

MINUTES OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN
HELD IN THE DIRECTORS' ROOM
IN PALMER HALL
DECEMBER 1, 1925

A called meeting of the Board of Directors of Southwestern was held December 1, 1925, at ten A.M., in the Board of Directors' Room in Palmer Hall, pursuant to the following call issued by the Chairman and sent out -

"November 24, 1925

"At the request of the Executive Committee, the Chairman of the Board is calling a special meeting of the Board of Directors to be held in the Board of Directors' Room of the College on Tuesday morning, December 1st, at ten o'clock.

"This meeting is called at the suggestion of Mayor Rowlett Paine and his Committee, and it is planned to have on that occasion a conference with Mayor Paine and his Committee, preliminary to putting on a campaign for funds to provide for our immediate necessities.

"In the judgment of the Executive Committee this meeting is one of the most important which has ever been held, and it is hoped that every member of the Board will do his utmost to be present. The Board will be called upon to consider plans for the future conduct of the institution, and to take such action as may seem wise in the light of the conference called for.

Very sincerely yours,

(Signed) Moore Moore,
Secretary of the Board."

The following members were present:

TENNESSEE: James I. Vance
S.M. Nickey
Chas. E. Diehl
Moore Moore

ALABAMA: D.H. Ogden
A.B. Curry

LOUISIANA: W. McF. Alexander
D.M. Pipes
E.B. LeMaster.

MISSISSIPPI: C.T. Thomson
G.G. Tayloe

The meeting was opened with prayer by Dr. Ogden.

Excuses were presented for the following members and accepted by the Board: Fred R. Graves and J.D. Duncan, Mississippi; W.B. Oliver and J.T. Fuller, Alabama; ~~and~~ B.A. Patch, Tennessee; and D.K. Brown, Louisiana.

Minutes of the meeting of the Board of Directors for October 6th, 1925, were read for information. Minutes of the Executive Committee meetings since the last meeting of the Board of Directors were read and approved.

President Diehl reported recent changes in the personnel of the Board. S.M. Nickey filling the vacancy in the Directorate from Tennessee; Fred R. Graves in place of A.A. Little from Mississippi, and W.B. Oliver in place of J. Frank Rushton from Alabama.

The Executive Secretary, Dr. W.S. Lacy and President Diehl's secretary, Mrs. Greenhill, were invited to sit with the Board in the meeting.

Dr. Curry reported that the Synod of Tennessee, when asked for \$20,000 to assist in carrying on the work of Southwestern, adopted a resolution to that effect, and that the Synod also set aside the second Sunday in December to take a special offering for the expenses of Southwestern.

Dr. Ogden reported that the Synod of Alabama did not see its way clear to comply with the request of Southwestern that \$20,000 be taken as its definite apportionment, due to the fact that so many calls for money had recently been made in the Synod, that the Synod would continue its 2% from the benevolences as heretofore, and that the Synod would ask the churches to make a special thanksgiving offering for Southwestern.

Dr. Thomson reported a more favorable attitude towards Southwestern in the Synod of Mississippi than has been shown for years; that the Synod assumed its apportionment of \$20,000 for the current operating expenses of Southwestern and directed that a special offering be made for that purpose on the second Sunday in December. The Synod also took action whereby in the future if a vacancy occurred in the Directorate of Southwestern for Mississippi, the Moderator was empowered to appoint a Director to serve until Synod should meet. Dr. Lacy supplemented the report of Dr. Thomson with regard to the more favorable sentiment now prevailing in the Synod of Mississippi towards Southwestern.

Dr. Alexander reported a fine spirit towards Southwestern in the Synod of Louisiana; that the Synod accepted its apportionment of \$12,000 and ordered that special offering be made by the churches on the second Sunday of December. He feels sure the full amount will be raised. Mr. Pipes also reported a good feeling prevailing in the Synod of Louisiana towards Southwestern.

After some discussion it was agreed that it would be a wise plan to send subscription cards to all churches in the Synods of Louisiana, Mississippi and Tennessee, to be used for these special offerings and the Board instructed Dr. Lacy to see that this was done.

President Diehl reported on the Jubilee and Inaugural Celebration which was held November 26-28, 1925, as follows:

Thursday, Thanksgiving Day, was set apart as Anniversary and Alumni Day. This day was ushered in by a Jubilee Service held in the Second Presbyterian Church. The Jubilee Sermon was preached by the Rev. George Summey, D.D., former Chancellor of Southwestern Presbyterian University, and Moderator of the General Assembly. This service was presided over by the Rev. William Crowe, D.D., of Saint Louis, Missouri, who offered the prayer on that occasion. This was followed by the Semi-Centennial Luncheon in the College Dining Hall, at which time Professor G.F. Nicolassen of Oglethorpe University, former Vice-Chancellor of Southwestern Presbyterian University, delivered a reminiscent address. This luncheon was followed by a football game, by class and fraternity reunions, and by a supper for the Alumni in the College Dining Hall. At eight o'clock in Hardie Auditorium, the Rev. E.D. McDougall, D.D., of Jackson, Tennessee, presiding, there were alumni addressed by Dr. M.E. Melvin of Chattanooga, Tennessee, and by the Rev. Theo. S. Smylie of Huntington, West Virginia.

Friday, November 27th, was set apart as Inaugural and Dedication Day. The Inaugural exercises were held in Hardie Auditorium at ten A.M. After devotional exercises, the Honorable Rowlett Paine, Mayor of Memphis, made an address of "Welcome to Southwestern". Four other brief messages of welcome were delivered by representatives of various interests and organizations. One of these was made by President C. Arthur Bruce, of the Chamber of Commerce; another was by President W.M. Bostick, of the Pastors' Association; another was by Dean Jas. D. Hoskins of the University of Tennessee; another was by Superintendent Robt. L. Jones of the Memphis Public Schools. The response to these addresses of welcome was made on behalf of the Board of Directors by Jerome T. Fuller, Esquire, member of the Board of Directors from the Synod of Alabama.

Immediately after these exercises the audience adjourned to the front campus for the tree planting ceremony. Under the supervision of Professor G.F. Nicolassen, assisted by Walker M. Taylor, Esquire, Past Grand Master of the Masonic Lodge of the State of Tennessee, acorns were planted in the memory of each of the Chancellors and Presidents of Southwestern. The acorns used on this occasion were taken from the oak that stands between Stewart Hall and Castle Hall at Clarksville, Tennessee, a tree which has witnessed all events both great and small during the years of the life of the institution. Acorns were planted for eleven former Chancellors and Presidents, beginning with W.A. Forbes in 1848, President of Montgomery Masonic College, and ending with the present President. These acorns were planted in the form of a big "S", and are conveyors of that potential eternal thing which we call "life" from the campus of the new Southwestern, and may be imagined to symbolize that spirit of sturdy truth, loyalty and service, which has characterized those who in years gone by have received their training beneath the

shadow of this ancient tree. The planting of these trees as memorials to those who have served as the administrative heads of Southwestern perpetuates an identity and a sentiment which it is desired to pass on through the years to the generations that are to follow. The tree planting ceremony was followed by a Buffet luncheon in the College Dining Hall.

The Dedicatory Exercises of Southwestern were held in Palmer Hall in the afternoon, at which time the Palmer Memorial Tablet was unveiled by the Rev. S.W. McGill, D.D., of Louisville, Kentucky. This was followed by an address on, "Benjamin Morgan Palmer, The Father of Southwestern", by the Rev. W. McF. Alexander, D.D., of New Orleans, a member of the Board of Directors from the Synod of Louisiana. The formal presentation of the College Buildings was made by the Rev. A.B. Curry, D.D., of Memphis, Vice Chairman of the Board of Directors and of the Executive Committee. These buildings were accepted on behalf of the Board by President Chas. E. Diehl, who delivered an address on "The Ideals of Southwestern". The Dedicatory Prayer was made by the Rev. Wm. S. Lacy, D.D., Executive Secretary of Southwestern.

These exercises were followed by an informal reception to delegates and guests, and an opportunity was given to inspect the college buildings.

At eight o'clock in the Municipal Auditorium, the Rev. James I. Vance, D.D., Nashville, Vice Chairman of the Board of Directors, delivered an address on "The Necessity for a New Emphasis on Moral Education for the Welfare of the Republic".

Saturday morning, November 28th, was set apart as a day of Greetings and Felicitations. The academic procession formed at the Peabody Hotel and marched to Pantages Theatre, at which place Professor George Lang, former Acting President of Southwestern Presbyterian University, delivered the official welcome to the delegates. The delegates were introduced and presented to the President of Southwestern by Professor R.C. Sommerville, the Master of Ceremonies. Brief messages were delivered on this occasion by representatives of institutions of various types. President W.J. Martin, of Davidson College, delivered the message for the Presbyterian Colleges and Dean George M. Baker, of the University of the South, for other denominational college, Professor John M. Mecklin, of Dartmouth College delivered the message for the Independent Colleges. Chancellor Alfred Hume, of the University of Mississippi, delivered the message for the State Universities. Acting Dean W.R. Cooper presented the candidates for the Honorary Degrees as follows:

The Rev. Harris E. Kirk and Professor John M. Mecklin for the degrees of Doctor of Laws, and Miss Charl Ormond Williams for the degree of Doctor of Literature. After the conferring of these degrees by the President and the signing of Southwestern's "Alma Mater", there occurred the recessional and the return to the Peabody Hotel.

Upon motion of Mr. LeMaster it was voted that the Board express its appreciation to the President and the members of the faculty and others who aided in making the Celebration such a pronounced success.

President Diehl suggested that a bulletin or book be published and sent out containing the program, addresses, and greetings, of the Jubilee and Inaugural Celebration. Upon the suggestion of Mr. Tayloe, President Diehl was to investigate the cost of getting out such a bulletin and report to the Board at its meeting in January.

President Diehl reported that the Southern Association of Colleges and Secondary Schools is meeting in Charleston, South Carolina, this week, and the necessity for the institution to be continued as a member of this Association. He was instructed by the Board to attend the meeting.

Mr. LeMaster stated that this meeting of the Board is called at the instigation of Mayor Rowlett Paine and his Committee, in order to see what can be done to finance Southwestern through the trying period of the next few years, and that the Board would be asked to make a statement as to what the requirements for the current expenses of the institution would be for the next two years and what might be expected from the Synods in aiding Southwestern. He also stated that he had a communication from Mayor Paine setting forth the request for the call of the Board.

After a full discussion of the needs of Southwestern the Board expressed its gratitude and appreciation for the interest of Mayor Paine and his Committee, and its desire to co-operate in every proper way with the Mayor and his Committee in caring for these expenses at this trying time.

The Board took recess at 12:30 P.M. for lunch.

The Board re-assembled at 1:35 P.M.

Dr. Curry presiding.

Mayor Rowlett Paine and his Committee were invited to sit with the Board and confer about the matters in hand. Mr. T.K. Riddick, Mr. W.C. Johnson, and Mr. C.P.J. Mooney were unable to attend, but Mr. F.N. Fisher, Mr. T.H. Tutwiler, Mr. Leo Goodman and Mayor Paine were welcomed by the Board.

Mayor Paine presented to the Board the financial condition of Southwestern as he understood it and stated that he and his Committee were willing to stand back of Southwestern and do everything in their power to provide such funds as may be necessary to keep the institution going. The Mayor stated the fact that while Southwestern was an asset to Memphis, it was also a Presbyterian institution, owned and controlled

by the Presbyterians in the four co-operating Synods, and should expect its main support from that source. He insisted that there should be an endowment fund approximating one and a half million dollars, and expressed the belief that the four Synods should be expected to provide for endowment needs. He requested the Board to pledge itself to see that this was done, stating that if this were done he and his Committee would raise in Memphis funds necessary to cover the deficit in operating expense for the next three years.

After a full and free discussion of the matter, in which the best of feeling prevailed, the following resolution was offered by Dr. Vance and approved by the Board. This resolution also met with the hearty approval of the Mayor and his Committee:

"His Honor, Mayor Rowlett Paine and his Committee having appeared before the Board and expressed their desire to aid Southwestern in its present financial straits, the following plan was mutually agreed upon.

1. The debt of \$700,000 shall be carried and curtailed for the next few years out of collections on unpaid subscriptions in the first Memphis campaign and the campaign in the four co-operating Synods.
2. The Board undertakes, on its part, to put on a campaign for an endowment fund of \$1,200,000 in the four co-operating Synods, as soon as the Synods shall give their consent.
3. The Mayor and his Committee undertake on their part to give Southwestern in the meantime such aid supplementing its annual income, as will enable the college to run a standard college; it being understood that this period is not to extend beyond three years from January 1926; the sums to be raised for this purpose by Memphis being not in excess of \$60,000 for the first year and \$90,000 each for the second and third years.

Mayor Paine then presented a matter which his Committee suggested might prove helpful in his campaign for funds. He pointed out that in many colleges the President of the College is not ex officio chairman of the Board of Directors as is the case in this college, and suggested that it might be wise to separate these two offices, thus relieving the President of the College of many business details and making a more equitable distribution of the responsibilities connected with the institution.

The Mayor and his Committee took their departure at 4:00 P.M.

Dr. Curry then called the Board to order and suggested that some action be taken in regard to the Mayor's suggestion.

In the light of the discussion of Mayor Paine's suggestion that the Chairman of the Board and the President of the College be separate offices, it developed that there was a desire in some quarters to have as Chairman of the Board a business man who was thoroughly familiar with business matters and who would to some extent relieve the President of that part of the College work. Inasmuch as it requires the concurrent action of the four Synods and an amendment to the Charter to make the change suggested, and inasmuch as it is impossible to secure this action of the Synods and this amendment at this time, it was suggested that some local member of the Board who was well known to the people of Memphis be appointed to the position of Vice Chairman of the Board, a Memphis man who could give some time to these matters. Dr. Curry and Dr. Vance, respectively the First Vice Chairman and the Second Vice Chairman, neither of whom could devote the time necessary to this work, offered their resignations which upon their insistence were accepted.

Upon motion of Dr. Ogden, Mr. E.B. LeMaster was elected First Vice Chairman of the Board, and Dr. A.B. Curry was elected Second Vice Chairman.

The matter of employing a business manager who should take charge of the detail work of the College was discussed, and upon motion of Dr. Vance, the Board decided to refer this matter to the Executive Committee with power to act.

President Diehl presented to the Board the necessity for some one to assist in the work of Physical Education, and the desirability of having some one trained to do the work of Registrar and Alumni Secretary. Upon his motion, the Board decided to employ Mr. Jos. B. Love, Jr., at a salary of \$200 a month for the work of Instructor in Physical Education, and for Registrar and Alumni Secretary.

Upon motion of Dr. Vance it was decided that plans be begun for a campaign in the Synods, that publicity be given to the agreement entered into with Mayor Paine and the task which Memphis has undertaken, that the churches be informed that, upon favorable action of the Synods, they will be called upon to furnish endowment for Southwestern and that the matter of the proposed campaign in the Synods be referred to the Executive Committee with instructions to report to the Board at the January meeting.

Dr. Lacy made a verbal report of his work in Mississippi.

Upon motion of Mr. LeMaster, the Treasurer was authorized to deposit such pledges as may be necessary with the Bank to cover such loans as are required for the next two months.

The Minutes of the meeting were read and approved.

The meeting was adjourned with prayer by Dr. Alexander.

Jason Dean
Secretary of the Board.

Approved:

PRESIDENT'S REPORT

January 22, 1926.

To the Board of Directors of Southwestern.

Gentlemen:

The President of the College takes pleasure in submitting the following annual report. As was noted at the meeting of the Board on December 1st, 1925, Mr. S. M. Nickey has been elected a Director for Tennessee and Dr. Fred R. Graves, in place of Dr. A. A. Little, for Mississippi. It was noted at that time that Honorable W. B. Oliver was elected in place of Mr. J. Frank Rushton for Alabama. Mr. Oliver found it impossible to serve, and the Moderator of the Synod of Alabama appointed Mr. William M. Rogers in his place. The Board, therefore, is now constituted as follows: Tennessee -- James I. Vance, 1926; S. M. Nickey, 1927; Moore Moore, 1928; and B. A. Patch, 1929. Alabama -- J. T. Fuller, 1926; A. B. Curry, 1927; William M. Rogers, 1928; and Dunbar H. Ogden, 1929. Mississippi -- J. D. Duncan, 1926; George G. Tayloe, 1927; Fred R. Graves, 1928; and C. T. Thomson, 1929. Louisiana -- D. K. Brown, 1926; E. B. Le Master, 1927; W. McF. Alexander, 1928; and D. M. Pipes, 1929.

As is well known, our removal from Clarksville was effected during the summer. The magnitude of this task is not apparent to those who were not in touch with the situation. That the removal of the institution was accomplished has been a source of surprise to many educators both in the North and in the South. Many of them never thought that the institution could and would be moved. To Professors MacQueen and Pomeroy and to Mr. Woods Harrison we owe a debt of gratitude for their unselfish and laborious efforts in packing, in helping to effect the removal, and in making the transition as easy as possible. From the first we have recognized that the most difficult part of the task was the transfer of the spiritual assets of the institution. Every effort was made to accomplish this, and it is remarkable that the spirit of the old institution has been brought over into the new location, and that the moral tone has even been deepened, while the intellectual standards have been raised. This is a fact which is noted by the students as well as by the old members of the faculty. It was noted also by Rev. U. S. Gordon, of Starkville, Mississippi, an alumnus who conducted our annual series of evangelistic meetings. In a letter written after he had spent a week in intimate contact with the faculty and students he said, "The tone and general atmosphere of Southwestern at Memphis is as good or better than anything I remember in the old S. P. U. of ten years ago in Clarksville". It has already been noted informally that through the co-operation of Mayor Paine and Mr. F. N. Fisher ~~the~~ the L & N Railroad Company transferred our eleven carloads of freight without cost, thus enabling us to effect our removal at a minimum cost.

There were many difficulties connected with our opening. The buildings were not ready for occupancy, the equipment was delayed, there was no telephone service for a time, the entire plant was new to everyone, and everything had to be arranged as best it could in the midst of the confusion of workmen, visitors, new members of the faculty and a crowd of students. The office of the Bursar was moved, but he and his helpers were

inexperienced in the new and exacting duties of college work. Fortunately we were able to bring with us from Clarksville some tried helpers who could be depended upon in every emergency, and though the pressing duties required them for a time to work day and night and Sundays also, the task was accomplished. The delay in completing buildings and receiving our equipment added greatly to our burdens and to some extent impeded the progress of our work. The laboratory equipment, for example, which was to be set up by September 1st was not completed until two or three weeks ago. The same statement is true with regard to some of the mechanical equipment. This delay, together with the fact that we had to learn to operate a new plant, as well as to correct architect's errors and omissions, have added somewhat to the cost of operating the plant. It was necessary to test out boilers and other equipment, to make a number of changes which look towards economy and efficiency, and to relate and organize the various departments so that they would function properly and harmoniously. This necessity appeared not only in the business offices, but in every department of the work, and it could not be accomplished immediately. It has required these few months to effect this.

In addition to these things, it was necessary to assimilate seven new members of the faculty, to indoctrinate them with our ideals, and to try to build up an esprit de corps among the whole body. We have had only an Acting Dean this year, one of the professors who is carrying a full load of work, and who simply cannot give the time that he should to the important work of that office. Twice as many students as have ever enrolled in Southwestern had to be taken care of, and the student organizations had to be reorganized. This is particularly true of the Honor System which has been restudied and reorganized upon a sounder and more effective basis. Then there was the preparation for the Jubilee and Inaugural Celebration. It is quite evident, therefore, in view of the exacting demands here, that it has been impossible for the President to leave Memphis except on several imperative occasions, such as visiting the four co-operating Synods, attending the meeting of the Association of Colleges and Secondary Schools in the Southern States at Charleston, South Carolina, in December, and attending the meeting of the Association of American Colleges in New York this month.

With regard to the last named meeting it is pleasing to note that the deliberate conclusions of the foremost educators of this country who have worked for ten years upon the subject of "The Effective College" are in complete accord, as they reported in New York at this meeting, with the ideals of Southwestern which were officially adopted by this Board four years ago, ideals towards which we have worked with unwavering devotion. It may be said authoritatively that the plans and work of Southwestern are in accord with the best educational thought in this country. It may further be stated that the minimum cost of \$450 per student as has been stated by us is the exact figure which ^{instructional} was determined upon by the business efficiency experts for a college of this size. The investigations of the minimum instructional cost of the effective college varied from \$400 to \$500, depending upon the size of the liberal arts college, never under \$400 per student, even when the enrollment runs beyond a thousand, and running to \$500 per student when the enrollment is as small as two hundred. For a college of between four and five hundred, it was thought that the cost per student might be reduced to \$425, but that a college of between three and four hundred students would cost

\$450 per student. We are doing our work for less than this amount, but we are doing it at the expense of our faculty by not paying our professors the minimum amount which is thought reasonable, namely, \$3,600 per man, and by over loading them by reason of the fact that we have not a sufficient number of professors to handle the classes. The figure of \$450 which was given as the minimum figure by the experts is the amount for educational purposes only, and does not include institutional expenditures such as the giving of free scholarships to ministerial students and others, such as loss of revenue in housing, and such as expenses for campaigns, collections, and propaganda. Including all of these additional features, we are doing our work at a cost of about \$100 less per student than the minimum figure given for a liberal arts college of this size in the South, for the study and investigation of one of the business experts was based upon the needs of denominational colleges in the South.

In this connection, it would be well to note that the figures which Mayor Paine gave at the meeting of the Board of Directors on December 1st, 1925, were his figures, and were not those of the President or of an educator. An endowment of one million five hundred thousand dollars will not ~~provide~~ ^{adequately} provide for a student body of five hundred at the present rate of tuition, which is as high as we can afford to make it at this time. That sum of money would have to be supplemented largely by contributions from individuals or from churches in order to provide for five hundred students, and this statement should be made clear and emphatic and should linger in the minds of the members of our Board. We do not want to deceive ourselves. There is another matter which it seems to me that it would be well for our Board to consider, and that is whether it is wise to make public our private affairs and to have the most detailed information freely discussed and made common property. We are aware of our obligation to Mayor Paine and his Committee, and we recognize that the men who are assisting us to meet our financial problems have a right to know in a general way about the affairs of the institution, but it is doubtful whether our obligation to any group in Memphis is greater than our obligation to the four co-operating Synods which control this institution and from which we also receive support. The Founders of this institution guarded most carefully and most sacredly this matter, and provided in the very constitution of the institution that the private affairs of the institution should not be discussed on the floor of a Church Court. There is danger in having unofficial directors.

We have this year enrolled up to this time 374 students, of whom 273 are men. The students from Memphis total 127. The largest number of students come from the State of Tennessee, numbering 237. Mississippi follows with 82 students, and the remainder are distributed among nine other states. Nearly all of these students are members of a church, and 156 of them are Presbyterians. The Methodists follow with 95, the Baptist with 45, and there are 10 Catholic students and 6 Jewish. The remainder of the students are divided between eight other denominations. In addition to the seven endowed scholarships, the College is giving fifty-one scholarships this year, about equally divided between candidates for the ministry and the children of ministers.

The new members of the faculty are Professors -- W. O. Shevmaker, MacPherrin H. Donaldson, R. W. Hartley, Martin W. Storn, Richard C. Sommerville, William O. Swan, and A. P. Kelso. These men were engaged definitely for one year, with the understanding that if things were mutually satisfactory they would be retained. All of them seem to be entirely satisfactory. Your President would recommend that Professor MacPherrin H. Donaldson be engaged definitely for another year, and that the other six members be placed on permanent tenure. The case of Professor J. C. Pomeroy, who has been engaged definitely from year to year, should be considered. Professor Pomeroy is an excellent man in almost every way, but he does not attract many students to his department and he is undoubtedly the least ^{effective} ~~attractive~~ teacher on the faculty. It would be difficult to find a finer spirited man than Professor Pomeroy, but the Physics Department could be strengthened if a change were made.

With regard to the curriculum, the Board will probably be interested to know that there are being given this year the most advanced courses in Spanish and in Biology which have ever been given. The course in German has also been revived and is being given this year for the first time since 1917. The enrollment in Greek and Latin has increased even beyond the proportion of the increase in student enrollment. A new course in Sociology, "Labor Problems," is being given this year. Under the leadership of Professor Kelso debating has been revived, and for the first time in years interest is being shown in this activity. The library has been enriched especially in the departments of Biology, Economics, Psychology, and Spanish. The size of the sections in Bible and English and History is much too large. Some of these having more than fifty students, whereas it is well recognized everywhere that not more than thirty students can be effectively handled in any section, except in lecture courses. A new system of handling students who are on probation has been inaugurated, by which groups of not over four students are given to individual members of the faculty for direction and guidance. It is interesting to note that the pamphlet of Dr. C. L. Townsend, on the "Foes of Shakespeare", has received international recognition, and favorable comment has been made on his pamphlet by the press of Germany and Scandinavia. It is also interesting to note the appreciation of the students of the excellent laboratory equipment which has been provided. Students are inspired to do their best work, and they are often found working in the laboratory from two to six in the afternoon, as well as at night, and doing this voluntarily over and above their requirement.

The Executive Committee has been burdened with financial matters, and has had little or no time to consider the vital educational and spiritual matters with which we are daily grappling. There is a German proverb to the effect that care must be exercised not to pour out the child with the bath water, and that proverb is applicable to our present condition. The one thing that has caused me more anxiety than any other one thing, not ^{Students} ~~on~~ ^{evaluation} ~~on~~ excepting the financial situation, is the lack of dormitory facilities on our campus, and the fear that something may occur in the apartment houses which we have rented on the North Parkway which will be injurious to our students and which will militate against the good name of the College. It was our plan to have a member of our faculty live in each one of those apartments, but this could not be accomplished. Under these circumstances,

we did the best thing possible, and arranged for a senior in each hall to live there and to have an oversight over these halls. This is by no means an ideal arrangement, but it was the best that could be done this year. There have been one or two unfortunate occurrences, and it has been necessary to use severe discipline in a few cases. It will be necessary to make some other arrangement for next year, but on the whole it may be said that we have a fine lot of students, and that the influences of the campus are all that could be desired.

It is necessary for us to plan definitely for next year, to determine upon the number of students that will be accepted, and to make provision for the necessary additions to the faculty. We had comparatively few members of the upper classes, but a large number of freshmen this year. It will require several years for us to have the proper balance among the four classes, and in the meanwhile we will have to determine rather definitely upon the number of freshmen who will be accepted. It is probable that there will be not more than 225 students in the three upper classes next year, and the question for us to determine is whether we should take approximately 150 freshmen, or whether we should take 200 freshmen. The best and most economical arrangement will be to accept 200 freshmen. To accept 150 freshmen will require four additional members of our teaching staff, and it is probable that with five additional members of our teaching staff, we can handle 200 freshmen by making such adjustments of subjects among the members of the faculty as will enable us to make an equitable distribution of the class roll. Your President would recommend that we fix the limit at 200 freshmen, that we ~~will~~ provide for five additional members of the faculty and a dean, that the salary scale for full professors should be \$3,600, and that provision should be made in our budget for such necessary student assistants as the work will require.

Mr. Joe B. Love, Jr., who was secured as Registrar, Alumni Secretary, and Instructor in Physical Education, resigned in December. The work he was engaged for is essential, but we believe that it is possible to link up the Registrar's work with that of the Secretary to the President, and to make provision by student assistants at small cost and by a member of the faculty without additional cost for the work for ~~that~~ year. This is not an ideal arrangement, but it is the most economical one, and we believe that the work can be thus handled.

There are many things that we would like to do if our faculty were not of necessity so limited, but since it is, we are concentrating on the standard courses already given rather than branching out into new fields and putting in honors courses which are very desirable. We have been unable this year to offer courses in Political Science and Government and Public Speaking. They are very important, and will be offered as soon as an increase in our faculty will permit. A course in the history and appreciation of the fine arts seems to us to be an essential of a liberal education. Such a course has never been given by this institution. With the advantages in music and art offered here in this city, and with the architectural beauty of this plant it would seem to be almost a criminal neglect not to put in such a course. The Carnegie Corporation is at present interested in aiding in the establishment in colleges of courses in the fine arts. On my recent visit to New York I conferred with one of the secretaries of that Corporation with regard to aiding us in the establishment of such a course, and exacted from him a promise to visit us in the near future with a view to discussing the possibility of securing their help in this matter.

In accordance with the direction of the Board all funds and accounts of Southwestern in Clarksville were turned over to our Treasurer in Memphis, a fact upon which he will probably report. The suit against Southwestern filed by the City of Clarksville for the payment of our debt to the City is being handled by our attorney, Mr. John Bell Keeble, of Nashville. The unfortunate rumors to the effect that we are insolvent, that the professors salaries are unpaid, and that the institution will not complete even the work of the first year are being persistently circulated in Clarksville. We cannot ourselves help being greatly disturbed about the financial situation. The proposed financial campaign in the Synods for one million two hundred thousand dollars does not look hopeful at this time, but we are definitely committed to the task of securing one million two hundred thousand dollars within three years. Dr. S. W. McGill has contracted with the Synod of Mississippi until July 1st, 1926, and is endeavoring to secure in that Synod seven hundred and fifty thousand dollars for the Mississippi institutions. Practically all of our subscriptions in that state are due, but there is a large sum uncollected. If the Synod of Mississippi would include Southwestern in this campaign and endeavor to secure a million two hundred and fifty thousand dollars, the additional five hundred thousand dollars to go to Southwestern and to include both the amount that is now owing us, and Mississippi's share of the new fund, there would be good hope of securing our apportionment in that State. The Synod of Alabama has more pledges uncollected than any other Synod, and we are informed that Columbia Seminary desires to project a campaign in that Synod and also in the Synod of Mississippi. The Synod of Louisiana is facing a difficult situation with regard to Silliman College. Such a campaign as was suggested is not impossible, but it will be very difficult, and we must face the fact that it will be costly.

The campaign in Kentucky was put on several years ago under the most hopeful auspices. In that campaign there was subscribed a million one hundred and thirty thousand dollars. The money is now all due. The expenses of the campaign to date have been one hundred and sixty thousand dollars, and there has been paid to the various institutions five hundred and fifty thousand dollars. In other words, at the end of three years when all the money is due there is uncollected four hundred and twenty thousand dollars and the expenses have been about fifteen percent of the total subscribed or twenty-two percent of the amount collected. It is not probable that we can hope to make a better showing in any campaign of this kind which we put on.

Some fourteen or fifteen thousand dollars in actual money has been secured by the President, together with a conditional promise of five thousand dollars more, but this amount is a mere drop in the bucket. In three cases efforts have been made extending over a period of months to secure large sums that would relieve us of anxiety. These efforts involved a change of the name of the institution, if the prospects could be sufficiently interested, but the efforts were unsuccessful. However, in one case we are assured of help in the future. Generally speaking we do not believe that it is possible for any one to go out, so to speak, on cold collar, and get big money. Your President has tried this in the past in New York and in Pittsburgh but without success. There is no college President known to us who has succeeded in thus securing large sums of money. If contacts are established for him by others, he may successfully present the cause, and with the help of the members of his Board, of the alumni, and of the friends of the institution he may be successful. It is our deliberate conviction that a Committee of more or less disinterested men can make a stronger appeal to a man of large means, than can the President or the Executive Secretary or

any other paid official of the College. Peabody College, which, with the exception of Duke University and Rice Institute, has probably secured more money than any institution in the South has gotten it by reason of the fact that the institution has a unique appeal and because of the persistent efforts of members of its Board of Directors and friends. Its influence with the General Education Board is due to the relationship of Dr. Wallace Buttrick and Dr. Wickliffe Rose, aided by such members of its Board as Mr. Bolton Smith of Memphis, Judge E. T. Sanford of the Supreme Bench and others.

Our hope for the future depends not upon any single individual, but upon the intelligent and self-sacrificing cooperation of every member of our Board of Directors, as well as of the prominent men of Memphis, the outstanding mem of the Presbyterian Church, and of our leading alumni. It seems to me that in addition to the activity of the President and the Executive Secretary every member of the Board must believe whole-heartedly in the institution and in its ideals, and must use his best intelligence in discovering prospects, in establishing contacts, in determining the best line of approach, and in following up each of these as we are able. It is absolutely essential that social contacts be formed before there can be any hope of a successful appeal. The only appeals of this institution are those of Memphis and of the Presbyterian Church. The people of wealth in Memphis can probably best be approached by the Memphis members of our Board or by those in Memphis whom they can influence. Those who have formerly lived in Memphis and who have gone to other cities and become wealthy, if they have sentimental ties which bind them to Memphis, can possibly be interested. The best approach to these people is by those who knew them in the old days, who can gain a ready audience with them. It certainly cannot be done by a stranger, a paid official of the College, who will be left to cool his heels in the outer office until such time as a harried business man will consent to give him a grudging five minutes interview.

It is possible also to interest wealthy Presbyterians in various sections of the Church, if this College is presented as a Presbyterian appeal, involving as it does the future of the Presbyterian Church in this vast Southwestern section. For this purpose a Committee of prominent Presbyterians, made up perhaps of Moderators of the General Assembly, men who are not on the payroll of the institution, would probably make the strongest appeal. Some of the prospects could be cultivated and interested and approached by some of our prominent alumni, and for this reason, among others, it is important that we have an alumni secretary who will keep alive the interest of the alumni, who will keep them informed about our needs, and who will secure from them the names of prospects. It will be difficult, but it is not impossible to secure donors for the Science Building and for the Dining Hall, buildings which have not been named. An important element in all of this is to get the prospect to come to Memphis and to see the institution at first hand. Some of the members of our Board have wider connections than others, but each one knows some prospects and can devise the best method of approach. The financing of the institution depends upon their combined efforts, and does not rest alone on the shoulders of the President and the Executive Committee.

We feel further, that it is essential that the members of the Board should believe whole-heartedly in the institution and its ideals, should be optimistic about its future, and should face with courage and determination the great task which is before us. We believe that we have been divinely guided during the past seven years, during which time we have on many occasions been in deep waters, but we have been led forth into a large place. The guidance of the past should be a pledge to us of further guidance,

if we stand shoulder to shoulder with united heart and mind in this great purpose which we believe is for God's glory and for man's good. The fact that our Board is widely scattered makes our task more difficult, but in spite of the difficulty and inconvenience we believe that there should be for a time at least frequent meetings of our Board, or at least of Committees of the Board, to plan and to prosecute our campaign. We do not feel that this the greatest task before us should be laid upon the Executive Committee, much less upon one or two individuals.

The most disappointing feature about our finances is that there has not been a single large contribution from the City of Memphis, the the largest contributions to the institution have come from New Orleans. It is reasonable to expect that large gifts should come from Memphis, and that Memphis can and will do much more than she has done for the institution. The City of Buffalo has a population of five hundred and fifty thousand of these one hundred and seventy-five thousand are Poles, and are as negligible in the matter of contributing to a College as are the negroes in this section. Buffalo had had the beginnings of an institution, which was existing at a poor dying rate. Buffalo had been successful during the war in putting over various campaigns, and there was an excellent organization in connection with the liberty loan campaigns. At the conclusion of the war some one suggested that it was a pity to let that organization die without doing something permanent for the larger welfare of the city. It was decided to go out into that city for five million dollars for the University of Buffalo, and that liberty loan organization remained intact and put on that campaign at little or no expense. This money has been collected within about ten or fifteen percent of the subscriptions, and it was turned over to the University of Buffalo. The City has no part at all in the administration of the affairs of the institution and does not desire to have. The University of Buffalo is an independent institution, governed by self-perpetuating Board of Directors. They are now planning to go out in that city for a large sum of additional money. In the light of this incident, we believe that it is entirely reasonable to expect that Memphis will do a great deal more, and also that her prominent men will co-operate heartily in suggesting prospects and in helping to reach them for large sums for Southwestern. It seems to me that this is the supreme task of the Board of Directors.