.

President Bowden had asked the committee to consider the possibility of disposing of the other off-campus properties owned by the college. These are: a lot in Birmingham, Alabama, valued at approximately \$1,000; apartments at 340 N. McLean, Memphis; a residence at 601 East Drive, Memphis, apartments at 649-669 University Place; 59-1/2 acres in West Virginia (the legacy of Dr. Robert P. Strickler), and a beneficial interest in property on the Houston Ship Canal.

The Committee was informed that the lot in Birmingham has been offered for sale, the Memphis residence and apartments are presently profitably rented to Southwestern faculty and students, the West Virginia property has had a timber appraisal of \$7,000, and the Houston property is being looked after by its donor, Dr. S.W. Thorn, Jr. in our interest. The Committee agreed with a suggestion of Chairman Wilkinson that the Committee would not establish a policy concerning all real estate held by the college, but would deal with each property on its own merits.

A report from Messrs. Young and Twaddle concerning immediate needs for renovation in the Catherine Burrow Refectory was presented. While the committee is aware of future plans for a new refectory, it was realized that present inadequacies such as waste disposal, cold storage facilities, the relocation of dishwashing machinery, etc., must have immediate priority. Since the necessary \$45,000 - \$50,000 needed is not readily available, it was moved by Mr. LeMaster and seconded by Mr. Goodwin that the administration should seek foundation or other outside support for the immediate implementation of this project. The motion passed unanimously.

The question of leaks in the Frazier Jelke Science Center was brought up. Mr. Young reported that since no action by the contractor had been taken, the matter has been placed in the hands of the college lawyer.

A report on the hail storm damage of April 23 was given. Over 2,200 leaded glass panes were broken and considerable damage to roofs and to the greenhouse resulted. The total damage came to over \$10,000. This was mostly covered by insurance except for certain extra expenditures for the substitution of plastic on the greenhouse and the repair of windows which had been broken before the storm.

Mr. Twaddle informed the committee of the power failure of September 17. A claim for the resulting damage has been presented to the insurance company.

Mr. Tigert, Social Activities Chairman of the Student Body, reported to the the committee on two areas of student concern: (1) The deplorable condition of the two temporary buildings occupied by the Common House and the Black Students Association and (2) Additional security measures needed. Both the student representative and the superintendent of maintenance agreed that the two buildings should be demolished in the interest of health and safety. The question then arose as to provision of suitable quarters for the activities concerned. Upon investigation it seems obvious that both programs could and should be accommodated in the Student Center, and that the activities would be enhanced in such improved surroundings. Mr. LeMaster moved and Mr. Stewart seconded a motion that necessary steps be taken to move both activities to the Student Center and that the temporary buildings be demolished in the interest of health and safety. The motion passed unanimously.

Mr. Young reported on the advances that have been made in the interest of additional security measures by the employment of a security officer and by improved lighting on the campus. While no specific recommendations were made, the committee agrees that the administration should continue to explore means looking toward the provision of all possible security for the campus.

The meeting adjourned at 5:00 P.M.

Report of the Committee on Development and Institutional Planning:

The Committee met at 3:30 P.M., in Room 302, S. DeWitt Clough Hall, October 13, 1971.

Present were: Mrs. David K. Wilson, Chairman; L. Palmer Brown, Mrs. Lee D. McLean, W. Neely Mallory, Orrick Metcalfe, Edmund Orgill, and J.A. Thompson, Board members. Charles O. Warren and Kenneth Williams, faculty members. Clifford Pugh and Clark Williams, student members. A.P. Perkinson and Loyd Templeton, ex officio members.

REVIEW GIVING 1970-71

The staff reported briefly on gifts to the college during the 1970-71 fiscal year. In the Annual Giving Program, total gifts were up 20% over the previous year, in contrast to the nationwide downward trend. The only campaign division to exceed its goal was the Faculty and Staff. The Alumni Loyalty Fund had 2,599 donors for \$77,244, an increase of about 50% in each. The Memphis Community Campaign total was approximately 23% over the previous year. Trustees giving was up more than 10%, about \$5,000. Parents giving was down slightly and National Corporations and Foundations were at the same level as the previous year. The Annual Fund totaled \$264,077, compared to \$219,967 the year before.

The capital gifts campaign in the Synod of Mississippi -- the Chamberlain-Hunt/Southwestern Fund -- has concluded its solicitation. Southwestern's share reached about \$83,000, of which \$23,000 has been received in cash to date.

PLANS AND GOALS 1971-72

Plans for the 1971-72 year were discussed briefly. The Alumni Loyalty Fund and the Memphis Community Campaign will continue to receive the major emphasis in the Annual Fund Program.

The staff reported that alumni meetings, smokers before basketball games, President's Council meetings, luncheons and other public relations efforts will be intensified during the year. In addition to these efforts, as many visits as possible will be made to churches in the Synod of Tennessee, in preparation for the special campaign for Southwestern which the Synod has authorized beginning in 1973 and running through 1975.

CAPITAL FUNDS CAMPAIGN

As suggested by the President, the Committee discussed at length the need for a Capital Funds Campaign. The Committee recommends the following: that a major Capital Funds Campaign be conducted during the period 1973 through 1975 (solicitation to begin in late 1972), with the Synod of Tennessee campaign being a part of the overall effort. A motion was made and passed that the Development Office be permitted to hire a professional consultant to assist in the organizational stage of the campaign. The campaign is to be conducted by the Development Office.

The motion was made and passed that the Annual Fund program be continued unabated during the capital campaign period.

Although no definitive study has been compiled, the Development Office has estimated that the goal for the 1973-75 campaign will be \$4 to \$5 million dollars, with the Synod of Tennessee part of the goal being approximately \$400,000. This 1973-75 campaign is viewed as Phase I of a continuing capital funds solicitation effort for the remainder of this decade. New goals and new solicitation take place with the beginning of each phase, and pay periods will not exceed three years.

BOARD OF VISITORS

In keeping with the motion passed by the Board of Trustees last March, an outline of the Board of Visitors was presented and approved. It is too long to read, but is attached to this report. Copies are being circulated to you this morning. Please read it and forward your comments or suggestions to the President or to Loyd Templeton or Bun Perkinson within the next week or so.

SURVEY OTHER INSTITUTIONS

At our meeting last March, the Committee instructed the staff to gather information about the development and institutional advancement programs at other institutions. This survey was completed during the summer and early fall, and most of the Committee's time was devoted to studying Southwestern's program in relation to these other institutions.

RECOMMENDATIONS: ADDITIONAL PERSONNEL

After long discussion of the needs and potential of Southwestern's development and advancement programs, and after comparison of our programs with the institutions contacted in the survey, the Committee recommends the addition of the following positions to the staff:

Director of Annual Giving
Director of Deferred Giving
A secretary, at the time either of the above is employed
Director of Alumni Affairs.

A copy of the Survey results is being given to each Board member this morning. In view of the fact that organization of the capital campaign must begin early in 1972, and in view of the fact that the present staff is expected to accomplish this job, it is recommended that the employment date of the fund-raising personnel should be carefully considered.

The Director of Alumni Affairs being recommended is a replacement for the current Director, Goodbar Morgan, who will be retiring within the next two to three years. An employment date of July 1, 1973, will give him sufficient time to work a smooth transition with Mr. Morgan.

These additions in personnel are recommended because Southwestern needs a more complete development program, and because it appears to the Committee that the college will benefit more by spending its money for permanent personnel and program than for high fees to a professional firm to come in from the outside and conduct the capital campaign.

There being no further business, the committee adjourned at 5:50 P.M.

OUTLINE OF PROPOSED BOARD OF VISITORS FOR SOUTHWESTERN AT MEMPHIS

At its March, 1971 meeting, the Board of Trustees approved the formation of a Board of Visitors for Southwestern At Memphis and instructed the Committee on Development and Institutional Advancement to study the matter and to recommend ways to implement the plan. On the basis of discussions with several persons involved with such boards at other institutions; on the basis of an outline of Board of Visitors functions published by a development consultant; and on the basis of careful study of the Davidson College Board of Visitors, the Director of Development and the Director for Institutional Advancement recommend that the Southwestern Board of Visitors take the following form and pursue the purposes outlined below.

Three general principles should be followed:

1. Membership must be highly selective and should include known friends and prominent alumni from throughout the United States, as well as leading opinion makers from throughout the Southeast region. Membership should be drawn from a variety of professions and businesses and should include both men and women and members of minority groups.
2. The primary purpose of the Board of Visitors shall be "friend-raising" not "fund-raising."
3. The program of the Board of Visitors must have real value and interest for its members.

From the college's standpoint, the Board of Visitors can produce several benefits, bringing together a pool of influential men and women who will:

- Become better acquainted with Southwestern, its programs, faculty, administration and students.
- Understand and interpret Southwestern and be ambassadors for its cause.
- Defend and promote the institution in the advancement of its program.
- Supply leadership to assure growth and financial support.
- Provide an important and tested source for future trustees.

The role of members of the Board of Visitors can be four-fold. Each member can:

1. Provide two-way communication between the college and its publics.
2. Give advice to the college as it faces major issues.
3. Provide counsel, through service on a committee, to administrators in charge of specific areas.
4. Be a center of influence for the college in his or her own community, business, profession, or church.

The Board of Visitors should be convened on campus at least twice annually. The program should be designed to acquaint Visitors with the various facets of Southwestern's academic program, its purpose and philosophy, its administrative structure, and its problems. Meetings can be arranged for a full day or for 1-1/2 days, so that Visitors stay overnight. Even though these meetings of the entire Board will be important, perhaps the most effective relationship between the college and the Visitor will be person-to-person, as administrators call on individual Visitors in their homes and offices in their local communities.

It is recommended that membership be limited to seventy-five (75) and that members be chosen by the President and the Chairman of the Board of Trustees. To insure good communication, five Trustees should be members of the Board of Visitors at all times. The Board of Visitors should be briefed -- in advance in the case of news releases -- on all controversial issues. A special letter from the President should be sent to each Visitor at least quarterly.

Term of service on the Board shall be three (3) years, with no limitation on the consecutive number of terms permitted.

This report was requested by the Board at the March 17-18, 1971 meeting and distributed to all Board members by mail prior to the fall meeting (see page 6, March 17-18, 1971 Board minutes).

CURRENT PRACTICES IN COLLEGES AND UNIVERSITIES IN THE UNITED STATES
FOR UTILIZING STUDENTS AND FACULTY ON BOARDS OF GOVERNANCE

William L. Bowden

Colleges and universities are corporations governed by Boards of Trustees. Ordinarily the boards are comprised of lay persons, the theory being that they represent the interests of the public in the welfare of the institution. In legal theory, the board has complete authority and responsibility for the institution. In practice, by reason of tradition and the professional competence of the faculty, much of the authority of the board is delegated to administrative officers and faculty. The faculty largely determines the program and standards for educating students. The trustees take direct responsibility to assure that the plant is adequate, finances are obtained and well used, a president is selected and general policies are determined. The president is the executive officer of the board who works, in effect, in liaison with the faculty and with the board.

The lay board as found in the United States is unique among the universities of the world. It has advantages of involving representatives of the general public in the formation of policy, in overseeing the management of the institution, and in assisting the institution to secure adequate resources. The typical, lay board in the United States, however, has not been without criticism. The criticism has arisen rapidly in very recent years because most of the lay boards include few or no educators or students, and the membership tends to be comprised primarily of persons in high social and economic positions. Nevertheless, there is common recognition that the lay board of trustees holds a vital position in every educational institution.

The Theory of Governing Boards in Higher Institutions

The charter of a corporation is given to a group of individuals who petition for it. The charter creates the board. The board thus becomes the corporation and exercises the powers of the corporation. The board operates as a unit. The individual members have no authority to act for the corporation or to endeavor to direct its affairs unless the board as a whole has given specific authorization for this purpose.

Board members of colleges and universities commonly are called "trustees" -- because they are involved in trust relationships. Among the trust responsibilities of a lay board of trustees are those to manage the institution in the public interest; to account to local, state and federal agencies, as well as to the public, for actions taken and funds used; to carry out the ethical responsibilities involved in the education of youth; to hold title to and to administer endowment funds, and to execute other specific trusts. Trustees of higher institutions represent the same duties of any trustee who is responsible for a legal trust. For example, no individual trustee may secure any personal financial advantage or benefit. Title is given to one party, but the beneficial interest lies in others. The holder of the title is a "trustee" and he is responsible under the law to administer the trust faithfully in accordance with its conditions. A college is a trust in itself, and receives many trust funds to administer.

During the past two hundred years the lay board of trustees has been the dominant decision-making agency in the higher institutions of the United States. Such boards have served as the court of last resort when rival claims between academic groups or students have required adjudication at a level above the administration. Charters of incorporation spell out in detail the legal rights and responsibilities of trustees. Even in charters where rights and responsibilities have not been specified, courts have construed that lay boards have sweeping powers and obligations. Courts have ruled routinely that boards have responsibilities for establishing institutional purposes, the exercise of fiduciary supervision over resources and properties, the determination of the general character of instructional programs, the setting of requirements for admission and graduation, and the selection of administrative officers and members of the teaching staff.

Faculty on Boards of Trustees

The question has arisen often whether the faculty should be represented on the board. Increasingly, higher institutions have done so with good results. There appears to be no philosophy or movement in the United States to lobby for faculty to become dominant in number on boards of trustees as has been the case in many foreign universities.

It can be argued that the primary work of a college or university is the operation of an educational program. Therefore, those who know most about the job -- the professors -- should be represented on the board. The faculty may provide much help to a board of trustees because of their expertness of knowledge and because they must implement many of the decisions of the board.

There are opposing points of view who argue for boards of trustees to be comprised purely of lay persons. This position cites the advantages of having trustee members who are personally free from involvement in institutional matters, who can look at the problems objectively. The infusion of faculty into the board, it is argued, can lead to muddy waters in administrative responsibility. If the lay members of the board represent a variety of occupations, civic interests and responsible backgrounds, they can bring fresh perspective to education.

Some boards of trustees have taken a middle ground between the extremes of substantial and no faculty representation on the board. A number of institutions solved the problem by including distinguished educators from other institutions, and in this manner have gained the advantage of expert knowledge but avoided involving their own institutional faculty. Southwestern has followed the practice of having faculty representatives from other institutions on the board who have been appointed as representatives of their synods. Additionally, Southwestern has involved faculty on several of its board committees, and provided these faculty with full voting privileges on committee deliberations. However, at present no member of the Southwestern faculty serves on the board of trustees.

There is much value in the informal exchanges between faculty members and trustees in the committee meetings. This should be continued. There appears to be a growing trend all over the country for faculty to serve on all committees of the trustees, including finance. The Board may wish to consider establishing some quota of faculty representation on all Board committees. Further, the Board may wish to review its own mind concerning continuing the practice of appointing one or two faculty from outside institutions to the Board of Trustees, or utilizing one or more faculty members from Southwestern on the Board.

Student Representation on Governing Boards

As has been pointed out, most lay boards of trustees are comprised of individuals from upper social and economic segments of society. In recent years there has been mounting criticism of the American practice of using exclusively lay boards whose membership is concerned strongly with business, finance and professional interests other than higher education. The criticism does not seriously question the great value of lay trustees, but the point of the argument centers on the allegation that such individuals by definition cannot be expected to be experts in higher education. Hence, there is mounting desire not only for faculty representation, but for student representation as well.

It would be only natural for a trustee to wonder how an argument could be sustained that a young man or woman of eighteen to twenty-one years of age could be more of an expert in higher education than the trustee himself, who might be highly educated and experienced in his life's work. There are several very recent studies that show students to be as much or more concerned about the quality of teaching than either administrators or faculty. Additionally, it seems only fair to point out that students are entitled to the franchise as an essential part of their citizenship in any campus community. Again, in fairness, it should be pointed out that the average length of presidential service in American colleges and universities is now five years, and that the majority of faculty are legitimately away from their home college on contract assignments or sabbaticals from time to time. Some interesting sample surveys have been made that indicate that students on some campuses may actually have more years of continuous service than either the majority of faculty or administrators. Be that as it may, it is clear that there is a trend in the United States toward student participation in governing boards of higher institutions.

Many arguments against student participation in governance are leveled at the student as a person. Such arguments say that he is too young, too naive, too self-interested. Other arguments say that the student is too transient, and is a part of a population too diverse to be properly represented. Still other arguments say that colleges are not equal -- that is, one part of the community, the faculty, is there because they are knowledgeable, and another part of the community, the students, are there because they are not knowledgeable and have come to learn from those who are. Such advocates would say, therefore, that participation in college governance should be limited to the knowledgeable and experienced. They would argue that students can dominate governance because of their numbers, and be unduly disruptive through lack of experience and youthful exuberance.

Most of the current studies being done about governance in this country at the present time agree that although students have played rather passive roles in the learning process, students as a total part of the population are becoming more responsibly active and autonomous intellectually. Therefore, most educational leaders advocate an active role for students recognizing their increased maturity and growing experience. The trend is already beginning to work its way down into the secondary schools. It appears that the governance in all institutions in the United States will become less a matter of control by one segment of the college community -- the lay board -- and will become more participatory in character with representatives from the faculty and student body comprising a modest but integral part of the typical lay board of trustees.

Examples of Student Participation in Boards of Trustees

There are two recent national studies of student participation in boards of trustees.

The first was conducted by Dr. Earl J. McGrath, former Commissioner, U.S. Office of Education. His study, Should Students Share the Power?, was published by the Temple University Press, Philadelphia, in 1970. It is an exhaustive sample of 875 colleges and universities in the nation. A summary of the McGrath data may be found in Appendix A.

The second study was completed in 1971 by the American Civil Liberties Union. It was a survey of 155 college presidents. The data for the ACLU study may be found in Appendix B.

In 1968 Massachusetts became the first state to pass a law giving students a voting membership on state college and university governing boards. Since that time, a number of public and private institutions have moved to appoint students to their governing boards, either as voting or non-voting members. Following is a brief summary:

- American University - Three students have become non-voting participants at board of trustees' meetings (Washington, D.C.)
- Antioch College (Ohio) - A commission on governance recommended placement of 5 faculty and 5 students on the board of trustees for 3 year terms.
- Coker College (S.C.) - A student and a professor have become voting members of the board of trustees.
- Colby College (Maine) - Students have become non-voting members of the board of trustees.
- Colgate University (N.Y.) - Students and faculty members have been seated on many trustee committees.
- University of Kentucky - A state law passed in April, 1968 provides for student membership on the board of trustees of 6 state-supported institutions, including the University of Kentucky. The student government president for each of these institutions will serve as a non-voting member of the board, attend all meetings and be eligible for committee appointments.

- Lehigh University (Pa.) - An ad hoc committee was formed by the board of trustees to investigate the feasibility of seating 2 student representatives on the board.
- University of Maine - The governor of Maine has named a student to a three year term on the board of trustees.
- University of Connecticut - The governor of Connecticut named a student to the board of trustees to fill the unexpired term of a board member who resigned.
- George Washington University (Wash. D.C.) - The board of trustees approved a resolution to invite to future meetings as a guest the president of the student government.
- Howard University (Wash. D.C.) - The trustees agreed to include student and faculty representatives on their board and appointed a committee to work with the faculty senate and student association to draw up a detailed plan. A bill describing the committee's proposal was introduced on May 12, 1969. The board would be reduced from 24 to 15 trustees, with 8 members appointed by the president of the United States, 2 elected by tenured faculty, 3 elected by alumni and 2 elected by students. Students would have to be in their final year of undergraduate or graduate study in order to qualify.
- Princeton University (N.J.) - Juniors and seniors have elected a senior student to the Board of Trustees for a four year term.
- St. Mary's College (Md.) - Two non-voting students have been placed on every college committee, as well as the board of trustees.
- Silvermine College of Art (Conn.) - Students helped to choose new members of the board of trustees, 2 of whom were students.
- Southern State College (Ark.) - The student senate president was given a permanent, non-voting seat on the board of trustees. Student senate officers may address the board and place items on its agenda.
- Stanford University (Cal.) - Stanford trustees will invite students and faculty members to serve as voting members on most Board of Trustees committees, although they will not be given actual membership on the board.
- University of Toledo (Ohio) - Students will be present at meetings of the board of trustees, but may not vote.
- Vanderbilt University (Tenn.) - Four students have become members of the board of trustees.
- University of Akron (Ohio) - Students were invited to sit on the board of trustees.
- Lafayette College (Pa.) - Student body president has been invited to sit on the board of trustees.
- Massachusetts State Legislature has passed a law giving students a voting membership on state college and university governing boards. There will be one student on each of the state's five governing boards elected by fellow students.
- Haverford College (Pa.) - Students will be represented on the board of managers.
- Otterbein College (Ohio) - Three students will serve as voting members of the board of trustees.
- University of Hartford (Conn.) - Three students are now voting members of the board of regents, including the student body president.

In comparison to the large majority of boards of trustees in the nation, Southwestern has a progressive arrangement for college community representation in its faculty and governance affairs.

In the case of faculty committees, student representation is as follows:

Administrative Policy:	7 faculty	0 students
Admissions-Student Aid:	12 faculty	2 students
Curriculum-Standards:	10 faculty	3 students
Educational Development:	12 faculty	5 students
Library:	8 faculty	0 students
Research-Creative Activity:	11 faculty	0 students
Community Life:	7 faculty	7 students
Special Studies:	6 faculty	0 students
Committee on Committees:	4 faculty	0 students

In the case of board committees, faculty and student representation is as follows:

	<u>Trustees</u>	<u>Faculty</u>	<u>Students</u>	<u>Staff</u>
Buildings and Grounds	8	2	2	2
Development and Planning	8	2	2	2
Faculty	7	5	0	2
Finance	9	0	0	2
Students and Educational Program	7	2	2	3
Nominating	4	0	0	0
Honorary Degrees	3	2	0	0

At present, no students attend either faculty or board of trustees meetings as observers or in official capacities. On occasion, students are invited to make presentations on specific matters to either or both the faculty and the trustees.

Recommendations

Mr. Chairman, I move that the Board consider affirmative action on the following recommendations:

1. That faculty representatives be appointed each year to all committees of the Board. The procedure would be for the Dean of the College to secure by vote of the faculty sufficient faculty individuals to serve on all Board Committees and recommend a slate to the Chairman of the Board for appointment.
2. That the Board Committee on Faculty explore the alternatives whether it would recommend (a) continuing the practice of encouraging appointment of one or two faculty representatives to the Board from outside colleges or universities; (b) appointing one faculty member from the outside and one from Southwestern; (c) appointing one or more faculty members only from Southwestern or (d) appointing no faculty representatives except as they may be appointed for other reasons.

3. That the Board adopt one of the following two recommendations to become operative by the time of the March, 1972 Board meeting:
 - (a) That a Southwestern student be appointed as a voting member of the Board of Trustees for a term of one year. The procedure would be for the President of the Student Body to secure by vote a slate of six candidates and submit the slate via the Vice President of Student Affairs to the President and the Chairman of the Board of Trustees. The candidate must be of legal age, a senior, hold a minimum 2.5 academic average and hold a responsible elected or appointed position in student government or affairs. The Board Committee on Students and Educational Program will recommend a selection from the slate of six candidates to the President and to the Chairman of the Board.
 - (b) That three Southwestern students be appointed as non-voting members of the Board of Trustees for a term of one year. The procedure and criteria for selection would be similar to (a).
4. That all Board committees be comprised of as full a representation of the college community as possible, with the ratio of trustees to faculty and students being at all times in modest majority.

Appendix A

STUDENT PARTICIPATION IN SELECTED POLICY-MAKING BODIES

OF 875 COLLEGES AND UNIVERSITIES (McGrath Study - 1970)

Policy-Making Body	Percentage of 875 Responding Colleges and Universities Having Student Participation
Board of trustees	
Voting membership	2.7
Any participation*	20.0
Board of trustees committees*	10.6**
One or more faculty committees*	88.3
Faculty executive committee	
Voting membership	17.9
Any participation*	22.7
Faculty curriculum committee	
Voting membership	46.1
Any participation*	57.8
Faculty committee on faculty selection, promotion, and tenure	
Voting membership	3.3
Any participation*	4.7
Other faculty committees*	83.3
Admissions*	17.5
Library*	31.2
Planning*	9.7
Public events, lectures, etc.*	29.1
Discipline*	18.6
Student life*	34.3
<hr/>	
Usable responses received (N)	875
Percentage response	65.4

SOURCE: Responses of 875 colleges and universities to questionnaire mailed September 1969.

*Includes both voting membership and non-voting participation.

**Includes 42 institutions (4.8% of the total) in which students were reported not to sit with the board, but nevertheless to sit with one or more of the board committees.

Appendix B

SURVEY OF STUDENTS DECISION-MAKING ROLE IN HIGHER INSTITUTIONS
OF THE UNITED STATES

(American Civil Liberties Union, 1971.
A survey of 155 college presidents)

Students participate in decision-making on:	With vote	Without vote	No role
Course requirements	49%	24%	28%
Curricular offerings	59%	25%	16%
Grading systems	50%	19%	31%
Grading appeals	28%	10%	62%
Admissions policies	48%	15%	37%
Financial aid policies	51%	13%	36%
Building and grounds planning	45%	21%	34%
Faculty selection	9%	19%	72%
Faculty evaluation	28%	38%	34%
Faculty promotion	6%	18%	76%
Administrative appointments	32%	29%	39%
Administrative evaluation	7%	13%	80%
Budget-making	20%	14%	66%
Judicial regulations	88%	10%	3%
Governing boards	5%	31%	64%

DEGREES CONFERRED ON MAY 31, 1971

BACHELOR OF ARTS

Gary Davis Adams	Maitland, Florida
Larry Joe Adams	Indianapolis, Indiana
Lillian Arpi Aivazian	Memphis, Tennessee
Madeline Noel Allen	Memphis, Tennessee
James Douglass Anderson	Ripley, Tennessee
Ronald Keith Anderson	Paris, Tennessee
Samuel Ben Anderson III	Memphis, Tennessee
Katherine Jane Anglin	Shelbyville, Tennessee
Jo Ellen Atkinson	Pine Bluff, Arkansas
Margaret Irene Barton	Memphis, Tennessee
Gayle Elaine Bartos	Memphis, Tennessee
Rosemary Hodson Beck	Cleveland, Ohio
Arthur Lawrence Bellott III	Memphis, Tennessee
Stephen Roy Benneyworth	Brentwood, Tennessee
Charlana Jean Best	Memphis, Tennessee
Harold Daniel Blackwood	North Little Rock, Arkansas
Julian Taylor Bolton	Chicago, Illinois
James Allen Boone, Jr.	Jackson, Mississippi
John Barron Boyd, Jr.	Columbia, South Carolina
John Joseph Brady III	Nashville, Tennessee
Leigh Norman Brasington	Cape Girardeau, Missouri
John Anderson Brayton	Dyersburg, Tennessee
Catherine Stewart Breytspraak	Memphis, Tennessee
Carroll Broadus	Memphis, Tennessee
Ann Marie Brown	Memphis, Tennessee
Lucy Elaine Buchanan	Memphis, Tennessee
Steven Bruce Buckman	Memphis, Tennessee
Charles Hugh Bunting-Frame	Blackburn, Lancashire, England
Ronald Schroeder Burnett	Jonesboro, Arkansas
David Lawrence Carter	Brownsville, Tennessee
John Jefferson Carter, Jr.	Florence, Alabama
Patricia Sue Carter	Milan, Tennessee
Margaret Ann Cary	Newbern, Tennessee
Peter Frasius Casparian	Starkville, Mississippi
Gregg Allen Charbonnet	New Orleans, Louisiana
Jack Alford Childers, Jr.	Memphis, Tennessee
John Hugh Churchill	Little Rock, Arkansas
Candace Anne Cleveland	Memphis, Tennessee
Robert Reed Click, Jr.	Dallas, Texas
Alice McBee Cockroft	Memphis, Tennessee
James Arthur Cogswell, Jr.	Franklin, Tennessee
Beverly Blanche Cole	Memphis, Tennessee
James Norman Compton	Fayetteville, Mississippi
Daisy Lee Craddock	Panama Canal Zone
Timothy Martin Crais	Atlanta, Georgia
James Hilton Crosby	Bay Minette, Alabama
Jeff Adams Crow, Jr.	Elaine, Arkansas
Stephen Beard Crump	Memphis, Tennessee
Lucy Lyne Cuningham	Mason, Tennessee

BACHELOR OF ARTS (Continued)

Glean Taylor Cunningham	Farmington, Missouri
Mason Duncan Currey III	Nashville, Tennessee
Deborah Anne Dawson	Memphis, Tennessee
Jean Kelley DeCrow	Memphis, Tennessee
Carol Anne DeForest	San Antonio, Texas
Deborah Dellinger	Newbern, Tennessee
Frank Michael DeSalvo	Marrero, Louisiana
James Frederick Dick	Largo, Florida
John Altrock Dietrichs	Atlanta, Georgia
James Carter Dobbins	Germantown, Tennessee
Frank Marshall Dodson	Shreveport, Louisiana
Samuel Rembert Donelson, Jr.	Memphis, Tennessee
*Gretchen Schas Douglas	Memphis, Tennessee
Mary Elizabeth Dunlap	Dallas, Texas
Charles Madison Durham	Hot Springs, Arkansas
Joseph Vance Elliott	Columbia, Tennessee
John Willis Evans, Jr.	Jackson, Mississippi
Erskine Boyce Falls, Jr.	Wynne, Arkansas
Donna Kay Fisher	Memphis, Tennessee
Jean Carter Fisher	Memphis, Tennessee
Janet Burks Fitzgerald	Memphis, Tennessee
John Alexander Flaniken III	Memphis, Tennessee
Frances Ruth Foster	Saltillo, Mississippi
Pattie Bell Frazier	Memphis, Tennessee
Sylvia Virginia Friedman	Memphis, Tennessee
Anne Wylly Gilfoil	Lake Providence, Louisiana
Mark David Gilley	Memphis, Tennessee
Ann Elizabeth Gotschall	Covington, Louisiana
Kenneth Hillel Graeber	Memphis, Tennessee
Carey Bradford Green	Mobile, Alabama
Ann Lee Greer	Paris, Tennessee
Gordon Spencer Greeson, Jr.	Memphis, Tennessee
Stephen Charles Gregory	Memphis, Tennessee
Mary Faith Grymes	Memphis, Tennessee
James Frederick Habenicht	Memphis, Tennessee
Stephen Dumas Hammond	Jackson, Tennessee
John Britton Hampton III	Arrington, Tennessee
Thomas Patrick Hanrahan	Memphis, Tennessee
Ava Loraine Hansbrough	Baton Rouge, Louisiana
Marcia Anne Harris	Hot Springs, Arkansas
Daniel Bruce Hatzenbuehler	Dallas, Texas
*Margaret Hardin Hawkins	Little Rock, Arkansas
Richard Stone Heien	Little Rock, Arkansas
Robert Forrest Henry	Little Rock, Arkansas
John Stephen Hille	Festus, Missouri
William David Hollings, Jr.	Nashville, Tennessee
Elizabeth Marsh Hubbard	Jackson, Tennessee
Henry Hadley Hury, Jr.	Memphis, Tennessee
Bonnie Marie Isaksen	Oxon Hill, Maryland
Sue Richardson Isom	Naples, Florida
Donald Martin Jenkins	Clarksville, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

Charles Richard Jerman, Jr.	Alamo, Tennessee
Kittie Ligon Johnson	Chattanooga, Tennessee
Latta Crawford Johnston, Jr.	Signal Mountain, Tennessee
Thomas Shelton Jones, Jr.	Starkville, Mississippi
George William Joyner	Memphis, Tennessee
Kim Kellermann Kersey	Caruthersville, Missouri
Deborah Maureen Kerwin	Memphis, Tennessee
Joan Bouden Kostmayer	New Orleans, Louisiana
*Frances Zambie Kummer	Helena, Arkansas
Ellen Reid Lackey	Nashville, Tennessee
*Kendall King Lambert	Memphis, Tennessee
William Alexander Lauderdale, Jr.	Nashville, Tennessee
Mary Rebecca Laurens	Little Rock, Arkansas
Elizabeth Jane Lazear	Pine Bluff, Arkansas
*Bruce Robert Lindsey	Little Rock, Arkansas
*William David Lloyd	Davidson, North Carolina
Claude Bernard Lynch III	Como, Texas
Ronald Wayne McAfee	Memphis, Tennessee
Charles Walpole McDonald	Memphis, Tennessee
*Kitty Jones McDonald	Starkville, Mississippi
Lynda Campbell McDonald	Memphis, Tennessee
Roy Shannon McDonald	Nashville, Tennessee
Ellen Wood McElduff	Wynne, Arkansas
Neil James McElroy	Memphis, Tennessee
Richard Williams McLean	Sheffield, Alabama
Charles William McNeal	Walnut Ridge, Arkansas
Susan Camille McNeely	Marion, Arkansas
William Eugene Maier	New Orleans, Louisiana
Margaret Askew Marshall	Memphis, Tennessee
Samuel Preston Marshall III	Lakeland, Florida
Charles William Martin, Jr.	Nashville, Tennessee
William Camp Matthews, Jr.	Charlotte, North Carolina
James Roberts Hegar	Florence, Alabama
Barbara Lee Menz	Little Rock, Arkansas
Thomas Merrill Mobley	Clarksdale, Mississippi
John Thomas Morgan	Memphis, Tennessee
Judith Ann Morrow	Mobile, Alabama
James Abney Hoss	Natchez, Mississippi
James Riley Mulroy II	Memphis, Tennessee
Gary Lee Murray	Memphis, Tennessee
Paula Briggs Myers	Memphis, Tennessee
Deborah Anne Nichol	Nashville, Tennessee
Margaret Sue Nussbaum	Cedar Rapids, Iowa
John Frederick O'Bryant	West Memphis, Arkansas
Harry Peoples Ogden	Knoxville, Tennessee
Ellen Amanda Osterbind	Gainesville, Florida
Norman Houston Parks	Columbia, Tennessee
James William Paschal	Memphis, Tennessee
Gary Thomas Patton	Nashville, Tennessee
Betty Bringle Peebles	Columbia, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

Linda Anne Phelps	Memphis, Tennessee
Ann Jeanette Porter	Memphis, Tennessee
Candace Alaide Powell	Memphis, Tennessee
Thomas Ryan Prewitt, Jr.	Memphis, Tennessee
Cheryl Wayne Pylant	Huntsville, Alabama
Adair Hogue Rainey	Memphis, Tennessee
Carol Yvonne Ramsay	Sherman, Texas
William Glyn Ramsey	Memphis, Tennessee
William Kevin Rando	Memphis, Tennessee
Meri Lee Rappaport	Memphis, Tennessee
Joseph Michael Ripski	Millington, Tennessee
Robin Ritter	Marked Tree, Arkansas
Terry De Roberts	Memphis, Tennessee
Lavenia Ann Rogers	Orangeburg, South Carolina
John Howard Rone	Covington, Tennessee
Sara Street Sain	Nashville, Tennessee
William Joseph Seeto	Memphis, Tennessee
David Russell Seiler	Corinth, Mississippi
Philip Thomas Shanks III	Decatur, Alabama
Thomas Abboud Shoffner — <i>dup - 6/77</i>	Memphis, Tennessee
William Miller Short	Franklin, Tennessee
Charles Allen Shoudy	Monroe, Louisiana
William Oliver Shults	Newport, Tennessee
Nance Fisher Silk	Memphis, Tennessee
Margaret Hannah Simmons	Auburn, Alabama
Nanette Simonton	Palos Verdes Peninsula, California
Joe Bernard Simpson, Jr.	Memphis, Tennessee
James Finis Smith, Sr.	Jackson, Tennessee
Melinda Lee Smith	Pocahontas, Arkansas
Vassar Williams Smith	Memphis, Tennessee
Kristina Weaver Sneed	Memphis, Tennessee
Stephen Randall Snow	Walnut Ridge, Arkansas
Christine Ann Southard	Memphis, Tennessee
Stephanie Anne Springfield	Crawfordsville, Arkansas
Jerome Thomas Stauffer	Memphis, Tennessee
Jack Roger Stevens	Port Washington, New York
Samuel Eugene Stevens	Memphis, Tennessee
Bettie Michele Sumara	Tiptonville, Tennessee
Sally Draper Sutherland	Camden, Tennessee
Jon Christopher Sutterlin	Bristol, Tennessee
George Henry Taylor III	Dothan, Alabama
Mary Shealy Thompson	Kingsport, Tennessee
Reuben Ryder Tipton III	Tiptonville, Tennessee
David Christopher Tucker	Ripley, Tennessee
Minor Charles Vernon	Memphis, Tennessee
Carmen Cockrill Webb	Jackson, Tennessee
Alva Bowen Weir	Memphis, Tennessee
Wynellen Weir	Memphis, Tennessee
Robin Lee Wellford	Sarasota, Florida
Laura Elizabeth Whittemore	Memphis, Tennessee

BACHELOR OF ARTS (Continued)

Anne Grider Wiggs	Memphis, Tennessee
Carol Elizabeth Williams	Memphis, Tennessee
Mary Anna Williamson	Brownsville, Tennessee
Park Chew Wong	Penang, Malaysia

BACHELOR OF SCIENCE

Stephen Paul Busby	Memphis, Tennessee
Robert Prince Doolittle	Florence, Alabama
James Robert Farrell	Memphis, Tennessee
Ronald James Ford	Batesville, Arkansas
Klaus Frederick Heimburg	Huntsville, Alabama
Charles Frederick Jones	Nashville, Tennessee
Stephen Ellis Kendrick	Memphis, Tennessee
Earl Lockett Kiech	Jonesboro, Arkansas
Ernest Bobby Kleier, Jr.	Memphis, Tennessee
George Frederic Larson	Knoxville, Tennessee
James Richmond McCarty	El Paso, Texas
Bouldin Alcorn Marley, Jr.	Sumner, Mississippi
Thomas Carlton Marshall	Memphis, Tennessee
Richard Wallace Miller, Jr.	Memphis, Tennessee
Michael Montgomery Moses	Jacksonville, Florida
Charles Edward Niesen II	Webster Groves, Missouri
Roderic Bruce Roark	Leland, Mississippi
John Russell Satterthwaite	Atlanta, Georgia
Marcia Jeanine Swett	Memphis, Tennessee
William Sparr Taylor	Memphis, Tennessee
Charles Ladell Thompson	Memphis, Tennessee
Aubrey Lee Tucker, Jr.	Millington, Tennessee
Jeff Ira Williams III	Memphis, Tennessee

BACHELOR OF MUSIC

Helen Elizabeth Alford	Greenwood, Mississippi
James David Anderson	North Palm Beach, Florida
Dennis Edward Ferguson	Memphis, Tennessee
Nancy Virginia Jaco	Jackson, Tennessee
John Stuart Kelly	Nashville, Tennessee
Susan Kelley Van Dyck	Paris, Tennessee

DEGREES CONFERRED ON AUGUST 31, 1971

BACHELOR OR ARTS

Dan Chowning Botts	Mexico, Missouri
Paula Ann Bullock	Memphis, Tennessee
Felicia Anne Burns	Columbia, Tennessee
Susan Ruth Canon	Charlotte, North Carolina
Victoria Lyon Chandler	Spanish Fort, Alabama
*Henry Horton Davis III	Monroe, Louisiana
Karen Elyda Francis	Memphis, Tennessee
Otha Gilyard	Marianna, Arkansas
William Tracy Knight, Jr.	Memphis, Tennessee
*Samuel Bruce Levine	Memphis, Tennessee
Lee Rothenberg Meyer, Jr.	Meridian, Mississippi
*Charles Stanley Sneed	Huntington, West Virginia
Cheryl Lynn Williford	Columbia, Tennessee

Duplicate diploma issued 9/15/78

BACHELOR OF SCIENCE

# Genyth Arlene Smith	Natchez, Mississippi
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GRADUATED WITH HONORS

James David Anderson	Church Music
#John Barron Boyd, Jr.	International Studies
#Leigh Norman Brasington	Mathematics
Charles Hugh Bunting-Frame	International Studies
Stephen Paul Busby	Biology
Mary Elizabeth Dunlap	International Studies
Joseph Vance Elliott	International Studies
Thomas Patrick Hanrahan	International Studies
William David Hollings, Jr.	History
%William Tracy Knight, Jr.	International Studies
George Frederic Larson	Chemistry
Bruce Robert Lindsey	History
#James Richmond McCarty	Chemical Biology
Thomas Merrill Mobley	English
Ellen Amanda Osterbind	International Studies
Betty Bringle Peebles	Art
Roderic Bruce Roark	Chemistry
William Oliver Shults	International Studies
#Stephen Randall Snow	International Studies
Reuben Ryder Tipton III	Biology
% August graduate	

GRADUATED WITH DISTINCTION

	<u>MAJOR</u>
Helen Elizabeth Alford	School Music
Madeline Noel Allen	Psychology
James Douglass Anderson	History
Katherine Jane Anglin	Psychology
Jo Ellen Atkinson	History
#Rosemary Hodson Beck	English
#Phi Beta Kappa	
*graduated <u>in absentia</u>	

GRADUATED WITH DISTINCTION (con't)

Harold Daniel Blackwood	Psychology
Catherine Stewart Breytspraak	Religion
Ann Marie Brown	Psychology
%Felicia Anne Burns	History
Margaret Ann Cary	Psychology
Peter Frasius Casparian	Anthropology/Art & Psychology
Jack Alford Childers, Jr.	English
#John Hugh Churchill	Philosophy
#Robert Reed Click, Jr.	Biology
#James Arthur Cogswell, Jr.	English
Deborah Dellinger	Spanish
#James Carter Dobbins	Philosophy
Charles Madison Durham	Greek and Philosophy
Donna Kay Fisher	Political Science
#Jean Carter Fisher	Religion
Janet Burks Fitzgerald	English
Frances Ruth Foster	Spanish
%Karen Elyda Francis	Communication Arts
Pattie Bell Frazier	Psychology
#Sylvia Virginia Friedman	Sociology
#Anne Wily Gilfoil	Spanish
Ann Elizabeth Gotschall	Psychology
Kenneth Hillel Graeber	Political Science
Carey Bradford Green	Psychology
Gordon Spencer Greeson, Jr.	English
Stephen Charles Gregory	Economics
Mary Faith Grymes	French
Stephen Dumas Hammond	Chemistry
Daniel Bruce Hatzenbuehler	History
#Margaret Hardin Hawkins	Spanish
#Robert Forrest Henry	Psychology
Henry Hadley Hury, Jr.	English
Bonnie Marie Isaksen	Music
Sue Richardson Isom	English
Nancy Virginia Jaco	School Music
Stephen Ellis Kendrick	Physics
Ernest Bobby Kleier, Jr.	Biology
Ellen Reid Lackey	Psychology
Charles Walpole McDonald	English
#Neil James McElroy	Philosophy
#Richard Williams McLean	Psychology
#Charles William McNeal	Psychology and Religion
William Eugene Maier	Economics
#Samuel Preston Marshall III	Psychology
Thomas Carlton Marshall	Physics
William Camp Matthews, Jr.	History
#Richard Wallace Miller, Jr.	Chemical Biology
Judith Ann Morrow	Art
#Gary Lee Murray	Chemistry
#Margaret Sue Nussbaum	Psychology
John Frederick O'Bryant	English
#Norman Houston Parks	History
Gary Thomas Patton	Economics
Ann Jeanette Porter	Mathematics
#Phi Beta Kappa	
%August graduate	

GRADUATED WITH DISTINCTION (con't)

Thomas Ryan Prewitt, Jr.	History
Cheryl Wayne Pylant	Psychology
Adair Hogue Rainey	History
#Carol Yvonne Ramsay	English
#Robin Ritter	Spanish
William Joseph Seeto	Philosophy
% #Genyth Arlene Smith	Biology
#Vassar Williams Smith	Greek
Christine Ann Southard	Spanish
Stephanie Anne Springfield	English
Jack Roger Stevens	Economics
Samuel Eugene Stevens	Psychology
Marcia Jeanine Swett	Biology
#Aubrey Lee Tucker, Jr.	Chemistry
#Alva Bowen Weir	Biology
#Wynellen Weir	Psychology
#Carol Elizabeth Williams	English
% Cheryl Lynn Williford	Psychology
--John Russell Satterthwaite	Biology

HONORARY DEGREES CONFERRED ON MAY 31, 1971

DOCTOR OF DIVINITY

J. Phillips Noble.....Anniston, Alabama
Pastor, First Presbyterian Church

David Shepperson, Jr.....Meridian, Mississippi
Pastor, First Presbyterian Church

DOCTOR OF HUMANITIES

Paul Borda.....Memphis, Tennessee
Chairman of the Board, Memphis Housing Authority

DOCTOR OF SCIENCE

Richard T. Hansen.....Kamuela, Hawaii
Senior Member, High Altitude Observatory

Alfred KelleherStamford, Connecticut
Executive Director, Fund for Overseas Research Grants
and Education

DOCTOR OF LAWS

Terry Sanford.....Durham, North Carolina
President, Duke University

%Graduated in August
#Phi Beta Kappa

Board of Trustees

FOUR-YEAR STUDY OF DEGREES CONFERRED

	Bachelor of Arts			Bachelor of Science			Bachelor of Music			Totals		
	M	W	T	M	W	T	M	W	T	M	W	T
8/19/67	11	7	18	0	1	1	0	0	0	11	8	19
6/ 3/68	79	90	169	10	1	11	2	1	3	91	92	183
8/20/68	8	6	14	1	0	1	0	0	0	9	6	15
6/ 2/69	105	96	201	19	2	21	0	5	5	124	103	227
8/30/69	11	3	14	1	1	2	1	1	2	13	5	18
6/ 1/70	85	70	155	16	3	19	3	1	4	103	75	178
8/31/70	8	8	16	0	0	0	1	0	1	9	8	17
5/31/71	115	89	204	22	1	23	3	3	6	140	93	233

Total number of graduates from 1848 to and including June, 1971 - 5,047

STUDENTS GRADUATING WITH HONORS AND DISTINCTION

	<u>Number in Class</u>	<u>Honors</u>	<u>Distinction</u>	<u>Percentage</u>
8/19/67	19	1	3	
6/ 3/68	183	16	51	34.6
8/20/68	15	1	1	
6/ 2/69	227	14	44	25.7
8/30/69	18	0	4	
6/ 1/70	178	15	50	35.2
8/31/70	17	1	2	
5/31/71	233	20	75	38.8

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	1967-68			1968-69			1969-70			1970-71			Number of students approved to read for Honors 1971-72
	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	
Anthropology.....	15	0	0	7	0	1	13.0*	0	2	10.0*	1	0	3
Art.....	4	0	1	3	0	0	4.5	1	1	9.0	1	0	0
Basic Engineering.....	0	0	0	0	0	0	3.0	0	0	0.0	0	0	0
Biology.....	20	1	5	26	2	5	26.0	1	4	23.0	2	5	4
Chemical Biology.....	-	-	-	-	-	-	-	-	-	6.0	1	1	0
Chemistry.....	5	0	5	8	0	1	7.0	0	1	7.0	2	3	0
Classics.....	2	0	1	1	0	0	2.0	0	0	3.5	0	2	0
Communication Arts.....	-	-	-	-	-	-	1.0	0	0	3.5	0	0	0
Economics.....	17	0	5	16	0	1	9.0	0	1	18.5	0	5	0
English.....	39	1	12	46	2	9	27.5	1	8	42.0	1	12	4
French.....	9	0	5	7	0	2	6.0	0	2	5.5	0	1	0
German.....	0	0	0	4	0	0	1.5	0	2	3.0	0	0	0
History.....	13	1	3	15	2	3	9.0	0	3	22.0	2	6	1
International Studies..	5	3	0	10	3	2	6.0	3	0	12.0	9	0	4
Mathematics.....	5	1	0	11	1	0	6.0	0	1	4.0	1	1	1
Music.....	4	1	3	6	0	3	8.5	0	6	10.0	1	3	0
Philosophy.....	9	3	3	7	2	1	8.0	4	4	9.5	0	5	1
Physics.....	4	0	1	5	2	2	4.0	2	1	5.0	0	2	1
Political Science.....	6	0	1	15	0	2	16.0	1	4	7.5	0	3	3
Psychology.....	33	3	4	47	0	10	31.0	2	11	37.0	0	19	1
Religion.....	7	2	1	6	1	2	2.0	0	0	3.0	0	3	1
Spanish.....	5	0	3	5	0	1	5.0	0	1	8.0	0	6	1
	202***16		53	245***15		45	196.0	15	52	249.0	21	77	25

*** Includes double majors. * Double majors as recorded as one half in each department

REPORT OF ANNUAL ENROLLMENT
(Special Students Excluded)

	<u>Resident</u>	<u>Percent</u>	<u>Commuting</u>	<u>Percent</u>	<u>Total</u>
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
Session 1966-67	593	58.8	416	41.2	1009
Session 1967-68	630	60.6	411	39.4	1041
Session 1968-69	582	58.4	414	41.6	996
Session 1969-70	683	64.7	373	35.3	1056
Session 1970-71	680	64.0	382	36.0	1062

ANNUAL REPORT OF THE PRESIDENT

To: Members of the Board of Trustees

Gentlemen, it is an honor and pleasure to present to you the report of the president of Southwestern At Memphis for the academic year 1970-71

The College Year In Brief

In 1970-71 Southwestern had the largest student body in its history, a total of 1042 students. Last fall, 296 freshman students enrolled in the college. Their SAT College Entrance Score average was 1158, one of the highest class averages in the annals of the college. There was a 90% return of former students to the sophomore, junior and senior classes. Approximately 70% of the students came from Southwestern's four cooperating synods, Tennessee, Alabama, Mississippi and Louisiana. There were 369 students affiliated with the Presbyterian Church, 35% of the college's enrollment. During the year the college provided a total of \$499,000 in student aid. Of this amount, \$294,000 was derived from federal funds and \$205,000 from the college's resources. Because of these benevolences, the college was able to aid 41% of the student body with small to large amounts of financial assistance. Approximately seventy percent of the faculty have earned their doctoral degrees, and twenty-five percent are members of Phi Beta Kappa, the national scholastic society. During the year, John Hugh Churchill, a senior from Little Rock, Arkansas, won the coveted Rhodes Scholarship for advanced studies at Oxford, England.

The administrative reorganization, established last year, proved increasingly efficient in managing the affairs of the college. The three vice presidents for academic affairs, finance, and student affairs, and the two directors for development and for institutional advancement, took their delegations of responsibilities seriously and helped the president manage the activities of the college effectively.

The year was one of academic innovation. The freshman colloquium, having proved itself as a viable educational program during the past three years, was established as a permanent part of the curriculum. Henceforth all entering freshmen will be able to select a topic of their choice from a list of eighteen colloquia. The colloquia are designed for a maximum of twelve students each, and they are to introduce freshmen to inter-disciplin-

ary fields, research methods and group discussion techniques. In several instances, two teachers from completely different disciplines help teach a single colloquium.

The faculty voted further to establish the three-term calendar as a permanent schedule at Southwestern. Term I is comprised of 12 weeks beginning in early September and ending near Christmas. Term II is comprised of 12 weeks beginning in January and ending in early April. Term III is six weeks running through April and ending in early June.

The faculty also voted to establish four divisions of the curriculum—humanities, natural sciences, social sciences, and communication arts—within which all departments are grouped.

Additionally the faculty approved a policy permitting students to make their own selection of courses from each of these four divisions to meet degree requirements. The faculty cooperated in designing an interdepartmental program in urban affairs utilizing a selection of courses from existing departments in political science, economics, philosophy and anthropology. Southwestern's sponsorship of the summer program at Oxford University in England has been expanded to include other institutions of the Southern College University Union, and work is going forward to establish a similar program in India dealing with the literature and culture of Southeast Asia.

Student affairs have been characterized by rapid improvement in the area of counseling and guidance for students, and in security measures on campus for their protection. Dormitory parietals have been regulated through a shared responsibility between the students' Social Regulations Council and the Vice President for Student Affairs. Student responsibility for campus publications improved throughout the year due to improved understandings between student leaders and the administration. Sports at Southwestern had a good year, particularly in the case of football. The Lynx Cats ended up the season with a record winning 7-1 season. Over ten percent of the student body is involved in the Kinney Program. Students volunteer their services to work with many Memphis community and social agencies to help the sick, infirm and disadvantaged. The students, in collaboration with the faculty, reinstated weekly chapel services on a voluntary basis, and attendance improved steadily throughout the year.

The Office of Development has worked long and hard on the various fund drives for the college and has assisted in approaches to foundations and government agencies with grant requests. The Office of Development had 198 requests to local foundations

in the southern region hand-delivered by selected alumni living in the vicinities of these foundations.

The Office for Institutional Advancement continued expansion and improvement of the various alumni chapters around the country; improved the quality and scope of the college's publications, and managed the many special occasions which bring groups of people to the campus.

The Center for Continuing Education offered a highly imaginative range of programs including Urban Policy Institutes in Memphis and in northeast Arkansas.

Highlights of Actions by the Board of Trustees

The Board authorized a study of present practices in institutions of higher education of the United States regarding the use of students in voting and non-voting positions, Boards of Governance and on board and faculty committees. The Board of Trustees will discuss and evaluate the advisability and feasibility of appointing students to the Board of Trustees during 1971-72.

The Board authorized a study of the advisability of establishing a Southwestern Development Corporation to be a holding company for economically valuable properties, such as real estate, businesses, industries, patents or service organizations, to be operated for profit entirely separate from the non-profit corporation of Southwestern At Memphis.

The Board authorized the establishment of an advisory body to the college to be known as the Board of Visitors in addition to the President's Council. The Board of Visitors, comprised of persons with a distinguished record in business, industry, finance, professions, government, philanthropy, humanities and arts, would advise the Board of Trustees and college administration about critical issues, problems, ideas and opportunities of benefit to Southwestern.

The Board authorized the preparation of a "Bill of Rights and Responsibilities" for Southwestern administrators, faculty, students, staff and trustees, recognizing the need for the college to have a brief but comprehensive statement of responsibilities and rights for all constituencies of the Southwestern community.

The Finance Committee of the Board of Trustees and the staff of the Office of Vice President for Fiscal Affairs formulated plans for establishing a monthly report which would analyze both expenditures and income, and report variances from the budget. These monthly reports began in July, 1971. The Finance Committee also agreed to meet quarterly or bimonthly to help

the college with more intensive planning. Long-range planning and budgeting were established as goals. The Finance Committee and the Board arrived at agreements to reduce deficit spending at the college and to balance the budget within the next year or two. The Board also agreed to establish an endowment for maintenance, a financial feature badly needed by the college in view of the fact that some of its buildings are now forty-six years of age.

In previous years the college has had no provision or procedure for providing for staff or faculty who were disabled while in the service of the college. The college simply followed the policy of taking care of disabled personnel out of available funds. A salary continuance plan was established so that all faculty and staff would begin to receive regular financial assistance at the end of six months disability. Payments will be based on 60% of the first \$1,000 of monthly salary and 40% of monthly salary in excess of \$1,000, up to a maximum payment of \$1,500 per month.

During the year the Board of Trustees approved the awarding of honorary doctoral degrees to: Doctor of Divinity—J. Phillips Noble, Pastor of First Presbyterian Church, Anniston, Alabama, and David Shepperson, Jr., Pastor of First Presbyterian Church, Meridian, Mississippi. Doctor of Humanities—Paul Borda, Chairman of the Board, Memphis Housing Authority, Memphis. Doctor of Science—Alfred Kelleher, Executive Director, FORGE (Fund for Overseas Research Grants and Education), Stamford, Connecticut, and Richard T. Hansen, Senior Member, High Altitude Observatory, Kamuela, Hawaii. Doctor of Laws—Terry Sanford, President, Duke University, Durham, North Carolina (1971 commencement speaker).

The Board authorized the president to enter into a contract with the Memphis Board of Education to organize during the summer months at Southwestern the Southwestern High School Scholars Program, now in its fourth year. Under this program, approximately seventy-five very promising, disadvantaged youths who will be in their senior year in high school, are on the Southwestern campus for special studies during the summer. The program is headed by Dr. Carl F. Walters, Jr., Associate Professor of Bible and Religion and student counselor.

The Board also authorized Southwestern to enter into a contract with the National Collegiate Athletic Association to provide a program in recreation and athletics during the summer months for some 500 youths on the Southwestern campus.

The front page headline of the Friday, September 18, 1970, issue of the *Sou'Wester* caused criticism of the newspaper and

of the college by students, faculty, alumni, parents, staff, trustees and the general community.

On November 16, 1970, the Board of Trustees established the following policy statement: "It was the definite consensus of the Board of Trustees that nothing should be published in the college publications which would not constitute good journalism."

The students' Publications Board and the Community Life Committee of the college evolved several steps to improve the quality of the student newspaper for the future.

Presidential Inauguration

An inaugural convocation was held on November 7, 1970, in connection with the annual Homecoming and Alumni Weekend. The inauguration of Dr. William L. Bowden as the seventeenth president of Southwestern At Memphis took place at 11:00 A.M. in Evergreen Presbyterian Church. The ceremony was a simple convocation and included representatives of the Southwestern community.

Clough Hall

With the dedication of S. DeWitt Clough Hall at 3:30 on the afternoon of October 14, 1970, a dream became a reality—home for the Department of Art with studios for sculpture, painting, print-making; a permanent gallery to display the art collection of the Jessie L. Clough Art Memorial for Teaching and to provide a showcase for visiting art shows; classrooms and full laboratory facilities for the Departments of Sociology and Anthropology and the Department of Communication Arts; a permanent Center for Continuing Education designed to accommodate everything from large conferences to intimate discussion groups. In short, Southwestern had at last a permanent home for the humanities.

Rising between Palmer Hall and Frazier Jelke Science Center, Clough Hall forms the Eastern perimeter of the broad quadrangle planned by President Diehl nearly a half century ago when the college moved from Clarksville to Memphis. Designed and built under the direction of two Southwestern alumni—Wells Awsumb, the architect, and Robert Elder, the contractor—the building was carefully planned to perpetuate the architectural scheme of the campus although it is a sophisticated, thoroughly modern building.

At the dedication ceremony, the college expressed its gratitude to Mrs. S. DeWitt Clough, of Chicago, whose generosity was instrumental in making the new building possible. Clough

Hall is named in honor of her late husband, S. DeWitt Clough, for many years president and chairman of the board of Abbott Laboratories. Also honored were Mr. and Mrs. Hugo N. Dixon, of Memphis, whose generosity made possible the Hugo N. Dixon Fine Arts Wing; and directors of the Edward J. Meeman Foundation, whose gift created the Edward J. Meeman Center for Continuing Education.

Other honorees at the ceremony of dedication included Mrs. E. B. Cummings, whose gift in memory of her late husband, E. B. Cummings, made possible a staff conference room in the Center for Continuing Education; Mr. Odell Burks, representing the late Sidney M. Neely, Jr., whose gift in memory of his late wife made possible the Virginia Burks Neely Memorial Book Room in the Center for Continuing Education; John Stennis and the Reverend Park Moore, of Jackson, Mississippi, whose work in the Synod of Mississippi campaign for Southwestern contributed funds toward the building of Clough Hall.

Other friends of the college whose generosity helped make Clough Hall possible include the late C. W. Kempkau, the late Mrs. Alicia Mellon Bruce, the Goldsmith Foundation, Inc., and Geo. H. McFadden & Bro. Fund, Inc.

Hyde Gymnasium

On Wednesday, March 17, 1971 the Ruth Sherman Hyde Memorial Women's Gymnasium was formally dedicated. The dedication coincided with the annual meeting of the Board of Trustees. The ceremony was attended by the Trustees, members of the Hyde family, faculty, students and many people from the community. After the ceremony, students conducted tours through the new gymnasium facilities.

The Hyde family presented their generous memorial gift to Southwestern to be used to help build a gymnasium building adjacent to the existing William Neely Mallory Memorial Gymnasium. The donations were made by Mr. and Mrs. Joseph Reeves Hyde, Mr. and Mrs. J. R. Hyde, Jr., Miss Margaret Ruffin Hyde, Mrs. Jane Hyde Scott and her daughter, Mrs. Daly Thompson, Jr.

When Mr. Hyde provided the family gift to Southwestern, he stated: "In 1926, we moved to our home on Charles Place, which is directly across from the Southwestern campus. We located there because it would be convenient for our children to go to Southwestern, which we regarded most highly. We are pleased with the years that they spent there and the education they received. We continue to have great interest in South-

western and are glad to be helpful." Mr. Hyde and his family have honored Southwestern by these words and by this memorial to his daughter whose religious philanthropy has benefited countless causes and institutions.

Frazier Jelke Science Center

The Frazier Jelke Science Center, which consists of a physics-astronomy tower; an underground complex of laboratory and office facilities for the Department of Biology; the Buckman Library for Mathematics and Biology; a classroom building and office space for the Department of Mathematics, and throughout a range of comfortable classrooms of varying sizes, including two medium and one large, modern lecture room, provides teaching and research facilities in science second to none in liberal arts colleges in the country. Since the opening of the Frazier Jelke Science Center in 1968, the original, generous gift of the Jelke Foundation has provided a groundwork for a number of additional gifts and grants. The unique construction of Frazier Jelke Hall as a center for atmospheric and optical physics has received highly favorable national attention as a model for physics facilities in liberal arts colleges. The fact that the study of science and scientific research are continuing to flourish at Southwestern, as contrasted to a deemphasis on science in some quarters, is due in no small part to the existence of the almost ideal facilities in the Frazier Jelke Science Center.

Special Gifts

In late December, 1970, Mr. E. H. Little made a gift of \$200,000 to Southwestern At Memphis in memory of his wife, Mrs. Suzanne Trezevant Little, her parents M. B. Trezevant and Mrs. Susan Keith Trezevant, and his mother, Mrs. Ella Howie Little, of Charlotte, North Carolina. Mr. Little's expression of faith and trust in Southwestern will do much to assure the continuance of quality and excellence in liberal arts education at the college.

Mr. Herbert Shainberg, President, Sam Shainberg Company, made a gift of his home at 601 East Drive in Hein Park to Southwestern. Mr. Shainberg made this gift to Southwestern as a result of his early participation in the program of the Center for Continuing Education. Southwestern is deeply appreciative of Mr. Shainberg's generosity and the esteem that he holds for the programs of the institution.

Friends of the late Senator Estes Kefauver, with generosity and forethought, proposed that they change their support of Southwestern's Estes Kefauver Memorial Lectures from grants for a lecture series each year to a permanent fund for scholarships. Accordingly, with the assistance of trustee Edmund Orgill, a sum of \$65,000 was established in the college's endowment to be used for Estes Kefauver Memorial Scholarships.

The private library of physics books and journals of the late Dr. Joseph C. Morris, of New Orleans, valued in excess of \$10,000 was presented to Southwestern by his wife.

Dr. Jameson M. Jones, Vice President for Academic Affairs and Dean of the College, presented a gift of a sculpture called "Steppenwolf" by Robert M. Hasselle, Jr., a Southwestern graduate of 1964. Dean Jones' gift was made with the thought that it would be appropriate for the college to own a piece of the work of this talented alumnus.

Tennessee Council of Private Colleges

The Tennessee Council of Private Colleges, of which Southwestern is a member, waged a successful campaign in support of legislation in the 1971 General Assembly for an appropriation of \$5,000,000 for general tuition grants for both public and private higher institutions in the State. The legislation was passed readily and by a large margin in the Senate, and was passed by the House of Representatives narrowly, after a long and difficult campaign. If an agency to administer the state tuition grants is established, with sufficient appropriated funds, the grants will be made to Tennessee students, based on need, to attend Tennessee institutions. Each student would have the choice of the institution which he desires to attend, either public or private.

Religious Convocations

One of the most unheralded, but satisfying, accomplishments during the year was the resumption of voluntary religious convocations each week. Spearheaded by Philosophy Professor Robert R. Llewellyn and his associates in the Department of Religion and in other departments, together with interested students, convocations for worship began on a regularly scheduled basis each Thursday throughout the year. The programs have been varied and rich, involving sponsorships by student groups, performing groups, such as the Southwestern Singers and the Black Student Association, individual faculty, the Southwestern Dancers and guests.

Financial Pressures and College Planning

The "economic depression in higher education" has become an all too familiar term throughout the nation in the past year. In turn, the condition has become a matter of real and abiding concern to everyone who loves and values Southwestern. Alumni and friends of the college have responded as never before with gifts to help bridge the financial gap that widens between rising costs and income. Not only does educational excellence appear to be threatened, but the very continuance of private colleges may be at stake.

The trustees and the administrators of Southwestern are taking the steps required to insure the health of the college and to undergird the secure future of this institution.

At the heart of the matter is the hard work of the Board of Trustees whose members have resolved that Southwestern will operate on a balanced budget in the next fiscal year. I reported last February that a fully balanced budget could not be achieved within the current year without seriously impairing the academic program. However, my administration moved early to implement budget cuts and put into practice our own "wage freeze" to hold any operating deficit to a minimum. (See pages 39-40)

We are now moving towards the balanced budget of 1972-73. I think you can appreciate the enormity of this task, particularly following the affluence of the 1960's and the period of expansion at Southwestern during those years. Prudent stewardship of the college's resources is the key to Southwestern's future and is to be considered a top priority.

Even with a balanced budget to be accomplished within the current year, we can no longer limit our thinking in terms of single years. Through long-range planning we are now looking three to five years ahead, working to chart the course of the college. The Administrative Cabinet—comprised of the Vice President for Academic Affairs and Dean of the College, Vice President for Fiscal Affairs and Treasurer, Vice President for Student Affairs, Director of Development, Director for Institutional Advancement, and the Associate Dean of the College and Assistant to the President—forms the college's *Planning Team*. The Cabinet is meeting with me on a regular basis. We are studying every facet of the life of the college, developing goals and guidelines for the future.

A second vital component of the college's long-range planning program is the *Analytical Studies Team*. This team, com-

posed of four faculty members, one student, the Business Manager of the college, and the Assistant to the President, is charged with evaluating programs of the college, academic and supportive, in light of Southwestern's goals and financial resources. No department or program of the college is exempt from this study. It is their job to consider current, proposed, or alternate solutions, and make their recommendations to the *Planning Team*.

Although we have only recently initiated these planning procedures, the Program-Planning-Budgeting System (PPBS) will be continuous. One of the most important results of the work we are undertaking is a three-year college budget, to be reviewed annually and revised as often as is required.

There is no magic in systems. But I feel that only by applying sound tools of business can we safeguard the college that Southwestern has been and is, and insure the college it can be tomorrow. We must, however, face the fact that this will take more than tight budgets—it will take expanding financial resources. The gifts of alumni, friends, the church, corporations and foundations, will, in large measure, shape the tomorrow of Southwestern.

Goals

The need to be a better institution of higher learning is one that Southwestern shares with all colleges and universities. However, instead of merely trying to achieve a national average, Southwestern must undertake a sustained effort to advance the quality of its educational program. The college still ranks as "one of the sixty-five centers of regional excellence" in the nation, but Southwestern must be of such strength and character as to enable it to take its place alongside the most distinguished institutions in the United States.

Southwestern must learn better to educate our youth for life in the coming cosmic, changing and unknown future. Greater change already has occurred in the lifetimes of all of us today than in all previous generations taken together, and the pace of that change is quickening.

At this moment in history the hour has grown late for Southwestern. Economic factors beyond the control of the college, and seemingly beyond the control of the nation, have created a substantial gap in the timetable for achievement and accomplishment. The economic gap is substantial, but will be managed and will be overcome. What is needed more than ever is the continuing support and faith and generosity of the alumni and friends of the college. There is no reason to doubt that this support will

be forthcoming—it always has been available when needed.

The continued progress of Southwestern graduates depends upon the vigor and viability of Southwestern's faculty and educational program. Present economic conditions give great urgency to their development. The future of the college depends upon them.

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

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

The opportunities that beckon are great. Let us pursue them with all the strength and courage and determination at our command!

Board of Trustees

The following new members were elected or appointed to the Board of Trustees during 1970-71 to serve until 1975: Spence L. Wilson, President of Kemmons Wilson, Inc., Memphis; C. Bennett Harrison, Chairman of the Board of Union Planters National Bank, Memphis; Henry C. Unruh, President of Provident Life and Accident Insurance Company, Chattanooga, Tennessee; J. A. Thompson, President Emeritus, Allotex Corporation of Cluett, Peabody and Co., Inc. (Synod of Alabama); Edward M. Carmouche, Partner, Camp, Carmouche, Palmer, Carwile & Barsh, Lake Charles, Louisiana (Synod of Louisiana); Walk C. Jones III, President, Walk Jones + Francis Mah, Inc., Memphis (Synod of Tennessee).

The following Board members were re-elected by the four cooperating Synods to four-year terms (1975): Mrs. Henry C. Collins (Alabama), Sterling J. Edwards (Alabama), Mrs. Lee D. McLean (Louisiana), Mrs. Frank M. Mitchener (Mississippi), John H. Stennis (Mississippi), Mrs. David K. Wilson (Tennessee).

The following Board members were re-elected by the Board of Trustees to terms as indicated: David H. Edington, Jr., Class of 1973; W. Neely Mallory, Class of 1975; Sidney A. Stewart, Jr., Class of 1975.

The following Board members announced their resignations: Earl W. Mallick, Fairfield, Alabama; Rene de Visme Williamson, Baton Rouge, Louisiana; Ross M. Lynn, Memphis; John B. Ricker, New York, N.Y.

Deaths

Margaret Huxtable Townsend, Professor Emeritus of Sociology and former Dean of Women died on October 29, 1970. Mrs. Townsend joined Southwestern in 1918 and served the college with distinction until her retirement in 1954. She was an inspiring teacher and friend to many Southwestern students, alumni and faculty. Townsend Hall was dedicated June 3, 1961 in honor of Mrs. Townsend. She was the wife of Charles Louis Townsend, Professor of English, Southwestern, 1917-1954. She received an honorary LL.D. degree from Southwestern At Memphis in 1954.

Death claimed another long-time Southwestern friend, Dr. Martin William Storn, Professor Emeritus of Romance Languages. Dr. Storn joined the faculty of Southwestern At Memphis in 1925 when the college was moved from Clarksville, Tennessee to

Memphis. Dr. Storn was one of Southwestern's ablest teachers. The old cliché "A gentleman and a scholar" was never a cliché insofar as it was applied to him. Dr. Storn was very much the gentle and urbane man, as well as a delightfully educated and cultured individual. He served Southwestern with real distinction. He has been missed since his retirement, not only by those who knew him personally, but also by those who have benefited from a Southwestern to which he made inestimable contributions.

Resignations and Retirements

Southwestern's good friend, Dr. Jameson M. Jones, Vice President for Academic Affairs and Dean of the College, resigned effective August 1, 1971 to join the Memphis Academy of Arts as Associate Director for Institutional Development. The many friends and associates that Jameson has among the faculty, students, alumni and community will miss his wise counsel and the firm intellect that he brought to the administration and academic affairs of the college over the past sixteen years. Nevertheless, all share in his excitement and zest for new adventure as he goes to new responsibilities for the development of fine arts instruction at the Memphis Academy of Arts.

Dr. John Quincy Wolf, Professor of English, retired after 34 years of dedicating his many talents to the college and the community at large. His versatile life of scholarship has earned him recognition as a scholar, particularly in romantic poetry. His interests have led him to expertise in the study of rare glass, antiques and folklore. He has achieved pre-eminence as a folk musicologist through his study of the music of his native Arkansas Ozarks. As a result he has discovered many valuable ballads and singers, seven of whom have made albums. This wide spectrum of interests and talents in this master teacher has been reflected in the lives of his students whose lives have been enriched by his teaching and some who have been inspired to write and to teach. Dr. Wolf was an accomplished photographer and journalist for many years serving as editor for the *Southwestern News*. Though crippled by rheumatoid arthritis during the past ten years, he has maintained a bright interest in students, continuing his inspired teaching from his bedside to students who would attend classes in his home. In spite of his declining physical activity, he has continued to take an active interest in athletic affairs at the college and to serve as secretary for Omicron Delta Kappa. He has been a talented and faithful mentor to many.

Professor Clinton L. Baker, Professor of Biology, retired

after a rich life of service to Southwestern for thirty-nine years. Dr. Baker's life and career was studded with contributions to youth, to his beloved biology and to the sciences in general. He founded the Memphis-Shelby County Science Fair. He pioneered research efforts in the Reelfoot Lake area. He has been a director of the Reelfoot Lake Biological station since its inception. He became such an expert photographer of biological specimens that he became president of the Memphis Camera Club. He was the first southerner to become president of the American Association for the Advancement of Science. He served also as president of the Tennessee Academy of Science. Professor Baker has been instrumental in leading many students to Southwestern who desired to major in science. His resolute pursuit of excellence in scientific methods has been reflected in Southwestern as an institution of genuine higher learning.

Dr. Adolph Steuterman, Instructor in Organ, announced his retirement effective June 1, 1971. With the organization of the Memphis College of Music in 1933, Dr. Steuterman began his 38 year affiliation with Southwestern as a teacher of organ. Dr. Steuterman is a Distinguished Associate and Fellow of the American Guild of Organists. Because of his virtuosity and masterful teaching, Dr. Steuterman has become well-known as one of our leading exponents of church music. He has distinguished himself by having his students appointed to leading college faculties and church positions throughout the country. We are grateful for the many years of his association with the college and deeply regret his decision to retire.

Appointments

When Dean Jones made known his decision to accept the appointment as Associate Director for Institutional Development at the Memphis Academy of Arts, a committee for the selection of a Dean of the College was established. Dr. Granville D. Davis, Dean of Continuing Education and Professor of History, served as chairman. Representing the humanities were Professors Jack D. Farris, James C. Lanier, William Larry Lacy, F. Michael McLain, and Laura Robinson; social sciences, Professors E. Llewellyn Queener, Jack R. Conrad, David H. Likes; the natural sciences, Professors Harold Lyons, Jack H. Taylor, John T. McCall; communication arts, Lawrence Anthony, Raymond S. Hill; library, Albert Johnson; and five students, Ann Marie Brown, Sarah Jane Stitt, John Hunt Rutledge II, John Hugh Churchill and Audrey Maria Jackson. The entire faculty was surveyed for

suggestions. After three days and evenings of deliberation, the committee offered the unanimous recommendation of Dr. Robert G. Patterson. The president took the recommendation to the Executive Committee of the Board of Trustees, and Dr. Patterson was confirmed as Vice President for Academic Affairs and Dean of the College.

Dr. Robert G. Patterson was born in Kobe, Japan in 1927. He received his B.A. degree from Washington and Lee University, his B.D. degree from Union Theological Seminary in Virginia and his Ph.D. from Yale University. He was an instructor in mathematics and English at McCallie School for Boys. He joined the Department of Religion at Southwestern At Memphis in 1955. In 1966-67 he was a visiting professor at Chung Chi College, Chinese University at Hong Kong. He is a member of Phi Beta Kappa and Omicron Delta Kappa, and an ordained minister in the Presbyterian Church, U.S. He is married to the former Jane McAtee of Brookhaven, Mississippi, and has four children. The overwhelming acceptance of Bob Patterson as Vice President for Academic Affairs and Dean of the College by the faculty underlines a great sense of satisfaction that all constituent parts of the Southwestern community feel about his selection.

Dr. Marshall P. Jones, Associate Professor of Mathematics and Associate Dean of the College, received an additional appointment as Assistant to the President. Dr. Jones will continue his primary responsibilities for academic affairs in cooperation with Dr. Robert G. Patterson, Vice President for Academic Affairs and Dean of the College. Additionally, Dr. Jones will provide vital liaison between the offices of the Dean of the College, the President, the faculty, and the Vice President for Fiscal Affairs. He will provide coordination of activities related to academic affairs, the administration of foundation and government proposals for instruction and research, and will assist the administration of the college in institutional research and planning.

Mr. Thomas E. Hines was promoted from Admissions Counselor to Associate Director of Admissions. Mr. Hines assists Dr. Ray Allen, Dean of Admissions, with the work of student recruitment which includes mailings to selected groups, organized visits to high schools and private preparatory schools, recruitment tours throughout many of the Eastern States and participation in college day and night programs sponsored by school systems.



ACADEMIC AFFAIRS

Dr. Jameson M. Jones, Vice President for Academic Affairs and Dean of the College, and Dr. Marshall P. Jones, Associate Dean of the College, administered with great skill the enterprise of college instruction which includes the faculty and departmental chairmen, the staffs of the library, computer center, registrar's office, art gallery, center for continuing education, language laboratory, music department, science laboratories, instructional facilities and research.

Revised Degree Requirements

In 1969-70 the faculty approved a revision of general degree requirements for the college. All courses in the curriculum were distributed under four headings—humanities, natural sciences, social sciences and communication arts. For graduation purposes students now are required to take a certain amount of work in each of the broad areas, but no specific courses are required for every student. Under the new program of degree requirements, each student has numerous options to individualize his pursuit of studies to meet his interests and needs. Additionally, each student has a great deal of responsibility to choose courses wisely and not sidestep studies that will be important to him later in graduate studies or his chosen career.

The change in degree requirements went into effect during the 1970-71 session. Students and faculty have responded well to the new pattern for general education requirements. Throughout the year the Educational Development Committee, under the chairmanship of Professor James Lanier, has been studying the effects and implications of the new requirements.

Changes in the educational program were due not only to the establishment of new degree requirements but followed also from the continuing growth of student interest in a particular field. An example is the steady growth in enrollment in psychology for the past ten years or more. Still another kind of stimulus for a shift in the educational program are the current emphases on ecology and urban studies. These factors are under continuing study by the Educational Development Committee as it looks ahead and charts the proper aims for the educational program and the manpower necessary to carry out those aims.

Another important step, begun in the 1970-71 session, continues to be the preparation of a three-year budget. Associate Dean Marshall Jones has been working with Vice President M.

J. Williams and others to prepare this budget which will reflect the best thinking of the faculty on curriculum development. Students will take part in these discussions of long-range plans because their ideas are valuable and because they are good communicators to their fellow students that the college must sometimes make hard decisions to omit certain programs because it cannot do everything.

Urban Affairs

An interdisciplinary major in the area of urban studies has been designed by the Departments of Political Science, Anthropology-Sociology, Economics, and History which allows a student in any one of those four departments to pursue a major in urban affairs and policy formulation. The Curriculum Committee and the faculty in general endorse the principle that the best way for Southwestern to concern itself with a still-emerging field of multidisciplinary studies is to rally resources from existing departments rather than to create an entirely new department. The catalogue for 1971-72 carries a description of the new major in urban studies.

Arts Interdisciplines

Preliminary conversations have been held by the chairmen of the Departments of Art, Music, and Communication Arts to lay the foundation for interdisciplinary work in those fields. For many years the Man Course has been a kind of foundational course in the humanities, particularly history, philosophy, and religion, and it is hoped that something similar may be worked out in the fields of the performing arts. In the future it may be feasible also to consider an interdisciplinary major in the arts. The move of the Department of Music to the main campus has been a major step toward closer collaboration with other academic departments at Southwestern. The move has also allowed more students who are not music majors to participate actively in the program of applied music. The statistics show that there was an increase of 71% in this participation by non-majors.

The dedication and opening of S. DeWitt Clough Hall was a stimulus to student activity and educational activity in art and the communication arts. New courses included photography, life drawing and a basic drawing-design class. During the third term, one-hour workshops were offered in various media and were successful in attracting a variety of students. The Department of Communication Arts was also able to add some new dimen-



sions in its instruction, notably a workshop in mime lead by Mark Furneaux and Maria Sentivany. During Term III a two-week movement workshop was conducted by Lee Breuer of the Mabou Mimes Theatre Company. The future role of these three departments at Southwestern, their relationship to the other humanities, and the permanent personnel needed in each are matters that need much discussion both by the departments concerned and by the faculty as a whole through the Educational Development Committee. Great progress has been made in this area. Cultural and financial support should make it possible to continue the progress under the leadership of the chairmen of these departments.

Foreign Languages

Shifts in enrollment for the reasons mentioned above have negative as well as positive consequences. For example, a cause for concern among the faculty at the present time is the diminution of enrollments in foreign languages. The commitment of Southwestern to foreign languages, classical and modern, is by no means limited to the faculty members in the language departments but is a commitment enthusiastically shared by the faculty as a whole. Conversations about the language instruction at the college will continue, and the degree requirement will be reconsidered if and when necessary.

The reduction in foreign language enrollments is by no means without benefits. The foreign language instructors have said that their classes this year are the best they have ever had. Students who compose them tend to be more competent in language study, and, obviously, feel much more motivated toward the learning of a language. The instructors feel that more education is accomplished with this kind of class even though the numbers are smaller.

Professor Gordon Southard, chairman of the language area, prepared a report to the faculty which reviews the national situation. Professor Southard reports: "There have been declines in foreign language enrollment not only at Southwestern but all across the country in elementary schools, in graduate programs, as well as in colleges." At present the thinking of Southwestern's foreign language faculty is that decreasing enrollments should be met not by a return to a requirement of foreign language study for every student but rather by implementing some or all of the ideas suggested in Professor Southard's report. These include a reassessment of objectives for lower level

courses and for majors; study and travel abroad programs; more foreign students on campus; foreign language films; individualized programmed teaching; multiple-track courses in accordance with special interests; intensive and accelerated courses; a stronger teacher-training program; better use of the language laboratory; interdepartmental courses worked out with other departments of the college in linguistics, literature, area studies, and comparative literature. The Departments of Classical and Modern Languages doubtless will be putting into practice some of these ideas in the months that lie ahead.

Sciences and Mathematics

The educational programs in the sciences and mathematics continue to move forward. The first achievement in faculty efforts to strengthen the sciences at Southwestern was to make research an integral part of the program. This achievement required considerable expenditures for personnel and equipment. A second achievement was the erection of Frazier Jelke Science Center and the remodeling of Berthold S. Kennedy Hall for chemistry. The third phase of the forward movement in the sciences was the development of new programs and revisions of old ones. Examples include a new mathematics course designed for social science majors, a major in bio-chemistry, courses in astronomy, and a mobile laboratory for field work in biology.

Grants four years ago from Research Corporation and from the National Science Foundation were of crucial help in sustaining this overall development in science. The termination of this outside help coinciding with a major economic depression in higher education throughout the nation challenges the college to find ways to continue the progress already achieved.

Departmental Highlights

Anthropology—Jack R. Conrad—This is the first year that the department was able to utilize the specialized teaching aids and classroom areas in the new S. DeWitt Clough Hall. These resources included an archeological laboratory space, a teaching museum as part of the main lecture room, audiovisual experimental facilities and a specialized storage and research area for human relations area files.

There was an increasing student interest in the field of anthropology. This was reflected by increased enrollments and upper-level courses, introductory courses, and in a substantial

increase in student majors. The increase in student interest was partially due to expanded awareness of complex problems of societies around them and in other parts of the world. The department stresses the fact that anthropology is extremely relevant as a base from which to study man in all societies. Several courses were offered which concentrated on the anthropological analysis of urban problems. In cooperation with the Greater Memphis Consortium, the department participated in an interdisciplinary seminar on sub-Saharan Africa.

Art—Lawrence K. Anthony—New regular courses this year include photography, life drawing and a revamped basic drawing-design class. A third-term offering of twelve one-hour workshops in various media was successful in attracting a variety of students into the department. New facilities for the Department of Art in S. DeWitt Clough Hall was the most obvious dramatic change of the year, in particular the opening in January, 1971 of Clough-Hanson Gallery to monthly changing exhibits. Through regular publicity the Gallery is becoming known to the community, on and off campus, and has attracted ever increasing numbers of visitors. The continuous live use of the Gallery is one of the most important additions to the strengthening of the art program at Southwestern.

Biology—Robert L. Amy—Biology had an impressive number of students majoring in the department: Freshmen—51; Sophomores—35; Juniors—30; Seniors—35; Total—151. Out of 32 graduating seniors, 6 had majors in the interdisciplinary field of biochemistry. Included in the graduates were three students who graduated with honors, seven with distinction and five were admitted to Phi Beta Kappa. The department revised its beginning biology sequence for next year. Standards for the department were raised to include an additional one year of mathematics and chemistry for B.A. students, and an additional one year of physics for B.S. students. Professors Arlo I. Smith and Julian T. Darlington took fifteen students on an extended environmental laboratory field trip in the West during Term III. Eleven students from biology, chemistry and physics banded together to secure a National Science Foundation research project to work on the problem of mercury pollution.

Chemistry—R. D. Gilliom—Faculty and staff were unusually busy in conducting the programs in freshman chemistry, quantitative analysis, natural science, organic, organic laboratories,

physical organic, supervising honors candidates research, writing grant proposals, guiding student research teams, conducting interdepartmental research, qualitative organic chemistry, writing for professional and learned journals, continuing collaboration with local institutions, such as the University of Tennessee Medical units and St. Jude's Hospital, physical chemistry, advanced physical chemistry, preparation for physical chemistry (a new course designed for Term III), advanced inorganic chemistry and the laboratory manual for the freshman course was revised.

Communication Arts—Raymond S. Hill—During Term I, two plays by George Bernard Shaw were produced—*Mrs. Warren's Profession* and *Don Juan in Hell*. In the spring six original plays by Southwestern students were produced. A new course in dance and mime was offered which included a one-day workshop by British mimes Marx Furneaux and Maria Sentivany. Additionally there was a two-week dance and mime workshop conducted by Lee Breuer of the Mabou Mimes Theatre Company. Interest in film making by students increased sharply during the year. Twelve short 8mm. films were organized and produced by students and shown for critical analysis. During Term III several of the senior departmental majors contributed time and effort to the college to convert Room 6 in the basement of Palmer Hall into a small laboratory theatre, seating about 75 persons. The facility will enable the department to expand its activity in experimental theatre projects. Enrollment in communication arts almost tripled during the year.

English—Robert M. Cooper—This year's changes in degree requirements provided each entering freshman with the option of whether or not to take freshman English. In order to help students determine their abilities in handling college-level grammar and composition, the department devised an English proficiency test and administered it to those incoming students whose SAT scores and high school records indicated they might need additional help in the basics of the English language. Test results were given to freshman advisers to guide them in helping students to select courses in English most beneficial to them. Despite the removal of freshman English as a requirement, more than 50 percent of the freshman class elected to take courses at this level. Steps were taken to strengthen degree requirements for majors in English by establishing a requirement for two years of study in a modern or classic language, and the drawing up of a

distribution grouping of advanced courses to assure a well-rounded background in the major areas of English literature. The class of 1971 included one of the largest number of English majors in the history of the college—44.

History—Douglas W. Hatfield—There were 21 senior history majors, the largest and one of the best classes in the memory of the department. A new system of comprehensive learning experiences was introduced. This included a senior seminar in Term II designed to give students the opportunity to discuss among themselves and with the faculty a wide range of historical literature covering various periods of history and utilizing different types of historical writing. The students also made elaborate preparation to write an examination in the field of their choice. Additionally, students could exercise the option of submitting research papers in lieu of field examinations.

International Studies—David H. Likes—1970-71 may become known as the year in which many graduate programs in the nation were phased down by 50 percent or more. The viability and validity of Southwestern's Department of International Studies were tested against the criteria of leading graduate schools throughout the country in competition with other colleges and universities. It was found that 19 Southwestern seniors were admitted to recognized centers for graduate studies in international affairs during the year. It would appear that Southwestern's programs and their structuring enjoy a wide degree of acceptability throughout the country. Wherever Southwestern majors in International Studies applied, they were accepted without reservation. Approximately \$22,800 in fellowship monies from these 19 universities were made available to graduating Southwestern majors in International Studies.

Mathematics—G. Kenneth Williams—The department entered a team in the Putnam examination, a national examination sponsored by the Mathematical Association of America. Southwestern's team won third place in the Southeastern section of competition. A new course was introduced in Terms II and III designed for liberal arts students who want to sample modern mathematics. A new sequence of courses was planned for next year for majors in biological, management and social sciences. The mathematics colloquium program continued throughout the year supported by funds from the COSIP grant. Visits by eminent mathematicians stimulated the staff and students. During Terms

I and II the department conducted a seminar on projective geometry attended by all members of the mathematics faculty and staff. A similar departmental seminar is planned for next year to include members of the mathematics faculty at Memphis State University. Departmental faculty have been active in research and writing.

Modern Languages—Gordon D. Southard—The more serious concern this year of the language departments has been the decline—about 40 percent—in enrollments in the study of the modern foreign languages. Several administrative and faculty committees have demonstrated concern about strengthening the classics and modern languages, and considerations are being given to specifying language requirements for majors in several departments. Language professors voluntarily have assumed additional teaching responsibilities in interdisciplinary courses or in the freshman colloquium.

French—Emmett H. Anderson, Jr.—The department had three persons carrying full-time teaching loads. In addition to the teaching of French, the faculty handled courses in Italian and Russian. It is to their credit that they willingly shouldered teaching burdens normally unheard of in academic circles today. The department had 73 students enrolled in French language and literature courses. Happily, most of those enrolled performed at quality level.

German—John A. Bruhwiler—The department enrolled 50 students in first-year German and 35 students in second-year German. Eight other courses were offered throughout the three terms of the academic year to small student groups. Teamwork among the professors in German accounted for a remarkable variety of specialized instruction to small groups, some designed for senior majors in German, some going to Germany and Austria for their junior year, some for science students preparing for graduate work and some for students of literature.

Spanish—Gordon D. Southard—Nine senior women completed their majors in Spanish. Of this number, seven graduated with distinction and three were invited to membership in Phi Beta Kappa. The new optional degree requirement caused a drastic decline in enrollment in elementary Spanish, but there was a less marked decrease in intermediate Spanish. Enrollment in upper-level courses remained steady. Comprehensive

examinations for Spanish majors were revised and utilized with satisfactory results.

Music—Charles Mosby—The Department of Music experienced one of the most progressive years in the twenty-eight year affiliation with Southwestern. The move from 1822 Overton Park to Stewart Hall brought the department to the main campus. For the first time the non-music major had an opportunity to become involved in private instruction. There was an increase of 71.4 percent in non-major participation in applied music. Several new courses were designed primarily for the non-major. Other existing courses were opened to help fulfill degree requirements in Communication Arts for all students.

The music faculty completed its first year as a regular department of the college, functioning as any other. The title "Memphis College of Music" was officially dropped. Full academic rank was awarded to the six salaried members of the faculty.

The past year saw the formation of the college's first Woodwind Quintet, which not only has been an asset to the department, but also has been active in presenting programs throughout the city. The first music festival in Southwestern's history was held in March. This "Baroque Music Festival," which brought townspeople as well as students to the seven presentations representing six different facets of baroque music, culminated with the appearance of the nationally known Lucktenberg Duo in one lecture-recital and one public concert. The department also had its first pianist-in-residence. There was an increase of 19.5 percent in the number of music majors over the preceding year. Twenty-seven public solo recitals were presented by faculty and students.

The Southwestern Singers and Swingers toured a three-state area in the spring. Twelve concerts were presented in Florida, Georgia and Alabama in addition to five different concerts for the college community.

The preparatory division enrolled 262 pre-college and 36 adult students. Eight Saturday-afternoon recital classes and seven formal evening recitals were presented. Thirteen high school certificates were awarded entitling each student one or two credits toward their high school diplomas. In addition, sixteen intermediate and eleven preparatory certificates were also awarded.

Philosophy—William Larry Lacy—The department conducted twelve courses during the three terms of the year serving 236

students, including those in Directed Inquiries. There were ten graduating majors. Three were elected to Phi Beta Kappa and one, John Hugh Churchill, received a Rhodes Scholarship to study philosophy and theology at New College, Oxford.

Physics—Jack H. Taylor—The Department of Physics experienced a busy year in teaching and research. The department was heavily involved in writing proposals to the National Science Foundation for support of a short course in a summer institute, the first being for college teachers interested in optical physics and the second for high school teachers interested in the teaching of astronomy. More students were enrolled in physics courses than in any previous year. Part of this is due to the emphasis the department is putting into the area of astronomy and space sciences. The department continues exploratory stages of planning a major expedition to North Africa in 1973 to participate in the scientific observations of a total solar eclipse that will occur in that part of the world.

Political Science—Gerhard Mally—Majors in the Department of Political Science totaled 23. Enrollment in the department for Term I was 85; Term II was 101, and in Term III, 117. A new policy for comprehensive examinations was established, including both written and oral examinations. An extensive reading list for majors was prepared.

Psychology—E. Llewellyn Queener—The principal development in this department was the move to new classroom and laboratory facilities in S. DeWitt Clough Hall and the addition of a practicum in Child Psychology. The new facilities now include offices, a classroom, and area about equally divided between animal laboratories and child development laboratories. The latter facility is used for two pilot practicums conducted in cooperation with the Memphis Board of Education. This promises to become a major part of the psychology program both as an educational device and as a public service.

A citywide survey on drug use by a member of the psychology staff was conducted at the request of the city. The department opened courses to freshmen with very encouraging results, and evaluations received from graduate students indicated that the pre-graduate track at Southwestern is serving them extremely well. The department has for years maintained a good balance between a student's personal human needs and his preparation as a future scientist and professional person. The department

designed educational experiences to help psychology majors be sensitive and knowledgeable about social service. The department continues to be large in terms of class enrollments (approximately 1000 this year), and the number of majors (approximately 70), and in the number of graduating majors (approximately 40).

Religion—Fred W. Neal—The Department of Religion had a busy and productive year, maintaining its contribution to the academic, non-curricular and community relationships of the college. The religion faculty devoted time to rethinking its role and refashioning its structure within the college. The department had 633 enrollments during the year. Additionally, professors taught 138 other students in related fields of philosophy and history. The department handled a total of 771 enrollments during the year, accounting for a total of 2,300 credit hours taught. The strength of the department is the quality of the staff with its continuing tradition of high scholarly competence, creative and experimental teaching, service to the college and community, sense of loyalty, and significant relation to the ethos of the college.

Classics—William T. Jolly—Beginning and intermediate courses were offered in both Greek and Latin in each of the long terms. One advanced course in Greek and one in Latin is offered in all three terms. The content of the advanced courses is varied from year to year, the Latin courses being organized by chronological periods, the Greek by literary genres. The basic courses are offered each year in order to make the major in both Greek and Latin available and to make the department strong. Additionally, the classics faculty participated in the freshman colloquium, offered a course in historical and comparative linguistics and the history of the English language for the Department of English. Faculty also supervised several students studying linguistics and New Testament Greek as Directed Inquiries. Of the four majors to graduate, one was elected to Phi Beta Kappa and one received a Woodrow Wilson Fellowship.

Education—Helen Hall—The Department of Education performed the function of providing students a means to use the information they gained in a major general arts or science field in preparation for teaching in the public schools. Eleven courses were presented by the Department of Education during the three terms of the year. A new set of criteria were negotiated for certification under the State Department of Education. The new rules allow Southwestern students much more flexibility in courses

which can be counted toward teaching certification. Students now can utilize courses in anthropology, philosophy, religion and physical education to accumulate teacher certification credits. The department worked within the Greater Memphis Consortium and offered an interinstitutional course called "Teaching in an Integrated Classroom." The course was utilized by students from four of the local participating colleges. Introduction to Education, offered in Term III, was a new course made available to freshmen and sophomores in Term III. The course surveys the field of education and includes visits to local school classrooms. The aim is to enable students better to decide whether they want a career in teaching.

Economics—George M. Harmon—The department continued its upward trend in terms of students served. Over 220 students registered for departmental courses in Term I compared with 42 in 1967-68, 52 in 1968-69 and 78 in 1969-70. Closely related is the fact that the number of majors in the department is increasing. Requirements for the economics major were completely revised during the year to meet the needs of students in the present and future environment.

During the year the department offered students of economics special opportunities to learn. The college participated for the first time in a management simulation game in competition with thirty-nine other colleges and universities. During Term II (twice weekly for six weeks), a team of students fed decisions covering the whole range of a business enterprise over a three-year period into a computer at the Graduate School of Business Administration at Emory University and received back data in the form of critical analyses of their decisions and the effect they made upon the business. During the sixth week, student teams with faculty advisers from all schools met at Emory in Atlanta for final presentations and judging. The program was sponsored by more than twenty-five industrial firms, each of which had representatives at the final session. Southwestern's team placed third in its group of eight, which formed its industry, surpassing Vanderbilt University and Wake Forest College. The winner of Southwestern's group went on to become the grand winner of all forty teams comprising five industry groups.

Two senior economics majors participated in an experimental program as bank interns at the First National Bank of Memphis. The students received weekly reading assignments covering major activities at the bank and spent three full days each week

at the bank observing and discussing activities at the executive levels. The program was most successful and the intern concept hopefully will be spread to other Memphis businesses and industries.

Faculty Research

Faculty grants-in-aid stimulated a variety of research and study projects throughout the year.

Robert L. Amy	A Laser Microbeam Study of Mitochondrial Function in a Developing Embryo
Edward A. Barnhardt	An Improved Method for Determination of the Index of Refraction of Optical Materials
John A. Bruhwiler	German Conversation for First-Year Students
Frank Thomas Cloar	Modification of Species-Specific Behavior (Phase II)
William L. Daniels	A. E. (George W. Russell): The Early Years
Wasfy B. Iskander	The Economic Potential of Copper in the Arctic
Michael P. Kirby	A study of Urban Renewal and Public Housing in American Cities
Wm. Larry Lacy	Responsible Freedom and Some Questions in Philosophy of Religion
Robert G. Mortimer	Theory of Nonequilibrium Chemical Process
Richard J. Olcott	An Introductory Chemistry Textbook
Edward B. Scrimger, Jr.	Free Products of Lattice-Ordered Groups
Herbert W. Smith	Drug Use in the Mid-South
Wilmer A. Sweetser	El Juicio De Amparo: Its Use in Mexican National-State Relations

Thomas P. Whaley

Varieties of Algebras and Comparison of Multiplicity Types by Congruence Relations

Bernice Williams

Studies in Jacobean Literature

Student

Scott M. Wilds

Tombstones as Artifacts: An Inquiry into the Economic Status of Trend Setters

Foreign Study and Research

Southwestern's growing participation in research, studies and teaching in foreign countries is adding new dimensions for liberal arts and sciences education at Southwestern. During the summer of 1971 the Southwestern faculty were engaged in foreign studies as follows:

Helmuth Gilow (Chemistry)	Research on electrophilic aromatic substitution—London, England
Donald Tucker (Spanish)	Study of contemporary Spanish theatre—Madrid, Spain
Ray M. Allen (Dean of Admissions and Religion Dept.)	Research on P. T. Forsyth—England
Richard A. Batey (Religion)	Take slides to be used in Man Course—Europe
Yerger Clifton (English)	Study in Europe
Bernice Williams (English)	Studies in Jacobean Literature—Oxford, England
William L. Daniels (English)	Work on his book—Ireland
Robert L. Amy (Biology)	Research in radiation biology—Europe

Professors participating in the Southwestern At Oxford Program, Oxford, England, included:

Yerger H. Clifton, Dean of Program
George M. Apperson
Mary R. Burkhart

John Henry Davis
James W. Jobes, Jr.
James E. Roper

In addition, approximately 50 Southwestern students pursued summer studies at the University of Munich, Germany; The Institute for American Universities at Aix-en-Provence, France; Oxford University, England; Sophia University of Tokyo, Japan; Goethe Institute of Munich, Germany; the University of Salzburg in Austria, and the University of Madrid in Spain. Plans were discussed during the year for expanding Southwestern's participation with the American School of Classical Studies in Athens, Greece. Dr. Yerger H. Clifton, Dean of the Southwestern At Oxford program, began investigation of the feasibility of a Southwestern in India program that would provide for studies of Southeast Asia in economics, political science, religion, philosophy and cultural history. The plan would include travel and side studies in Lebanon, various parts of India, Nepal and London with major studies being centered in Calcutta.

Center for Continuing Education

Dean Granville Davis submitted the following summary of 1970-71 activities in the *Center for Continuing Education*:

The staff of the Center for Continuing Education includes Granville D. Davis, Dean of Continuing Education; May Maury Harding, Director of Programs; Raymond S. Hill, Coordinator of Mass Media; Frank E. Faux, Associate in Continuing Education, and Mrs. Mary Claire Pease, Secretary.

A noteworthy event of the past year was the opening of the Edward J. Meeman Center for Continuing Education in Southwestern's new S. DeWitt Clough Hall, made possible by a gift of the Edward J. Meeman Foundation. The Center provides attractive staff facilities and meeting rooms for the continuing education program.

With the knowledge that an accelerated rate of change demands constant self-renewal, Southwestern, through its Center for Continuing Education, has for twenty-four years offered liberal education for adults of the Mid-South region. During 1970-71, a total of 1,660 participated in programs that ranged in content from the "Great Books" to the "Great Goals" and in time from the ancient past to the Year 2000.

The emphasis for the year was placed on a study of the manner in which a systematic examination of the future can be of help in understanding the problems of the present. "The premature arrival of the future" was considered in terms of Alvin Toffler's *Future Shock*, and a series of dis-

cussions looked to the future of communications, education, and religion.

Two Urban Policy Conferences were conducted in association with the Brookings Institution of Washington, D.C., one for Memphis leaders dealing with the "Continuous Critical Problems" of the city and the other for decision makers of Eastern Arkansas dealing with a "Regional Growth Policy."

1. The Memphis Conference, held on the Southwestern campus for forty-five elected and appointed officials and leaders of the business community, consisted of twelve day-long seminars. In addition to John Osman of Brookings, the following visiting specialists furnished leadership for the seminars:

Brian J. L. Berry, Professor of Geography,
University of Chicago

William E. Cooper, Professor of Zoology,
Michigan State University

Karl Fox, Professor of Economics,
Iowa State University

Scott Greer, Professor of Sociology and Political
Science, Northwestern University

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

Daniel R. Mandelker, Professor of Law,
Washington University

Leo Molinaro, President, American City Corporation,
Columbia, Maryland

John R. Platt, Associate Director of the Mental Health
Institute, University of Michigan

Morton Schussheim, Professor of City Planning,
University of Pennsylvania

Wilbur Thompson, Professor of Economics, Wayne
State University

2. The Eastern Arkansas Conference was conducted on the campus of Arkansas State University in Jonesboro with the cooperation of that institution and of the Eastern Arkansas Planning and Development District. Sixty-five participants attended the thirteen day-long seminars to discuss the area's economic development. Research specialists who with John Osman gave special leadership for the seminars included:

Brian J. L. Berry, Professor of Geography,
University of Chicago
Benjamin Chinitz, Professor of Economics,
Brown University
William E. Cooper, Professor of Zoology,
Michigan State University
John Dychman, Chairman, Department of City and
Regional Planning, University of California
John Eberhard, Dean, College of Architecture and
Environmental Design, State University of
New York, Buffalo
Karl Fox, Professor of Economics, Iowa State
University
Scott Greer, Professor of Sociology and Political
Science, Northwestern University
Edward Higbee, Professor of Land Utilization,
University of Rhode Island
Charles Leven, Director, Institute of Urban and
Regional Studies, Washington University
David Loeks, President, Mid-Hudson Patterns for
Progress
Daniel Mandelker, Professor of Law, Washington
University
Garth Mangum, Professor of Economics, University of
Utah and Co-director, Center for Manpower Policy
Studies, George Washington University
Leo Molinaro, President, American City Corporation,
Columbia, Maryland
Thayne Robson, Professor of Economics and Exec-
utive Director, Division of Economic Development
and Research, University of Utah
Wilbur Thompson, Professor of Economics, Wayne
State University

President Richard M. Nixon's announcement of his "Six Great Goals" in his State of the Union Address prompted the Continuing Education Center to launch a series of discussions to examine the issues raised by the President. Thus far two meetings have been held with local congressmen leading the discussions: Representative Dan Kuykendal, Republican, addressed the first session on "Revenue Sharing," and Representative Ray Blanton, Democrat, spoke at the second on "Government Reorganization."

Eighth International Studies Seminar

During the academic year, the Eighth International Studies Seminar brought sixteen distinguished lecturers to the South-western campus.

Dr. Kenneth Whiting, *Aero Space Studies Institute and Professor of Eurasian History*, "The Soviet Foreign Policy Priorities with Respect to the Middle East"; "Changes in the Soviet Power Structure"

Dr. Eleanor L. Dulles, *Center for Strategic Studies, Georgetown University*, "Struggle at the Heart of Europe"; "Crises in Foreign Policy"

Dr. H. C. Deutsch, *Department of History, University of Minnesota*, "Franco-German (Federal Republic) Relations for the Period 1945-1970"

General Fred Haynes, *USMC, Washington, D.C.*, "State-Defense Decision Making Process;" "Decision Making in the Joint Chiefs of Staff"

Admiral Colin C. Dunlop, *Commander, British Naval Staff in Washington, D.C.*, "Western Strategic Posture in the Mediterranean"; "British Defense Policy Under the New Government"

Dr. Joseph Churba, *Aero Space Studies Institute, Air University*, "Israel and the Middle East Crisis"; "Inter-Arab Relations"

Professor Barry Farrell, *Director of Comparative Studies and Professor, Department of Political Sciences, Northwestern University (Evanston, Ill.)*, "Foreign Policy Leadership in Eastern Europe and the Soviet Union"; "Contemporary Challenges of Canadian Politics"

Dr. Werner Feld, *Chairman, Department of Political Science, Louisiana State University*, "Foreign Policy Leadership in Western Europe and NATO"

Dr. Ronald J. Stupak, *Chairman, Graduate Studies Committee and Professor of Political Science*, "The Foreign Policy of Dean Acheson"; "Role of the Scientist in the Formulation of National Security Policy"

Professor A. J. Meyer, *Associate Director, Center for Middle Eastern Studies, Harvard University*, "The Middle East Crisis: An Economist's View"; "Economic Development and Middle East Oil"

Professor Clifford Ketzell, *Director, Institute for Mediterranean Studies; Department of Political Science, University of Kansas*, "The Decision Making Process Within the National Security Structure"; "Strategy of Mutual Deterrence"

Saif Abdulla, Esq., *Indiana University*, "The Role of Kuwait in the Arab World: Should Kuwait Industrialize?"

H. E. Mr. L. O. Kibinge, *Ambassador, Republic of Kenya*, "Political and Economic Development in Kenya"; "Possibilities of an East African Federation"

General John B. Chaisson, *Chief of Staff, USMC, Headquarters U. S. Marine Corps*, "The Evaluation of National Security Objectives"; "The Evaluation of Vietnamization Process"

Professor James Rosenau, *Department of International Relations, Ohio State University*, "The Need for Linkage Theory"; "The State of the Art"

Dr. Yuri I. Roslykov, *Member of Russian Academy of Science; Senior Research Fellow in International Relations; Economic Adviser to the USSR Permanent Mission to the United Nations*, "The United Nations Development Strategy for the 1970's"

The Creative Arts

Dr. Robert G. Patterson, who took office as Vice President for Academic Affairs and Dean of the College on July 1, 1971, reported on the rich opportunities at Southwestern for students, faculty, alumni and friends to enjoy and learn about the process of creativity in the arts.

A person may participate in the creative arts as either creator or spectator. Southwestern provides opportunities for both. In its degree program, the college has given concrete form to its belief that students should use their creative abilities as part of their education.

As for spectator participation, a subtle pitfall lurks for the unwary college. Campus arts programs may easily become mere

isolated occasions when "Culture," tangibly capitalized, exotic and foreign, is imported from talent agencies. On the whole, arts at Southwestern during the past session grew organically from the life of the community. Even imported artists made their niche by becoming part of the campus rather than "performing" in front of the students and faculty, a phenomenon notably illustrated in the two visits of the Howard Hanger Trio. The story of arts at Southwestern in 1970-71, representatively described below, was overall the story of men and women giving voice to the song of our life.

Music—Southwestern reaped double benefit this year from the move by the Department of Music to the main campus and from the addition to the staff of Donald Moore, Pianist in Residence. A series of concerts throughout the year attracted wide interest from faculty and students, not to say from the community at large. The Southwestern Singers Christmas Vespers, "Dona Nobis Pacem," performed in Evergreen Presbyterian Church adjacent to the campus, was hailed by many as one of the most stunningly exquisite musical events ever given at the college. Even more widely attended was the week-long "Baroque Music Festival" in the spring, featuring organ, choral, clavier, instrumental and solo cantatas of Bach, and ending with the Lucktenberg Duo (Converse College) in little-known violin and harpsichord music of the baroque. Faculty concerts included single and joint recitals by Donald Moore, Jane Soderstrom, Ann Kendall Ray, John Wehlan, and Josephine Flexner, and ensemble recitals by the Southwestern String Quartet, the Southwestern String Quartet with piano, and the Southwestern Wind Quintet. The college cooperated with Concerts International to bring a small chamber orchestra to the campus in March, under the direction of Claudio Scimone, to perform "I Solisti Veneti." In addition, there were a number of degree recitals and non-degree recitals by students towards the end of the academic session.

Art Exhibits—The new Clough-Hanson Gallery made possible a significant advance in the number and quality of art exhibits on campus during the year. These included an important exhibit of "Eight Tennessee Sculptors" in conjunction with the dedication of S. DeWitt Clough Hall; three exhibits of individual artists, "Elrod Paintings and Drawings," "Pekar Electronic Paintings and Drawings," and "Reed Paintings and Drawings"; and three student exhibits, "Senior Art Exhibit," "Student Art Show," and "Student Photography Show." In addition, selections from the college's Clough-Hanson collection were on exhibit in the Clough-

Hanson Gallery from September through January, and are on permanent exhibit in the foyer of the Tower Building.

Theatre—During the first term, two plays by George Bernard Shaw were produced on campus, *Mrs. Warren's Profession* and *Don Juan in Hell*. In the spring, six student-written plays were produced. The British mimes, Mark Furneaux and Maria Sentivany, were on campus for a one-day workshop that included a program based on the Italian *Commedia Dell' Arte*.

Films—The Student Center, under the leadership of John Rone, '71, sponsored a highly popular series of films which included, for example, the classic film of Tolstoi's *Anna Karenina* featuring Greta Garbo. The Department of Communication Arts brought to the campus a number of films not ordinarily available in commercial channels. These included Marshall McLuhan's film, *The Medium is the Massage* in the fall; and in the spring, six programs of dance films.

Poetry Readings and Folk Ballads—Under auspices of the Tennessee Poetry Circuit, and arranged at Southwestern by Professor Danforth Ross, the college was host to two poets during the year for public readings of their own poetry, George Wright and Miss Ann Stanford. One of the guest artists who visited the campus in connection with *Dilemma '71* was W. D. Snodgrass, director of a creative writing project at Syracuse University and himself a poet. Professor John Q. Wolf of Southwestern, nationally known for his pioneering work in collecting folk ballads in Arkansas and other parts of the South, brought recordings and occasionally live performers to the campus.

Mixed-Media—The announced purpose of the Howard Hangar Trio is to communicate religion through mixed media, primarily jazz, but also through slides, dance movements, and other media. The trio was brought to the campus by the Department of Communications Arts in the fall and by the student Religious Commission for a second visit in the spring. Its impact was profound on both occasions.

Faculty Concert Series

Donald Moore, Pianist in Residence October 26, 1970
 Jane Soderstrom, Pianist January 26, 1971
 Ann Kendall Ray, Violoncello
 Donald Moore, Piano February 19, 1971
 John Wehlan, Violin
 Donald Moore, Piano April 26, 1971
 Josephine Flexner, Pianist April 29, 1971

Donald Moore, Pianist in Residence May 17, 1971

Southwestern String Quartet November 19, 1970
 Southwestern String Quartet March 23, 1971
 (Assisted by Donald Moore)

Southwestern Singers
 Christmas Vespers December 6, 1970
 "Dona Nobis Pacem," Evergreen Presbyterian Church
 Concerts International, "I Solisti Veneti" March 2, 1971
 Claudio Scimone, Conductor
 "Baroque Music Festival" March 15-19, 1971
 Featuring the organ, choral, clavier, instrumental and
 solo cantatas of Bach, ending with the Lucktenberg Duo
 (Converse College) in little-known violin and harpsi-
 chord music of the baroque.
 Southwestern Wind Quintet March 7, 1971

Degree Recitals

James David Anderson, Organist April 23, 1971
 Helen Elizabeth Alford, Pianist April 25, 1971
 Dennis Ferguson, Pianist May 4, 1971
 J. Stuart Kelly, Organist May 9, 1971
 Susan Van Dyck, Organist May 16, 1971
 James Dick, Baritone May 3, 1971
 Bonnie Isaksen, Pianist
 Mary Anna Williamson, Soprano May 24, 1971
 Larry Woodard, Accompanist

Non-Degree Recitals

John Brayton, Pianist May 6, 1971
 Johnetta Johnson, Soprano
 Sylvia Thomas, Soprano May 16, 1971
 Larry Woodard, Pianist
 Johnetta Johnson, Pianist June 6, 1971

In addition to nine high school piano recitals, the Department of Music presented nine group recitals at preparatory level during April and May.

Library

Mr. Albert Johnson, Librarian, submitted the following account of Burrow Library for 1970-71:

The Burrow Library can report a year of continued progress in every area. The holdings have been increased to slightly over 134,000 volumes, more books were catalogued than in the previous year, more were reclassified from Dewey to L. C., more reference questions were answered, more interlibrary transactions were handled, and circulation figures for books and periodicals show an encouraging upswing. According to the latest available U. S. Office of Education figures, Southwestern ranks second in the State in library expenditure per student and fourth in the number of books per student. The continued expansion of the library program can be attributed directly to concerned administrative support.

The largest book budget to date (\$53,000) coupled with gifts and grants enabled the library to continue to keep abreast of departmental demands and to provide research facilities of an unusual quality in spite of steadily increasing book and periodical prices.

Participation in the Library Section of the Southern College and University Union (SCUU) has proven to be a profitable venture. The employment of a part-time reference librarian at the Joint University Libraries in Nashville has expedited the handling of interlibrary loans and has paved the way for further cooperative projects. Cooperation on the local level through participation in the Memphis Librarians Committee is resulting in the production of a new edition of the *Memphis Area Union List of Serials*.

Additional library services, including access to the stacks, were extended to Southwestern alumni beginning June 1, 1971.

Gifts and grants to the library make possible the acquisition of library resources that would not be possible under the normal book budget. This year \$2,500 from the U. S. Department of Health, Education, and Welfare provided for the purchase of all needed titles in the annual listing of Outstanding Academic Books as published in *Choice: Books for College Libraries*, a \$2,500 grant from the Sears-Roebuck Foundation was used to purchase a portion of the Subject Catalogue of the Library of Congress

and other reference works. To augment the 1971-72 budget \$750 from the Synod of Louisiana is being held. The W. K. Kellogg Foundation has provided \$5,000 to be expended over a three-year period for books in the area of environmental studies. A portion of the library of the late Dr. Joseph C. Morris, of New Orleans, dealing with the physical sciences and valued in excess of \$10,000, was presented by Mrs. Morris. Over \$1,000 came from individual memorial contributions. Faculty, alumni, and friends continue their welcome support of the library.

The retirement of Miss Annie Mary Jones-Williams after seventeen years as Catalogue Librarian cannot be overlooked in the annals of the Burrow Library. The professional expertise and personal charm that were hers have been tremendous assets, and the contribution that she made will be an enduring one. Miss Emily Flowers, Assistant Catalogue Librarian, has been promoted to the position of Catalogue Librarian, and Mrs. Lester J. Pourciau, Jr., was employed as her assistant. The positions in the Order Department vacated by Mrs. John Hille and Mrs. Sam B. Anderson, Jr. have been filled by Mrs. Charles A. Shoudy and Miss Linda Pender.

The Librarian again commends his capable and dedicated staff whose efforts combine to produce an admirable record of library service.

Computer Center

Dr. William Nemitz, Professor of Mathematics and Director, Computer Center, reported on progress.

The computer center is involved in three major operations of the college; teaching, administration, and research.

This year, 97 students registered for the basic computer programming course. In addition, the computer was used in the teaching of numerical analysis in the mathematics department and physical chemistry. It is projected that in the near future, the computer will be used extensively in courses in the social sciences, particularly in economics.

The computer was used in the operation of the admissions office, the development office, the cashier's office and the registrar's office. The principal difference that the use of a computer has made in these operations

is that now a great deal of up-to-date statistical information about the school and its students is available.

The computer was used in faculty research projects in computer science, chemistry, and mathematics. It is expected that the research use of the computer will expand, particularly in the social sciences.

Registrar's Profile of Student Body

Mr. John Turpin, Registrar, provided helpful statistical information about this year's academic enterprise.

Statistics concerning Southwestern's academic affairs reveal a year of continuing progress and modest expansion. In line with Southwestern's role as a church-related college, the largest percent of students are members from the supporting church—35.4 percent Presbyterians. Southwestern primarily is a resident college with 65.6 percent of the students residing in the dormitories. Of 1042 students, 53.4 percent of the student body are men and 46.6 percent are women. It has been a policy for years to maintain a 60/40 ratio of men to women.

Table A depicts a comparison between the 1969-70 session and the session just ended. These two academic years offer the possibility of contrasting two periods of time during which the beginning enrollments were almost identical.

Table A shows that the number of withdrawals during the terms, the number of students not returning after the completion of one or more terms, was larger in the 1969-70 session. The 1969-70 session was not a happy period in the life of Southwestern or any other college or university in the nation due to the stresses caused by national and international problems of Vietnam and Cambodia, the deaths of Kent State University students, the scourge of drug addiction and the upswing of radical activism on a few university campuses. Nevertheless, from an unhappy year, 693 students returned to Southwestern of the 783 eligible to return (88.5 percent). *From past total student body retention data, the college appears to have reached a plateau between 88 and 92 percent retention, a remarkable achievement.*

While Table A indicates that conditions at Southwestern were better this year, Table B offers most encouraging information. The college's retention of entering freshmen who graduate moves steadily upward. This year marked the college's highest retention percentage, that of 61.7 percent. There is a final possibility of 65.8 percent after summer graduates and those

graduating in 1972 are added to the total. On the basis of degree and major declaration cards, 64.4 percent of the freshmen who entered in 1968 state that they intend to graduate in the Class of 1972. There are others who will delay graduation until 1973.

TABLE A
A comparison between Sessions 1969-70 and 1970-71

	1970	Percent	1969	Percent
Student Body** September	1042		1040	
Withdrawals during Term I	- 9	.9	- 15	1.4
Student Body End of Term I	1033		1025	
Did not return for Term II	- 34(8*)	3.3	- 41(7*)	4.0
	999		984	
New students entering Term II	+ 22		+ 16	
Student Body January	1021		1000	
Withdrawals during Term II	- 8	.8	- 14	1.4
Student Body End of Term II	1013		986	
Did not return for Term III	- 36(16*)	3.5	- 43(16*)	4.9
	977		938	
New students entering Term III	+ 11		+ 5	
Student Body April	988		943	
Withdrawals during Term III	- 2	.2	- 5	.5
Student Body End of Term III	986		938	
Eligible to return in September	791		783	
Pre-registered for September	629		651	

**Specials and Consortium not included

*Graduating seniors who completed all course work by December or April

TABLE B
A Study of the Percentages of Students Entering
the Freshman Class Who Graduate

Entering	Number	Entering Graduated	Number Percent Retention
1967	298	184	61.7*
1966	299	154	51.5
1965	330	176	53.3
1964	306	158	51.6
1963	243	110	45.1
1962	268	121	45.1
1961	288	123	43.0
1960	244	103	42.0
1959	232	101	44.0
1958	209	86	41.0
1957	205	74	36.0
1956	206	83	40.0
1955	185	74	40.0
1954	169	62	37.0

*The number of students graduating and the percent retention includes only those students who graduated in four years or less. Holdovers for the summer session and for 1972 are omitted since they have not actually received their degrees. If they all complete requirements on their present schedules, the percentage of retention will be 65.8.



STUDENT AFFAIRS

Dr. Julius W. Melton, Jr., Associate Professor of Bible and Religion, was appointed Vice President for Student Affairs in July, 1970. The Division of Student Affairs also was formed at the same time. Included in this division are the following offices and staffs: Dean of Men, Dean of Women, Dean of Admissions, Director of Student Financial Aid, Director of Vocational Guidance Center, Southwestern Counseling Service, Medical Care and Health, Physical Education, Athletics, Student Center, Housing, Testing, Placement and all student organizations.

During 1970-71 Dr. Melton directed early efforts towards organizing the division, clarifying his role and learning about the operations of the several offices and staffs reporting to him. New lines of relationships and responsibilities and methods of consultation had to be developed.

Dr. Melton reported that attention was devoted during the year to adapting student services to the austere fiscal situation of the college, to admissions and recruitment, financial aid, athletics, housing and the counseling of students. Southwestern's enrollment is closely related to its financial situation. Enrollment in turn is sensitive to many factors, among them certainly being the amounts and kinds of financial aid which are available for students who have need.

At the beginning of this academic session, the administrative organization of admissions and financial aid was redesigned so that each would function autonomously but would remain closely related. Both operations are especially worthy of commendation. Time has been made available by the change for W. L. (Bill) Jones, Director of Financial Aid, to review with individual students their financial concerns and packages of aid. Freed from his former responsibilities in the area of financial aid, Dr. Ray M. Allen, Dean of Admissions, has been able to preside over an unusually successful recruitment effort. In a year when many colleges were finding their enrollment projections to be down and the picture generally bleak on recruitment, Southwestern seems to have held its own admirably. While the financial aid office and committee have operated cautiously, they have done a very fine job of meeting the demonstrated needs of students. Policies of the Federal Government have resulted in curtailed federal funds for our financial aid program, which is giving rise to serious concern for the future. However, the way in which the admissions and financial aid

committee has redesigned Southwestern's own program of aid has given the aid committee more latitude in allocating funds to those students with the most severe needs.

In common with most campuses this year, Southwestern's campus was relatively quiet. Alert and concerned students remained aware of ways in which the college failed to live up to its claims and to their expectations, but generally they were a constructive and helpful group. The black students, with probably the most legitimate set of grievances both in the college and in society, were unusually apt and thoughtful in inventing ways to contribute to the community life. Their programs of music, drama, and fashion remain a highlight in the memories of this year. Stories of how individuals among them are overcoming obstacles in order to achieve are balanced, unfortunately, by other stories of academic and adjustment difficulties. The problems of black students remain a challenge to an institution which has education and problem-solving as its reasons for being.

The Southwestern student body generally showed itself to be cooperative and constructive. The leaders of *Dilemma '71* produced an unusually fine weekend symposium, showing that that particular device for sparking thought and action on campus had not become stale by becoming a five-year old "institution." Students worked cooperatively with faculty and administrative members of the community in moving toward a better clarification of the relationship of fraternities and sororities to the campus. A number of students once again served as volunteers in community social welfare agencies. While there was present on our campus the general problem which our society has of differing values between the older and younger persons who make it up, lines of communication seemed to remain open and both sides of the line of demarcation of age thirty seemed open to the opinions and concerns of the other.

There are changes occurring in the pattern of life on campus. One of these is the apparent existence side-by-side of different life styles among the students. This gives rise from time-to-time to some tension, for example, in the residence halls. Basically, however, the students are quite tolerant of each other's ideas and actions. Greater autonomy seems to be desired throughout the student body. The new curriculum at the college facilitates a student's working out with an adviser his own education. More autonomy is also present in how students conduct the affairs of their own organizations. The Social Regulations Council

continues to serve as a means for students to initiate changes in the regulations which govern them on campus. Patterns of life in the housing units are subject to frequent review. For example, this year the old systems of unified patterns of life in the men's and women's areas of campus housing respectively were replaced by a scheme which recognized the autonomy of a particular residence hall, and which will facilitate in the future its developing a set of regulations fitting the life of its residents. It is obvious that in housing and many other areas, Southwestern will need to study the implications of the change which the State of Tennessee has made in the definition of adulthood, by lowering all age limitations from 21 to 18. The old concept of guardianship by the college (*in loco parentis*) is no longer viable, and this legal definition of adulthood, which now will apply to all Southwestern students aged 18 or older, underlines the growing maturity and responsibility of the vast majority of students now enrolled.

Extracurricular life continues to include the familiar ingredients of publications, student government, and athletics. Athletics at the college was made lively by a record-breaking football season in the fall. Good performances in other sports by the men were matched by the women's championship volleyball team and the continuing excellent contributions the women's modern dance groups have been making to the Memphis community.

Dean of Men—Dean Charles I. Diehl—The orientation period for new students has been shortened from six days in 1970 to four days in 1971. At the conclusion of the orientation period in September, 1971, the program will be evaluated, as it is every year, to determine what changes, if any, seem desirable and whether or not the length of the orientation period is adequate.

The men's dormitories were full at the beginning of the year and remained virtually full through the first term. Though a few dormitory men either dropped out of college or left the dormitories during the first term, there were others waiting to fill any vacancies. Some men transferred or left the dormitories at the end of Term I. As a result, there were a few vacancies during Terms II and III.

Dean Diehl invited on an individual basis during September and October every new resident man to come by his office for a brief get-acquainted conference. Most of them accepted the invitation. In these conferences he stressed to each student that he would be welcome to visit whenever he needs or wants

to. These visits help Dean Diehl to discover how the student is getting along academically and otherwise, and to fix in mind the student's name and face.

The men's dormitories were supervised by nine dorm presidents who met with Dean Diehl weekly during Terms I and II at the break period on Monday mornings to discuss dorm matters and swap information.

The Student Center activities for 1970-71 were directed by an executive board composed largely of senior students who had experience in student center work and enthusiasm for it. As a result, the program of the Student Center was well-executed and successful.

Dean Diehl observed: "On the whole the 1970-71 session was a rather quiet one. As far as I know, there were no disciplinary suspensions. Moreover, either the students found less fault with the establishment during the year or they were more restrained in their reactions to the faults they found. At any rate, it was a good year, and I hope that 1971-72 will be even better."

Dean of Women—Mrs. Judson O. Williford—The women's residence halls were again filled to capacity, with the exception of two or three vacancies in the third term. The governing system was reorganized. During the winter and spring an elected representative group from the women's residence halls and Dean Williford worked on the development of a new Constitution and Residence Hall System. Next year each dormitory will operate autonomously, making its own rules and governing its own hall apart from the other halls.

Parietals were in effect for the third year. There were no major difficulties. All of the residence halls except one had visitation hours somewhere generally from noon to the midnight hour. No residence halls were allowed visitation after midnight in order to provide maximum security. Evergreen experimented in Term III with open weekends and this worked quite well.

For the second year the upperclasswomen had no restricted hours and freshmen had no restricted hours beginning in January. Experience firmly indicates that the women students regularly come in earlier than in the former restricted hours system.

Security of the women's residence halls was much improved. Early in the fall better lighting was installed outside on the campus grounds and around the women's residence halls. The

inside security male student who opens and relocks one door in order to admit women students after midnight was again very effective. Outside security, under the direction of Richard Henley, was tremendously improved this year. He and his staff provided the dormitories and campus with a genuine sense of safety.

The staff of the residence halls this year was overseen by two residence heads—Mrs. Gladys Nichols and Mrs. Richard Olcott. Mrs. Cable retired last year and we replaced her experimentally with a graduate student, Miss Lei Lani Collins. This worked quite well. Eight senior women acted as Resident Advisors in the halls. Next year we will have only one older resident head, Mrs. Olcott, and working with her will be nine women students. We are experimenting by using one junior next year. With the new autonomous governing system and the further dependence on our own women students as resident advisers, we face an exciting but challenging year.

The general moods and attitudes of the residence halls were good. This can be attributed to several things—nationwide quiet on campuses, the tremendous help of the newly established Counseling Service, the new curriculum and the new division of student affairs.

The Women's Undergraduate Board with its student counselor system worked very well during orientation and the first few days of school. The Board will move to meet women's needs across the campus and perhaps to concern itself with the continuing needs of women town students.

Mortar Board is composed of very active and bright women who have and do accomplish much. They have some interesting plans for next year that may find them doing more as an organization.

Women students continue to take an active and responsible part in both the Student Center and the Student Government. Next year the president of the Social Regulations Council will be a woman. There will be new opportunities, social, economic, and academic, in the future for women that as students they need to become aware of and prepare for.

Fraternities and sororities were given strong leadership from the Panhellenic President and the Panhellenic Council. Southwestern must begin to think of additional-social operations such as house social organizations, an East-West campus plan, or Oxford's plan, etc. The autonomous residence hall system is a good beginning.

Vocational Guidance Center—Fred D. Pultz—As a matter of policy the Vocational Guidance Center works with Southwestern students who request assistance. Dr. Pultz worked with some 40 to 50 students in terms of a career vocational-counseling relationship, and counseled another 50 students interested in jobs, either on a part-time basis during the school year, during the summer, or upon graduation. A number of alumni were counseled during the past year who were interested in career opportunities.

The administration of the Counseling Service has taken on increased importance because of the greater number of students who are using the Center and because of the increase in the staff, personnel, and the facilities involved. During the year the Center had four students working as well as a student from Memphis State who did a practicum during the spring term. In addition Dr. W. T. May, Psychological Consultant, has worked in the Center one afternoon a week.

During the year an increased effort was made to publicize the information about available jobs and particularly about people who were coming to the campus to interview students. The mechanics of keeping the Center supplied with various kinds of information about draft counseling, social change, position, drugs and new kinds of materials for the use in personal counseling has taken time.

Dr. Frances Redmond, Dean of Students, Hiram College, Hiram, Ohio, spent a year on leave at Southwestern serving as Assistant Director of the Vocational Guidance Center and Counselor. "Fritzie" Redmond did a remarkable job beyond the call of duty in establishing rapport with the entire Southwestern student body and in giving students the educational experience of getting to know themselves and others better. During the year, Dr. Redmond handled some three hundred cases of student counseling, 170 for lengthy sequences of counseling sessions. Put another way, more than a third of the students received formal counseling services. Virtually all of the student body were provided counseling information in group activities during the year. Additionally, Dr. Fred D. Pultz and Mrs. Dolores Hastings, Counselor, dealt with other students requiring testing, educational and vocational counseling and placement. Dr. Redmond's counseling sessions were of a searching, personal nature, and cases handled by Dr. Pultz and Mrs. Hastings included examinations of vocational and educational goals of individuals.

The Vocational Guidance Center assisted in the orientation

of freshman students, career counseling and testing, psychological and vocational testing, research into drug practices, personal counseling, educational guidance of senior students (information concerning various graduate and professional school admission tests, graduate school financial assistance, status of graduate school programs and job market information), and the supply of materials and information for working with counseling and testing disadvantaged youth.

Financial Aid—W. L. Jones—The office allocates much of its time to student and parent conferences concerning financial aid. Revisions have been made in the brochure, catalogue, and handbook reflecting changes in the administration, in the policy and in the physical arrangements of the college's program of financial aid. The Financial Aid Committee has worked very hard to meet student needs in the face of declining Educational Opportunity Grants and Work-Study Funds from the Federal Government. Financial assistance was provided to 416 Southwestern students, including 109 freshmen, 135 sophomores, 88 juniors and 84 seniors.

Infirmary—Mrs. C. Louis Priddy—During the period from June 1, 1970, to June 1, 1971, 4,151 medication cases for students were handled in the infirmary, not including any faculty, staff or students who came in for advice or consultation. There were 206 students confined to beds in the infirmary—considerably less than in past years. Their stays varied from 24 hours to three weeks or more. Only resident students are treated on an overnight basis.

Annual physicals for full-time faculty and staff are arranged through the infirmary. Two nurses have been on duty this past year. This situation is much more satisfactory than one nurse who is responsible 24 hours per day.

Athletics—William R. Maybry—Varsity Sports were participated in by 143 men, or 26 percent of Southwestern's male enrollment. The Department of Athletics served 463 men or 83 percent of the male student body, in participating sports. In varsity sports, Southwestern, a member of the College Athletic Conference, won two first places in the conferences—football and track. The basketball team also had a fine record, ending its season in second place in the conference. The college placed third in baseball, tennis and golf; and placed fifth in cross-country, swimming and wrestling. It was the best football season in the history of the college. Herman Morris, a sophomore, set an all-time season rushing record. Thomas Allen Jones tied an interception record with five for the season. The golf team was invited to participate in the college division NCAA tournament in Chico, California. Ralph C. Allen was invited to participate in the college division decathlon in Sacramento, California. Joseph Michael Ripski was selected to participate in the college division national championships in Wheaton, California. The baseball team showed great improvement and expects a bright future. Michael Hunter Sadler achieved the best record that has ever been amassed in one season for runs batted in (36 RBI's). John Hugh Churchill, football co-captain, won not only a Rhodes Scholarship, but was awarded a post-graduate

FINANCIAL ASSISTANCE ALLOCATIONS, SESSION 1970-71

TYPE OF /WARD	FRESHMAN CLASS	SOPHOMORE CLASS	JUNIOR CLASS	SENIOR CLASS	TOTAL
Honor Scholarships	(06) \$ 5,800	(09) \$12,100	(11) \$11,350	(05) \$ 5,350	\$ 34,600
Leadership Awards	(12) 12,825	(07) 8,550	(06) 7,400	(07) 7,750	36,525
Southwestern Scholar Grants	(38) 23,350	(29) 17,075	(15) 9,700	(06) 3,250	53,375
Grants-In-Aid	(21) 9,100	(53) 26,400	(27) 13,475	(32) 13,250	62,225
Other Southwestern Scholarships	(04) 1,700	(12) 5,550	(03) 300	(14) 7,500	15,050
TOTAL SOUTHWESTERN FUNDS	\$52,775	\$69,675	\$42,225	\$37,100	\$201,775
Baker Scholarships	\$	\$	(07) \$ 6,250	(02) \$ 1,575	\$ 7,825
Campus Employment	(12) 5,400	(29) 12,825	(33) 14,700	(34) 15,050	47,975
National Defense Student Loans	(33) 15,850	(46) 30,625	(17) 7,875	(14) 7,400	61,750
Work-Study Participants	(59) 41,225	(58) 38,045	(23) 14,815	(18) 14,460	108,545
Educational Opportunity Grants	(25) 20,250	(36) 27,900	(18) 11,550	(15) 10,700	70,400
Assistance from Outside Sources	(16) 14,075	(21) 15,975	(14) 13,400	(17) 13,300	56,750

scholarship from the National College Athletics Association. The track team completed an undefeated season for the second straight year. The facilities and staff of the department were utilized in a wide variety of civic and community activities which took place on the campus throughout the year.

Physical Education for Women—Camille Deaderick—The program seeks to make physical education appealing as well as instructive to Southwestern's co-eds. The department works with students to help them become proficient enough to enjoy a sports activity after their college years. Instruction in eleven sports is offered—tennis, golf, fencing, basketball, volleyball, badminton, softball, pingpong, archery, soccer and swimming. The Southwestern dancers, a modern dance group, perform both on and off campus. During the year they performed many times for community, church and civic groups. During the summer the Southwestern dancers were invited to perform at Montreat for one of the church conferences. The new Ruth Sherman Hyde Memorial Women's Gymnasium was completed late in the year and will be fully utilized by next year. The excellent facility will certainly aid class scheduling, intramural practices and scheduled games.

Admissions Office—Ray M. Allen

The profile of the freshman class of 1970-71 reveals that of the 292 enrolled, 80 percent were in the first quarter of their high school graduating class; 13 percent were in their second quarter, 5 percent in the third quarter, and one percent in the fourth quarter. Students came from 168 schools in 21 states and two foreign countries. Of the 292 freshmen, 130 scored 600 or above on the verbal portion of the SAT examination, while 127 equaled or exceeded that score in mathematics.



INSTITUTIONAL ADVANCEMENT

Mr. Loyd C. Templeton, Jr., Director, Office for Institutional Advancement, presides over the national network of alumni chapters and alumni relationships, the development of alumni services by the college, public relations with the community at large, the design and printing of all college publications, the college catalogue, publicity, public information and announcements, operation of the news service and special occasion programs on campus.

The Department for Institutional Advancement established last July has just completed its first year as a separate administrative office of the college. By combining the areas of alumni affairs, public relations, public information, special programs, and all publications of the college into one coordinated effort, separate from fund-raising, it is felt that the overall efficiency of the college's public relations and communications program has increased. Although they are separate areas of responsibility, the Director for Institutional Advancement and the Director of Development work in close coordination to advance the cause of Southwestern At Memphis and to increase the level of contributions to the college. This report summarizes activities in the areas of Institutional Advancement during the 1970-71 academic year.

Alumni Affairs

On action of the Executive Council of the Southwestern Alumni Association, it was decided that Alumni Day, traditionally held in the spring, would be combined with Homecoming in the fall. It was the feeling of the Council and college representatives that one event of this kind would have greater appeal to most alumni. The occasion took on even greater significance when the inauguration of Dr. William Bowden as President of the College was scheduled to coincide with Homecoming and Alumni Day. These three events comprised the Southwestern Weekend held November 6-7, 1970.

On Friday night, November 6, the Southwestern Alumni Association honored Dr. and Mrs. Bowden on the eve of the inauguration. Approximately 175 alumni were on hand for this reception and dinner at the Sheraton-Peabody.

The inaugural convocation was held at 11:00 A.M. on Saturday morning, November 7, in Evergreen Presbyterian Church. Members of the Executive Council represented Southwestern

alumni in the inaugural procession and James Collier, Class of 1943, President of the Executive Council, participated in the inaugural program. Following the inaugural convocation, an all-campus luncheon was held on the concourse of Frazier Jelke Science Center. Alumni toured Southwestern's new S. DeWitt Clough Hall before the Homecoming game with Washington and Lee.

In the spring, in their continuing effort to take a more active part in the on-going life of Southwestern, the Executive Council decided to sponsor an alumni night at *Dilemma '71*. *Dilemma*, the student conceived and sponsored annual symposium, brings speakers of national prominence to the campus each spring and the Council felt that sponsorship of one evening's program would be of mutual benefit to Southwestern students and to Southwestern alumni alike. Over 100 alumni in the Memphis area responded to the invitation and were on hand to hear Ralph Nader on March 5, then later gathered for an alumni open house in the Clough-Hanson Gallery.

Outside the Memphis area, work continued in the development of a national alumni organization. Alumni meetings were held in Atlanta, Birmingham, Nashville, Washington, New York and St. Louis. President Bowden was the special guest on all these occasions, bringing current news of the college to Southwestern's alumni.

Elected officers and members of the Executive Council of the Southwestern Alumni Association for the 1970-71 year are as follows:

- President James D. Collier, Jr., '43
- President-elect Waddy West, Jr., '39
- Secretary-Treasurer Mrs. Wm. C. Threlkeld (Jo Taylor), '54

Members At Large

- W. Hamilton Smythe III, '52
- Walker L. Wellford III, '59
- Mary George Beggs, '55
- Daniel E. West, '42
- Past President John B. Maxwell, Jr., '57
- President, Southwestern At Memphis, William L. Bowden, '48
- Director for Institutional Advancement,
Loyd C. Templeton, Jr., '57
- Director of Development, A. P. Perkinson, Jr.
- Editor, *Southwestern News*, Mrs. Arthur Birge
(Jeannette Hollenberg), '42
- Executive Secretary, Goodbar Morgan, '31

Special Events

It is unusual for three historical events in the life of the college to fall within the course of a single year. However, during the 1970-71 college year, Southwestern saw the inauguration of Dr. William L. Bowden as its 17th president, the formal dedication and opening of its new humanities building, S. DeWitt Clough Hall, and the opening and dedication of its new women's gymnasium, The Ruth Sherman Hyde Memorial Women's Gymnasium.

Public Relations

The President's Council with membership of approximately 250 Memphis businessmen is a valuable source of contact between Southwestern and the greater Memphis community. The Council met on February 4, 1971 at a dinner meeting in The Catherine Burrow Refectory. The evening involved Southwestern students who were invited to dinner with the Council. Several students, introduced by Dr. Julius Melton, Vice President for Student Affairs, presented the evening's program, discussing such topics as Southwestern's academic program, athletic program, campus regulations and community involvement. Response from Council members indicated that this meeting was unusually enjoyable and informative.

Overall, the college has received good coverage in the Memphis news media, over the past year. Out-of-town publicity has increased dramatically under the direction of Mrs. John Q. Wolf, Coordinator of Special Programs. News of current Southwestern students is now circulated to their hometown newspapers and to their high schools.

For the second year, Southwestern basketball games were broadcast live over radio. It is hoped that these broadcasts contribute to a growing awareness of the college and of its athletic program.

Following our aim to keep Southwestern alumni and other friends of the college informed on current news on campus, special mailings were sent out as events occurred over the past year. Among these were memoranda concerning student publications and the financial status of the college.

Through the Center for Continuing Education and other departments of the college, members of the Memphis community visited on campus throughout the year. In addition to college programs, various civic groups and other organizations

made use of campus facilities for their own meetings.

The college continues to provide speakers for many civic organizations and to furnish ministers for numerous pulpits throughout the Mid-South area.

Publications

The *Southwestern News* is a valuable link between the college and its alumni and friends in the Memphis community and throughout the country. This magazine under the editorship of Mrs. Arthur Birge, Class of '42, has received favorable response from many readers and is doing a good job of keeping those outside the college community informed of current college affairs as well as alumni news.

Of special interest in the college's publication program during the past year was the brochure developed for the Southwestern At Oxford Program initiated last summer. This brochure was awarded first place in its category in the annual Pyramid competition sponsored by the Advertising Club of Memphis, and was then named winning entry in its category in the annual competition of the Seventh "Deep South" District of the American Advertising Federation.

A major addition to the college's literature was the development of a new brochure designed to capture the mood of the campus and to introduce the college to people unfamiliar with Southwestern. This brochure can be used equally by the Admissions Office in recruiting, by the Development Office in solicitation, and by all departments for general promotion purposes.

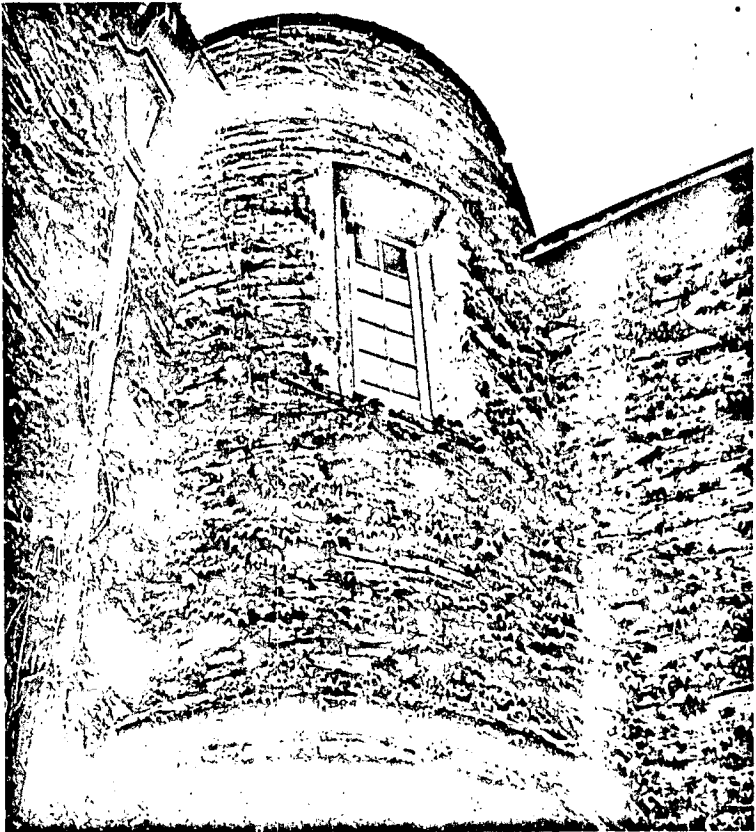
All fund-raising literature for the 1970-71 Annual Fund was prepared by this office in collaboration with the Director of Development.

Summary

Appreciation is due to the staff of the Office for Institutional Advancement who are responsible for the accomplishments of the past year: to Goodbar Morgan, Director of Alumni Affairs, and to his assistants, Mrs. Marsha Starck and Mrs. Elvin Glaze; to Mrs. Arthur Birge, Editor of the *Southwestern News*; to Mrs. John Q. Wolf, Coordinator of Special Programs; and to Mrs. Jack Adamo, Assistant to the Director.

All areas of Institutional Advancement are concerned with strengthening the relationships between Southwestern and its

alumni and friends, potential friends and supporters. By improved communications through mailings, the news media, and personal contact, awareness of the college and of its educational mission is growing. The understanding and support of those who believe in Southwestern have always been important to the life of the college and are vital now in this time of economic stress. More than ever before, Southwestern must maintain open avenues of communication with its various constituencies, encouraging involvement in the life of the college.



DEVELOPMENT

Mr. A. P. Perkinson, Jr., Director, Office of Development, directs the several annual fund drives, the solicitation of deferred gifts, the acquisition of capital gifts and the development of federal government grants and individual gifts.

During 1970-71, the Office of Development worked within the framework of certain general priorities first established in 1968-69 for the direction of Southwestern's fund-raising efforts. The Annual Fund remained the top priority; the second priority was Capital Gifts solicitation; and the third priority was the establishment of a Deferred Gift Program. Although some activity was carried on under each priority, the Annual Fund required most of the available time and effort. A fourth area of responsibility assigned to the office—the solicitation of government grants—was not undertaken during the year. Efforts in this area were handled by the various academic departments involved, along with the Dean's Office and the Business Office.

The Annual Fund

As in the past, the overall Annual Fund umbrella covers the six categories listed in the chart below, each of which constitutes a separate effort, complete with chairman, workers, mailing pieces and timetable. The comparative figures in the chart indicate trends in each category. Totals include cash and pledges.

At present, the long-range goal for the Annual Fund is to realize at least \$450,000 in annual gifts by the year 1974-75.

Achieving this goal will require a sustained growth pattern from year to year. Our overall strategy is quite simple: first, greatly expand the base of support; i.e., number of donors and, second, constantly strive to upgrade the level of support from each donor. The above chart indicates clearly that substantial progress was made in both of these directions during 1970-71. For example, compared to the previous year the number of donors increased from 2,279 to 3,208, an increase of 40.7 percent; excluding the one-time challenge gift of \$20,000, the amount given increased from \$219,967 to \$264,076, a gain of \$44,109 (20%). In a year when the general economic outlook was quite unfavorable, this growing level of support is a source of great encouragement.

Although every category of the Annual Fund offers some hope of future growth, the Office of Development believes that the Alumni Loyalty Fund and the Memphis Community Campaign offer the greatest potential for expansion, due to the large number of people included in these two categories and to their close association with the college. Therefore, more time was devoted to these categories during the past year than to any other groups. The results speak for themselves. Alumni donors increased from 1,720 to 2,599 (50% gain) and the amount of alumni gifts went from \$51,875 to \$77,244 (49% gain).

As a result of the information provided the Office of Development for the first time this year by its new data processing system, valuable data is available for evaluating efforts in the Alumni Loyalty Fund during the year, and in planning for the future.

Category	1968-1969*		1969-1970		1970-1971	
	Donors	Amount	Donors	Amount	Donors	Amount
Board of Trustees	41	\$ 91,591	40	\$ 46,873	46	\$ 51,632.56
Faculty & Staff	87	11,102	112	14,286	120	14,846.06
Alumni	1,068	48,457	1,720	51,875	2,599	77,244.00
Memphis Community	171	96,372	206	68,455	227	84,439.07
Parents	72	7,530	163	8,730	138	6,703.00
Nat'l. Corp. & Foundations	40	48,162	38	29,748	78	29,211.87
TOTALS	1,479	\$303,214	2,279	\$219,967	3,208	\$264,076.56
Challenge Gift				+ 20,000		
				\$239,967		

*Payments on pledges made to the 1965-68 Ford Challenge Campaign are included in these totals, amounting to \$104,170 for the year.

For example, these data emerged:

- (a) that 233 alumni gave \$100 or more to the college during 1970-71, compared to only 128 during the previous year. (Not counting any alumni trustees, alumni faculty and staff, or honorary alumni.)
- (b) the gift results produced by each mailing piece
- (c) the giving record for each class
- (d) the giving record for each of the 21 campaign areas
- (e) that giving was twice as high in the areas which conducted local campaigns as for the non-campaign areas (results: more local campaigns planned for next year)
- (f) that 42.6% of graduates made gifts, compared to only 20.5% of the non-graduates.
- (g) that 48.4% of alumni couples made gifts, etc.

As the Alumni Loyalty Fund expands and more workers as well as more donors become involved, the campaign materials (such as worker's and chairman's manuals, telethon information sheets and general mailing pieces) serve to better inform our alumni about the college. Through this information and involvement, a growing body of dedicated workers and supporters is being developed across the country that can benefit Southwestern in many ways in the future. The immediate benefit to the college is apparent—the number of alumni donors in 1970-71 represented an increase of approximately 143% over the 1968-69 levels, and the amount given had increased approximately 60% over the 1968-69 level.

Co-chairmen Charles P. Cobb, '44 and John H. Bryan, Jr., '58, provided outstanding leadership to the 15-member Steering Committee, to the 21 area chairmen, and to the 46 class agents and to the more than 200 other volunteer workers. A fund-raising effort is only as good as its volunteers, and our volunteers were excellent.

The Memphis Community Campaign also showed a healthy increase over the previous year, with the amount given increasing by more than 20 percent (from \$68,455 to \$84,439). Gifts from non-alumni individuals, from local businesses and professional firms, from local foundations and from local offices of national companies are included in this category. Although the goal of \$100,000 was not realized, the foundation was laid for a much greater success in the future. Chairman Sidney A. Stewart, Jr. and Co-chairmen Wayne W. Pyeatt and C. Whitney

Brown deserve special thanks for their enthusiastic and faithful efforts throughout the campaign. The persistent leadership which they provided the volunteer workers was the major factor in the growth of the 1970-71 Memphis Community Campaign. Although direct mail solicitation was employed, the great majority of the gifts received was the result of personal solicitation efforts by Southwestern's trustees and friends in the Memphis community.

For the second successive year, the Faculty & Staff Campaign surpassed its goal and set new records for the number of donors and the amount given. A great deal of credit for this is due Chairman Albert M. Johnson, college librarian. No other category achieved its goal for the year.

The Parents' Fund was ably led this year by Mr. and Mrs. John Gannon of Memphis. Two factors caused a decline in the level of giving by parents compared to the previous year; first, only two instead of the usual three appeals were sent to the parents; and, second, the gifts of parents who are also alumni were included in the Alumni Loyalty Fund this year rather than in the Parents' Fund. In a period of rapid inflation, including rising levels for tuition and room and board expenses, these gifts from parents are especially appreciated by the college.

The generosity of our Board of Trustees continues to expand from record high to record high each year. Approximately fifty current and former trustees were asked to make gifts to Southwestern this year by Mrs. David K. Wilson, Chairman of the Board's Committee on Development and Institutional Advancement. The response brought gifts totaling \$51,632.56, an outstanding testimony of their devotion to Southwestern. In addition to their resources, our trustees gave of their time and energy to an unparalleled degree as chairmen of other campaign categories, as solicitors, as centers of influence and as counsel to the Office of Development. It would be difficult, perhaps impossible, to overstate the importance of the role of Southwestern's trustees in the success of the Annual Fund.

The category of National Corporations and Foundations achieved approximately the same level of giving as was realized during the previous year, just over \$29,000. The economic outlook was cited by almost all the major companies contacted as their reason for not expanding their support to education this year. Looking toward a future period of higher profits and brighter outlook by the corporations, the college continues to maintain old corporate contacts, to cultivate new corporate friends and to

make appropriate proposals for support.

Most of the foundations contacted for annual gifts to the college are of a regional nature. During 1970-71, the Office of Development initiated an Area Foundation Program, seeking funds to help underwrite the program of financial aid to students. By the end of the calendar year 1971, proposals will have been submitted to almost 200 foundations domiciled in the 13-state region from which Southwestern attracts the great majority of its students. These proposals are delivered by alumni and friends of Southwestern in the area. Although more than \$9,000 was received from regional foundations during 1970-71, the major benefits of this program lie in the future.

As the Office of Development seeks to implement its two-fold annual fund strategy of increasing the number of donors while upgrading the level of giving among present supporters, emphasis will continue to be on developing to their full potential the support levels of our closest constituents—Alumni, Trustees, Faculty & Staff, Parents, the Memphis community. As support from these sources increases, the efforts to obtain greater support from the regional and national foundations, national corporations and major individual benefactors can be expanded with greater likelihood of success. In short, a successful Annual Fund is the cornerstone for building an effective and ongoing overall development program.

Overall Giving

Southwestern receives many gifts each year from numerous sources which are not solicited as a part of the Annual Fund or any other formal program. These gifts can take the form of a special gift, such as the \$200,000 given during 1970-71 by Mr. E. H. Little; or, as in the case of the four cooperating Synods of Tennessee, Alabama, Louisiana and Mississippi, gifts come annually in support of the college's operating budget, or to support the Presbyterian Guidance Center. Other church gifts coming direct from local congregations are in support of "chairs" in an academic department. Whatever the source of the gift and whatever the purpose for which it was given, every gift is vital to Southwestern.

According to the office records, including both pledges and actual receipts, excluding government and research grants but including the Annual Fund, gifts from all sources and for all purposes during 1970-71 totaled \$838,101, up from \$590,150 during the previous year.

Such a level of support indicates the high esteem in which Southwestern is held by many people and should serve as a source of real encouragement, driving us to greater efforts in the future.

Capital Gifts

Southwestern's joint capital campaign with Chamberlain-Hunt Academy in the Synod of Mississippi was completed during 1970-71. Total pledges to the campaign were \$304,465, with Southwestern receiving \$83,672. Campaign expenses of \$73,827 were pro-rated between the two institutions according to their respective percentages of the pledges.

Southwestern's portion of the campaign receipts apply to the construction costs of S. DeWitt Clough Hall.

In addition to the Reverend Park H. Moore's service as chairman of Synod's campaign committee and as a member of the steering committee, trustees, Mrs. Frank Mitchener and John H. Bryan, Jr., served on both committees. Trustee John H. Stennis served as General Chairman of the Chamberlain-Hunt/Southwestern Fund and as a member of the steering committee.

Although the gifts received in the campaign were somewhat below the levels anticipated, the opportunity for college representatives to renew ties throughout Synod and to establish working relationships with our sister institution, Chamberlain-Hunt Academy, combined to make the campaign effort most worthwhile.

Preliminary work done during 1969-70 toward planning Southwestern's capital efforts for the decade of the seventies progressed further during 1970-71. The Synod of Tennessee has approved the period 1973-74-75 for a capital campaign by Southwestern through Synod, with the goal of this effort to be determined later.

Deferred Gifts

The formal deferred gift program established in outline form during 1969-70 has made virtually no progress toward implementation during 1970-71. All of the changes in form and practice required by the Tax Reform Act of 1969 were not translated into Treasury regulations during 1970, and consequently the materials to be used by the Office of Development have not yet been updated to reflect these changes. The Director of Development has attended a workshop dealing with the areas of deferred giving for which final regulations are available and has initiated

the preparation by the college attorney of the basic legal documents that will be required in the program.

As has been previously indicated, the greatest need in this area is for the employment of a Director of Deferred Giving to devote full time to the cultivation of deferred gifts, using the gift vehicles already complete and available to him. The Annual Fund and work in capital gifts must, because of their more immediate potential results, take priority with the time of the Director of Development. However, deferred gifts are too important to the long-range fiscal strength of Southwestern to be neglected any longer, and the hiring of a Director of Deferred Giving is strongly recommended.

General Summary

The Alumni Loyalty Fund campaign records were transferred to an electronic data processing system more than one year ago, and 1970-71 was our first fund-year in the system. The results were most gratifying. The quick availability of a broad spectrum of statistical information proved invaluable during the campaign and was a major factor in the growth realized in the 1970-71 Alumni Loyalty Fund. As a result of this experience, the records of all other campaign categories are being transferred to data cards during the summer of 1971 for use in the 1971-72 Annual Fund Campaign.

The contribution of Mrs. Jack P. Adamo, Mrs. S. P. Laster and Mrs. Mary Ann Vollmer to the work of the Office of Development is gratefully acknowledged and sincerely appreciated. Each of them is highly competent, truly dedicated and totally reliable.

A large measure of credit for the success of the Alumni Loyalty Fund and the Memphis Community Campaign must be given to Loyd Templeton, Director for Institutional Advancement. His award-winning printed materials, effective public relations efforts and sound program of alumni activities have been most important to the work of the Office of Development.

Because of the fact that the 1970-71 budget was prepared and approved prior to the establishment of the two separate offices of Development and Institutional Advancement, the two offices operated under a single, joint budget during 1970-71. Mr. Perkinson reported that the non-salary portion of that budget was underspent by approximately \$600.00.

In summary, 1970-71 was a year of growth and progress. 1971-72 is expected to be even better.



FISCAL AFFAIRS

Mr. M. J. Williams, Jr., is the Vice President for Fiscal Affairs and Treasurer of the College. His office administers the business affairs of the college, accounting, insurance, purchasing, food services, buildings and grounds, security and protection, bookstore operations and service personnel.

President Bowden's Memorandum on College Fiscal Policy

In the face of mounting evidence that colleges and universities all over the nation, including Southwestern, are facing a fiscal crisis of unprecedented proportions, President Bowden, after intensive consultation with the college administrative staff, issued the following memorandum as a statement of fiscal policy for the Southwestern community for at least a period of one year:

February 25, 1971

To: Southwestern Faculty, Staff, and Students

Reports have appeared in the media over a period of several months concerning financial difficulties faced by colleges and universities throughout the United States. Many colleges and universities, including the most prestigious in the nation, have been forced to adopt austerity budgets and to cut their programs accordingly. The general situation has been aptly called a "depression in higher education." The causes are complex, but Southwestern shares in this national situation.

In 1964 Southwestern evaluated its future and drew up projections which were submitted to the Ford Foundation. The result was the Challenge Grant which has been so influential in the recent development of the college. Based on the data available at that time, the college envisioned a substantial expansion in physical plant, educational program, student enrollment, and annual gift support. There has indeed been highly desirable growth in each of these areas.

It was realized that the rapid expansion of the college plant and of the faculty would raise the overall budget and probably create moderate deficits during several years. Portions of the Ford Challenge Campaign receipts and of the college's reserves were allocated to meet these deficits in order to finance the forward movement for the college. What was not foreseen by the best economists in our country was the scope of national in-

flation, accompanied by the current broad and deep business decline. These events have contributed to deficits at Southwestern in the last two years amounting to \$339,000 and \$527,000 respectively. Such large operating deficits have completely exhausted reserve funds.

Financially, three options are open to an institution under these circumstances: (1) Maintain the same level of deficit funding and finance such a budget by borrowing or using endowment capital; (2) move immediately to a balanced budget; or (3) move gradually from a deficit budget to a balanced budget.

The first option would be irresponsible and would lead ultimately to the death of the institution unless a miracle intervened. The second option would be theoretically desirable but impractical to accomplish without serious dislocation in the basic college program. The third possibility is the one on which the 1971-72 budget has been based.

Realizing the difficult task of moving from a deficit of one-half million dollars to a balanced budget in one year's time, the Executive Committee of the Board of Trustees has approved a budget for 1971-72 with a deficit of \$153,000. Additionally the Board has resolved that the 1972-73 budget must be in balance. This two-year phased approach preserves our permanent assets, keeps borrowing to a minimum, and provides the administration and the faculty time to work towards the aim of achieving financial stability without jeopardizing the educational programs of the college.

Certain increased expenditures for 1971-72 are beyond the control of the college. These items include very substantially increased insurance and utility rates, required salary increases under the Minimum Wage Law, and greater expense for certain instructional supplies. Given these unavoidable increases, and yet virtually the same income for 1971-72 as for the previous year, it was necessary to adopt certain economy priorities.

Except on the basis of strict departmental or divisional review, and subject to the approval of the President, the following guidelines have been followed in the preparation of the 1971-72 budget: No personnel additions or replacements; no salary increases; across-the-board reduction of all administrative, instructional, fiscal and divisional budgets on the order of 10-15 percent; no travel expenses except those which are directly related to the conduct and support of the college; no new equipment; review and adjustments in work assignments for service personnel to better serve the total needs of the college; reduc-

tion in the purchase of books; reduction in the outlays for special events and publications.

It is my opinion that the need for such strict economy measures is temporary. Southwestern's financial situation will be difficult for a year or two, but it will be manageable. Each of us has immediate plans and long-range dreams he would like to see initiated at Southwestern. Until such time as we can enter new undertakings with full fiscal responsibility, I urge not only your understanding but your help as we move towards financial soundness.

You may see ways to save money either in your department or in other areas of the college, even beyond the reduced figure that has been budgeted. I hope you will feel free to make suggestions along this line to me or to any member of the administration. You can be on the alert for potential sources of funds applicable to your department or to other programs of the college. You can take the initiative to help prepare proposals and to suggest sources of funds. You can help in the important job of interesting potential students to attend Southwestern. Above all, you can assist the administration in the long-range planning that is vital to the future of the college.

I do not want to minimize the financial difficulties we face in the times ahead. However, given Southwestern's resources, I feel we are in a position to gain financial balance without sacrificing the college's enviable record of achievement. Difficult times can have very beneficial results, if we are drawn together in a cooperative effort to reevaluate the priorities and mission of the college and to pool our wisdom in determining ways to maintain a first-rate program at a more economical cost.

William L. Bowden

Budget

After experiencing deficits for the past several years and in line with President Bowden's policy statement, steps were taken during the 1970-71 year to adopt an austerity program, attempting to reverse this financial trend. The full thrust of these economy measures were designed to be felt during the 1971-72 year. Many preliminary measures were immediately adopted to hold down expenses. Retiring or resigning personnel were not replaced; non-essential travel was halted; purchases of supplies and equipment were more carefully reviewed; maintenance con-

tracts were revised; more efficient operating procedures were sought and general austerity was encouraged.

More concentration is being made on intermediate and long-range planning during the year. Through participation of all departments, a three-year budget was prepared, permitting a review of relative future position and establishment of priorities.

Business Affairs

Throughout the year Fred Young has managed the business affairs of the college with efficiency. All daily business transactions involving the college are handled by Mr. Young.

Physical Plant

General maintenance costs were increased during the year through the addition of S. DeWitt Clough Hall and the Ruth Sherman Hyde Memorial Women's Gymnasium. At the same time some measure of savings was realized through reduction of maid service in the residence halls. A work order system was initiated during the year, serving to increase efficiency in campus and grounds maintenance. Maintenance needs are rising annually as buildings and equipment age.

Campus beauty was enhanced during the year with the planting of tulips and cannas in planters and the addition of shrubbery in the area between Palmer Hall and the Frazier Jelke Science Center. Much of this work was performed by approximately fifty students who gave a Saturday for the plantings.

Security

Growing security problems on the campus resulted in employing a full-time Director of Security, B. Richard Henley. New procedures were adopted for the securing of buildings and reporting of incidents. New personnel and revised schedules made security an around-the-clock reality.

Cashier

With the retirement of the Cashier, Miss Ireys Martin, after almost forty-five years of service to the college, Mrs. C. W. Bowlan assumed the post of Cashier. A new four-payment plan was adopted, being more compatible with the academic year concept and strengthening cash flow.

Purchasing

Throughout the year Donald Fiveash, Purchasing Agent, was able to secure quality equipment and supplies for the lowest prices, with S. DeWitt Clough Hall and the Ruth Sherman Hyde Memorial Women's Gymnasium being the apex of buying operations. Monthly trips were made to Nashville securing quantities of government surplus equipment at strictly nominal costs to the college. A systematic procedure of inventory control was initiated during the year with further refinements in store for the coming year.

Accounting

A capable accounting staff under the direction of Robert Lawson was able to refine accounting procedures and exercise greater control over accounts payable. An on-going system of monthly feedback to all departments on their expenditures and relative budget position was designed. New accounting techniques are being implemented to strengthen financial control and provide more meaningful reports and data.

ANNUAL REPORT OF THE VICE-PRESIDENT FOR FISCAL AFFAIRS YEAR ENDED JUNE 30, 1971

TO THE BOARD OF TRUSTEES OF SOUTHWESTERN AT MEMPHIS:

Following are reports of operations for Southwestern At Memphis during the fiscal year ended June 30, 1971, including a condensed balance sheet, a statement of income and expense, and a copy of the audit report of Ernst & Ernst, Certified Public Accountants.

A comparison of income and expenses for the past three fiscal years is included as a matter of information.

Over the past several years deficits from the college operations have been covered by reserves which were accumulated during the Ford Challenge Campaign and through other gifts. These reserves were depleted by the end of the 1970 fiscal year. Deficits since that time have been covered by a short-term note which is listed in the condensed balance sheet under liabilities.

During the coming fiscal year budgeting and program plan-

ning will begin on the basis of recommendations made by the National Association of College and University Business Officers. The suggested techniques and principles will become a part of the style of operation at Southwestern.

Financial stability and solvency of the college are primary fiscal objectives of the college administration. Part of increasing costs can be met through increases in tuition, room and board. These costs have increased over the past several years in order to try to help meet continuing pressure on finances.

Another method of meeting rising costs is through additional gifts. As reported by the Director of Development, alumni and friends have responded to requests for assistance.

Major new sources of funds are needed to maintain the financial stability that now is mandatory. Major new additions to the endowment are needed. Previous annual reports by the treasurer have pointed out the urgent need for an additional \$10 million in endowment. Endowment must be increased at the rate of \$2 million a year for the foreseeable future. Additions of this magnitude are required to permit the college to maintain its long-standing policy of providing one of America's highest quality undergraduate programs of arts and sciences education.

M. J. William, Jr.
Treasurer

CONDENSED BALANCE SHEET

June 30, 1971

ASSETS			
Current Funds:			
Cash.....		\$ 171,664	
Accounts & Notes Receivable			
Current.....	\$ 15,779		
Due from Other Funds.....	<u>534,040</u>	549,819	
Investments:			
Common Stocks—Cost.....	43,342		
Bond & Interest Sinking Fund			
Accounts:			
Federal Student Aid Funds.....	362,747		
Inventories.....	<u>37,521</u>	<u>443,610</u>	\$ 1,165,093
Plant Funds:			
Cash.....		107,455	
Land.....		169,580	
Buildings.....		12,879,319	
Furniture, Fixtures & Equipment.....		628,975	
Library Books.....		555,000	
Athletic Facilities			
(Tennis Courts, Football Field, Track, Stands).....		94,000	
Roads, Walks, Parking Facilities.....		<u>37,329</u>	14,471,658
Endowment Funds:			
Cash.....		99,379	
Due from Other Funds.....		8,931	
Investments:			
Unrestricted.....		5,076,158	
Restricted			
Scholarships.....		868,485	
Annuities.....		585,733	
Continuing Education Center.....		<u>550,000</u>	<u>7,188,686</u>
TOTAL ASSETS.....			\$22,825,437

CONDENSED BALANCE SHEET

June 30, 1971

LIABILITIES

General Funds:

Notes Payable	\$1,200,000		
Accounts Payable	26,753		
Advance Deposits by Students	145,324		
Other Reserves	19,264		
Fund Balance	<u>(920,942)</u>	\$ 470,399	

Reserve Funds—Restricted:

Federal Student Aid Funds	362,747		
Fund Balances	<u>331,947</u>	<u>694,694</u>	\$ 1,165,093

Plant Fund:

Long Term Debt:

President's Home—Payable \$2,000 per year, 4% interest	12,000		
Dormitory Bonds of 1960—3-1/8% payable serially to year 2000	513,000		
Dormitory Bonds of 1964—3-5/8% payable serially to year 2004	555,000		
Fund Balances	<u>13,391,658</u>		<u>14,471,658</u>

Endowment Fund:

Continuing Education Center	550,000		
Annuities	585,733		
Fund Balance	<u>6,052,953</u>		<u>7,188,686</u>

TOTAL LIABILITIES & FUNDS			<u>\$22,825,437</u>
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INCOME AND EXPENSE

For Years Ended June 30, 1969,
June 30, 1970 and June 30, 1971

(All Figures in Thousands of Dollars)

	1969	1970	1971
INCOME			
Tuition and Fees.....	\$1,555	\$1,697	\$1,917
Endowment Income.....	317	425	458
Residence Halls, Dining Halls, & Bookstore.....	576	668	699
Interest.....	68	39	4
Church.....	197	186	181
Southwestern's Continuing Challenge.....	382	195	227
Other Income—Gifts for Buildings Contracts, Grants, Loan Funds, etc.....	958	568	529
From Reserves or Loans.....	341	528	463
	<u>\$4,394</u>	<u>\$4,306</u>	<u>\$4,478</u>
EXPENSE			
Instructional.....	\$1,596	\$1,680	\$1,711
Scholarships and Grants-in-Aid.....	385	468	499
Physical Plants and Grounds.....	558	206	258
General Administrative.....	521	519	616
Auxiliary Operations—Dining Halls, Residence Halls, etc.....	746	770	779
Other.....	588	663	615
	<u>\$4,394</u>	<u>\$4,306</u>	<u>\$4,478</u>

CONDENSED STATEMENT

Income and Expense

June 30, 1971

INCOME:			
Tuition	\$1,738,189		
Special Fees	178,336	\$1,916,525	
Endowment Income—Net	457,825		
Residence Halls, Dining Halls, Bookstore	699,002		
Interest on Bank Accounts	3,775		
Other College Activities & Departmental Income	507,064		
Miscellaneous	22,517	1,690,183	\$3,606,708
EXPENSE:			
Instructional		1,710,950	
Scholarships & Grants-in-Aid		499,024	
Physical Plant & Grounds		257,934	
General & Administrative		615,956	
Auxiliary Operations		778,818	
Other College Activities & Departmental Expense		614,941	4,477,623
Operating Deficit			(870,915)
CONTRIBUTIONS:			
Benevolences*—Cooperating Synods:			
Alabama	21,091		
Louisiana	39,151		
Mississippi	10,414		
Tennessee	110,632	181,288	
Southwestern's Continuing Challenge		227,034	408,322
NET DEFICIT FOR YEAR			\$ (462,593)

*Endowment funds were contributed by the following churches for chair support:

Evergreen Presbyterian Church, Memphis, The W. J. Millard Chair
 Idlewild Presbyterian Church, Memphis, The T. K. Young Chair
 Second Presbyterian Church, Memphis, The A. B. Curry Chair
 First Presbyterian Church, Florence, Alabama, The D. W. Hollingsworth Chair
 First Presbyterian Church, Greenville, Mississippi, Chair
 Westminster Presbyterian Church, Nashville, Tennessee, Chair

APPENDIX

Resignations

Jameson M. Jones, *Vice President for Academic Affairs and Dean of the College*

Assignments Completed

Dale E. Benson, *Assistant Professor of History*
Sr. Adrian Marie Hofstetter,
Visiting Research Professor of Biology
Rose Link Mosby, *Assistant Professor of Spanish*
George E. Odom, *Instructor in French*
Frances H. Redmond, *Associate Director, Counseling Service*
Paul Schmidt, *Assistant Professor of Anthropology*
Max E. Stanton, *Instructor in Anthropology and Sociology*
Robert H. Woodworth, *Visiting Professor of Biology*

Retirements

Clinton L. Baker, *Professor of Biology*
John Quincy Wolf, *Professor of English*
Adolph Steuterman, *Instructor in Organ*

Sabbatical Leaves 1971-72

Robert L. Amy, *Professor of Biology, Terms I, II and III*
Richard A. Batey, *Associate Professor of Bible and Religion, Term I*
Yerger Hunt Clifton, *Associate Professor of English, Terms I, II and III*
Robert M. Cooper, *Professor of English, Term III, 1971-72 and Term I, 1972-73*
Julian T. Darlington, *Professor of Biology, Term III, 1971-72 and Term I, 1972-73*
Helmuth M. Gilow, *Professor of Chemistry, Term I*
James Reed Morris, *Associate Professor of Psychology, Terms II and III*
Franklin M. Wright, *Professor of History, Terms II and III*

Promotions

Sidney D. Selvidge, Jr., *Assistant Professor of Anthropology*
Edward A. Barnhardt, *Associate Professor of Physics*
Julian T. Darlington, *Professor of Biology*
Richard D. Gilliom, *Professor of Chemistry*

Raymond S. Hill, *Professor of Speech and Dramatics and Coordinator of Mass Media*
William Larry Lacy, *Professor of Philosophy*
Angelo Margaritis, *Professor of Mathematics*
Donald W. Tucker, *Professor of Spanish*

Appointments (1971-72 Session)

Jameson M. Jones, *Visiting Professor of Moral Philosophy*
Roger Kleinman, *College Counselor*
Joseph W. McLeary, *Visiting Lecturer in Economics and Business Administration (part-time)*
Murray Riss, *Instructor in Art (part-time)*
Lydel Sims, *Lecturer in Journalism (part-time)*
Richard K. Thomas, *Instructor in Anthropology (part-time)*

STUDENT GOVERNMENT ASSOCIATION

Session 1970-1971

President Charles William McNeal, Walnut Ridge, Ark.
Vice President " John Hunt Rutledge II, Humboldt, Tenn.
Secretary Jeannette Lasley Birge, Memphis
Treasurer Bette Catherine Dale, Prentiss, Miss.
Commissioners:
Athletics Elizabeth Jane Lazear, Pine Bluff, Ark.
Education Hershel Saul Lipow, Memphis
Elections Susan Kelley Van Dyck, Paris, Tenn.
Intercollegiate Relations Lina Jeanne Newhouser
New Orleans, La.
Publications Judith Leigh Warren, Memphis
Religious Activities ... Anne Allison Cowan, Staunton, Virginia
Social Activities William Camp Matthews, Jr.
Charlotte, North Carolina
Student Welfare William Bryan Jones, Little Rock, Ark.
Undergraduate Men John Joseph Brady, Nashville, Tenn.
Samuel Bruce Levine, Memphis
Undergraduate Women Patricia Sue Carter, Milan, Tenn.
Alice McBee Cockroft, Memphis

Class Officers

Senior Class
 President Samuel Preston Marshall III, Lakeland, Fla.
 Vice President Claude Bernard Lynch, Memphis
 Secretary Donna Kay Fisher, Memphis

Junior Class
 President William Walter Dodson, Shreveport, La.
 Vice President Nancy Angelynn Smith, Nashville, Tenn.
 Secretary Susan Lyn Smith, Florence, Alabama

Sophomore Class
 President David Paul Crowe, Cape Girardeau, Missouri
 Vice President Clifford Jameal Pugh, Mobile, Ala.
 Secretary Erica Elisabeth Larson, Little Rock, Ark.

Freshman Class
 President George Walter Travis, Baton Rouge, La.
 Vice President Deborah Martin, N. Little Rock, Ark.
 Secretary Melissa Lynn Pietzuch, Little Rock, Ark.

HONOR COUNCIL

Session 1970-1971

President John Jefferson Carter, Jr., Florence, Ala.
 Vice President Kittie Ligon Johnson, Chattanooga, Tenn.

Class Representatives:
 Daniel Bruce Hatzenbuehler Dallas, Texas
 John Hugh Churchill Little Rock, Ark.
 Patricia Sue Carter Milan, Tenn.
 Anne Elizabeth Gotschall Conroe, Texas
 David Lindsay Hume San Bernardino, Calif.
 Carol Ann MacCurdy Baton Rouge, La.
 John Hunt Rutledge Humboldt, Tenn.
 Anne Elizabeth Brantley Montgomery, Ala.
 Margaret Annelle Beaty Nashville, Tenn.
 Ray Eugene Hartenstein Little Rock, Ark.
 Ralph Wayne Herbert Jackson, Miss.
 Michelle Trent Dickens Shreveport, La.
 Stephen Arthur Sharpe Houston, Texas
 Debra Sue Jackson Jonesboro, Ark.
 Ann Mitchell Chamberlain Atlanta, Ga.

Anne Allison Cowan Staunton, Va.
 John Joseph Sheehan St. Louis, Missouri
 John Clifton Sites Clarksville, Tenn.

SOCIAL REGULATIONS COUNCIL

Session 1970-1971

President Peter Frasius Casparian, Fulton, Ky.
 Vice President Thomas Claude Stayton, Hammond, La.
Other Members:
 Philip Thomas Shanks III Decatur, Ala.
 Ann Marie Brown Memphis
 Patricia Sue Carter Milan, Tenn.
 Samuel Preston Marshall III Lakeland, Fla.
 Robert Prince Doolittle Florence, Ala.
 Richard Stone Heien Little Rock, Ark.
 Katherine Jane Anglin Shelbyville, Tenn.
 Daniel Bruce Hatzenbuehler Dallas, Texas
 William Bryan Jones Little Rock, Ark.
 Carol Ann MacCurdy Baton Rouge, La.
 William Gillespie McBride Alexandria, La.
 Levi Frazier, Jr. Memphis
 Ralph Clinton Allen Memphis
 Vernon Markham Lester Little Rock, Ark.
 Carolyn Randolph Nicrosi Montgomery, Ala.
 Martha House Crenshaw Shreveport, La.

STUDENT PUBLICATIONS

Session 1970-1971

Sou'wester
 Co-Editor Edward Henry Stevens, Jr., Birmingham, Ala.
 Co-Editor Edwin Wood White, Metairie, La.
 Business Manager Clayton Ponder Farrar, Hot Springs, Ark.

Lynx
 Co-Editor Alice McBee Cockroft, Memphis
 Co-Editor Nancy Hope Lenox, Collierville, Tenn.
 Business Manager Ellen Reid Lackey, Nashville, Tenn.

Ginger
 Editor William Joseph Seeto, Memphis

Other Members:

Marjorie Ann Howe Syracuse, N.Y.
Jeannette Lasley Birge Memphis
Marmaduke Edmund Cain Jackson, Miss.
Wilda Henderson Dodson Gallatin, Tenn.
Barbara Reed Gardner Fowke Chattanooga, Tenn.
Virginia Allen Haskell Birmingham, Alabama
Vernon Markham Lester Little Rock, Ark.
Hershel Saul Lipow Memphis
Charles William McElroy Camden, Tenn.
John Howard Rone Clarksdale, Mississippi
John Hunt Rutledge Humboldt, Tenn.
William Joe Seeto Memphis
James Lyon Young Huntsville

DILEMMA COMMITTEE

Session 1970-1971

James Carter Dobbins Germantown, Tenn.
John Jefferson Carter, Jr. Florence, Ala.
Sally Draper Sutherland Camden, Tenn.
Margaret Hannah Simmons Auburn, Ala.
Ralph Wayne Herbert, Jr. Jackson, Miss.
John Hugh Churchill Little Rock, Ark.
William Oliver Shults Newport, Tenn.
Henry Hadley Hury, Jr. Memphis
Thomas Claude Stayton Hammond, La.
David Lindsay Hume San Bernardino, California