MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL
MARCH 24, 1959

The Board of Directors of Southwestern at Memphis held its regular
stated meeting in the Directors Room, Palmer Hall, on Tuesday, March 24, 1959,
at 9:00 A.M.

The meeting was called to order by the Chairman, Sidney W. Farnsworth,
and was opened with prayer by Dr. John S. Land.

Miss Erma Reese, Assistant Secretary, was invited to sit in the meeting.

The roll call showed the following members present:

ALABAMA:  LOUISIANA:  MISSISSIPPI:  TENNESSEE:
A.K. Burrow  John S. Land  W.J. Millard  Mrs. John T. McCall
James A. Minter, Jr.  Mrs. M. Vance Higbee  Mrs. W. Everarde Jones  A. Van Pritchard
Mrs. Roy C. Heacock  Walker L. Wellford, Jr.
Alden T. Shotwell

Peyton N. Rhodes, ex officio

The Secretary presented excuses for the absence of Messrs. Edward V. Ramage,
John M. McMillan, James W. Hargrove, Robert G. Gillespie, Orrick Metcalfe, Murphey
C. Wilds, and W.S. Beasley.

Reading for information of the minutes of the meeting of the Board of
Directors held on October 16, 1958 was dispensed with since copies of these
minutes had been previously received by the members of the Board.

Upon motion by Dr. Land, which was duly seconded, the minutes of the
Executive Committee meetings held October 31 and November 28, 1958, January 30
and February 27, 1959, copies of which had been received by the Board members,
were approved.

The following memorial tribute to Mr. Frank A. England was read by Dr.
Millard, which was unanimously adopted, and a copy was ordered sent to Mrs.
England:
IN MEMORIAM
FRANK A. ENGLAND, SR.
1884 - 1958

Mr. Frank A. England, Sr. was born on April 18, 1884 near Covington, Virginia, at "Rosedale," the ancestral home of his mother. He was the son of Dr. Joseph R. England and Annie McAllister England.

While he was quite young, he secured a position with Oliver Corporation, then known as the Oliver Chilled Plow Company. Due to his executive ability, untiring efforts, and constant courtesy he was soon promoted to a position of larger responsibility with the Company. In 1927 he decided to go into business for himself and moved to Greenville, Mississippi, where he founded England Motor Company, the presidency of which he retained until his death on December 6, 1958.

Mr. England's life was one of many facets, each reflecting an admirable quality. As a churchman his interests ran afar. He was a Ruling Elder in the First Presbyterian Church of Greenville and was faithful in every duty of his office. But his devotion was not confined to the place where he lived. He was never happier than when contributing to, or helping raise funds to build churches or aid a struggling one along its way. His genuineness and wide range of religious interest were acknowledged by the Synod of Mississippi when it chose him as Moderator. His concern for the Christian way of life quickly recognized the potential in higher education and consequently his children came to Southwestern, and he accepted membership on its Board of Directors in 1944, which position he held for fourteen years. As a Director he was faithful in attendance, congenial in the meetings, and ever alert to new ideas for the advancement of the college. No effort was too great for him if he thought Southwestern could be strengthened thereby.

The same qualities characterized him as a citizen. He supported every worthy movement in the community for better citizenship and neighborliness. He was generous with his strength and means in local efforts such as the Community Chest; no person ever fell so low as to be beyond the hope for mankind that lived in the breast of Frank England. He could not escape the Biblical truth that every man is made in the image of God and always retains a bit of it. Greenville is a better place today because he lived in it. His sense of honor and integrity have been built into its business structure, and his appreciation of the cultural factors have been rooted in its society.

The Board of Directors of Southwestern at Memphis, meeting in stated session in Memphis this 24 day of March, 1959, fully endorses a statement made by his home town paper in Covington, Virginia, in which the editor wrote: "The character and personality of Frank England and his concept of moral and spiritual values made him a superior man in all the activities in which he was engaged."

The Board of Directors of Southwestern at Memphis hereby resolves to incorporate this memorial in its minutes and to send a copy to his family that they may know of its sense of loss and genuine appreciation of Mr. England as a Christian gentleman and Board member.
The Chairman announced for information the personnel of the following Committees:

HOUSE - Walker L. Weliford, Jr., Chairman; Mrs. Roy C. Heacock, Mrs. John T. McCall, Robert G. Gillespie, Alden T. Shotwell, E.V. Ramage

FINANCE - John M. McMillan, Chairman; W.S. Beasley, A.K. Burrow, Morton B. Howell, Jr., Mrs. W. Everarde Jones, Murphey C. Wilds, James W. Hargrove

DEVELOPMENT - W.J. Millard, Chairman; James A. Minter, Orrick Metcalfe, A. Van Pritchatt, John S. Land, Mrs. M. Vance Higbee

HONORARY DEGREES - W.J. Millard, Chairman; A. Van Pritchatt, Peyton N. Rhodes

Faculty members - A.T. Johnson, M.L. MacQueen

Sidney W. Farnsworth, ex officio a member of each committee.

The Chairman of the House Committee, Walker L. Wellford, Jr., presented the following report:

The House Committee met on Monday evening, March 23, 1959, with the following members present: Walker L. Weliford, Jr., Chairman; Alden T. Shotwell, Mrs. Roy C. Heacock, and Mrs. John T. McCall. At the invitation of the Chairman, Mr. John A. Rollow, College Engineer, attended the meeting. Messrs. Robert G. Gillespie and E.V. Ramage were absent.

The meeting was opened with prayer.

The first order of business was a report by Robert F. Welsh, Student Council President, who was requested to tell the Committee of student needs. He reported that students complained of "chuck" holes in some of the campus roads, but that the principal need was for a student center -- not just an enlarged snack bar and lounging area but adequate space for publication offices, a Student Council room, rooms for various denominational meetings for students who do not attend Evergreen Presbyterian Church, and perhaps an auditorium.

Mr. Welsh stated that a committee of students was drawing up a report to be presented to President Rhodes in an effort to impress on college authorities the sense of urgency which students have in wanting a Student Center before other buildings are constructed. Mr. Welsh spoke with no sense of criticism toward the Board or the administration. He was reminded that most large contributions for buildings usually are specific bequests and that little choice is left to the college. President Rhodes stated that the Student Center is high on the list of needs and possibly in the same slot as additional men and women's residence halls in order to permit a larger out-of-town student attendance and an overall higher operating efficiency.
One thought brought up in the general discussion that followed was the possibility of getting local denominations other than Presbyterians to contribute toward a Student Center by providing funds for a meeting room for students of their denominations.

Before leaving Mr. Welsh pointed out that a Center would give local students a place to congregate on campus other than in the Library.

In the October 15, 1958 report of the House Committee, which was read, the need for an elevator in Palmer Hall was indicated. It was reported that the elevator has not been installed since its cost would be about $12,000.00 if it met safety code requirements for public buildings, and since such funds are not available.

Another item in the report referred to air conditioning the lower floor of the Freshmen Women's residence hall. It was reported that this has been contracted for and will make nine air conditioned rooms available for summer meetings on the campus. The Committee expressed the hope that eventually the first floor of Voorhies Hall also could be air conditioned.

It was pointed out that roadways cannot be kept in top shape when the weather is below freezing, but that campus roads are in overall fair condition, and that little more can be done without the expenditure of a considerable sum of money.

The Committee was glad to learn that fluorescent lights have been installed in the offices and classrooms of Palmer Hall with funds provided by the Sponsors of Southwestern, and that the illumination level has been more than doubled.

The Committee was also glad to learn that the stage in Hardie Auditorium has been greatly improved with similar funds.

General improvements of campus appearance were noted, and the administration was commended for its effective efforts with limited funds.

Upon motion by Mrs. Jones, which was duly seconded, the House Committee's report was adopted.

Mrs. Jones, Acting Chairman, presented the following report of the Finance Committee:

The Finance Committee of the Board of Directors of Southwestern at Memphis met on Monday evening, March 23, 1959, at 8 o'clock in the Directors Room, Palmer Hall, with Mrs. W. Everarde Jones, Acting Chairman, presiding, and others present being Mr. Morton B. Howell, Jr., Mr. Sidney W. Farnsworth, President P.N. Rhodes, and Mr. C.L. Springfield, Comptroller, who served as Acting Secretary.

The meeting was opened with prayer by Mr. Farnsworth.
Minutes of the meeting held on October 15, 1958 were read and discussed.

President Rhodes told the Committee that there is a continuing need for increasing faculty salaries, that the college is having difficulty in obtaining new professors at the present salary scale, and that colleges of comparable quality are paying higher salaries than Southwestern. On motion by Mr. Farnsworth, seconded by Mr. Howell, the Committee recommended that in general faculty salaries for 1959-60 be increased by not less than 5%.

President Rhodes mentioned again the need for additional residence halls for both men and women and stated that the college could accept one hundred and fifty additional students without the necessity of adding materially to the faculty if more housing space could be provided.

The Committee again commended the work of President Rhodes and Mr. Springfield.

Mr. Farnsworth presented the portfolio of securities held in the endowment fund. He pointed out that, at a meeting of the Southwestern Investment Committee held on March 20, 1959, it was the consensus that the endowment funds are being well handled.

The Committee again commended the Investment Committee for its diligent work on behalf of the endowment fund and suggested that letters be written to each member expressing the appreciation of the Board.

Mr. Farnsworth called to the attention of the Committee that the same auditing firm, Oliver P. Cobb and Company of Memphis, had audited the books and records of the college for a number of years, and that it was the practice of business firms and corporations to change auditors periodically. It was further pointed out that the firm of Oliver P. Cobb and Company had rendered fine service in the past at low cost, had furnished comprehensive reports covering the operations of the college, and, while the Committee did not wish to make a specific recommendation that different auditors be employed, it felt that it was the Committee's duty to call attention to the matter.

The Committee recommended that the administration continually study the matter of changes in tuition and other charges so that Southwestern's scale of charges would be in keeping with other comparable colleges.

Mr. Farnsworth pointed that since the college is handling an ever increasing amount of money the Committee should determine if the fiduciary bond is large enough. After discussion the Committee recommended that the present bond be doubled.
The Committee urges Board members to attend their respective Synod and Presbytery meetings, as well as meetings of their own churches, and present Southwestern's cause with all possible vigor. It is further suggested that each member of the Board continue to be on the alert for individual contributions in support of the college.

The meeting adjourned at 9:17 P.M.

Upon motion by Mr. Pritchatt, seconded by Dr. Millard, it was unanimously voted to make a change in the college's auditing firm on the principle that this is a good policy to follow from time to time. It was recommended that a letter be written to the firm of Oliver P. Cobb and Company expressing the Board's appreciation for the fine service which it has rendered the college through the years.

Upon motion, duly seconded, it was voted to increase the bond carried on employees of the college from $25,000 to $50,000 and the bond on the Comptroller from $50,000 to $75,000, in accordance with a letter dated January 28, 1959 from Jas. D. Collier & Co.

Upon motion, duly seconded, the report of the Finance Committee was unanimously adopted.

Dr. Millard read the following resolution in appreciation of the services rendered Southwestern by Dr. Burnet C. Tuthill, Professor of Music, who will retire at the end of the current academic session, which was unanimously adopted, and a copy was ordered sent to Dr. Tuthill:

IN APPRECIATION
of
BURNET C. TUTHILL

Dr. Burnet C. Tuthill, "Papa Tut" to hundreds of students who have studied music or sung with The Southwestern Singers during his twenty-four years at Southwestern, is retiring. He has reached that age and this circumstance cannot be altered, but everyone knows that physically, mentally, and spiritually he has defied the processes of time.

Dr. Tuthill started out as a business man in New York City after he had taken his A.B. and M.A. degrees at Columbia University. He worked for fifteen years with music always as an avocation, but music gradually became the vocation. In 1922, because of his dual background, he was invited to become general manager of the Cincinnati Conservatory of Music. This brought him closer to music and convinced him that he had to go all the way.

In 1935 he received his M.M. degree from the College of Music of Cincinnati and came to Memphis as Director of Music at Southwestern. Two years later he became Director of the Memphis College of Music, which subsequently merged with the Southwestern Depart-
ment of Music, and he has since devoted his remarkable energies and talents to the training of young musicians, composing, directing, performing, and encouraging the pursuit of music in his ever-widening sphere of influence.

He founded and conducted for eight years the Memphis Symphony Orchestra and has played for six years in the Memphis Sinfonietta, which was an outgrowth of the original orchestra. He founded the National Association of Schools of Music, which is the national accrediting agency, and has served as its Secretary for almost thirty-five years. He is author of more than thirty musical compositions which have been widely performed, and he has been guest conductor at many of their performances.

Dr. Tuthill was honored by his colleagues at Southwestern in 1958 by election to honorary membership in Phi Beta Kappa, a distinction shared with his father, the architect for Carnegie Hall in New York City. In 1943, he received an honorary degree of Doctor of Music from Chicago Musical College, and other honors have been showered on him along the way.

A full account of his musical activities would fill a book, for music is a way of life for the Tuthills (including their two married daughters) and at least one member of the family will be found participating in anything musical that occurs in Memphis. Many of Dr. Tuthill's compositions were written originally for the family to perform.

Over the years, if "Papa Tut" could be said to have a favorite project it would be The Southwestern Singers, the a cappella choral group which he took on tour for the twenty-third time this year.

Typically, he has set for himself a colossal production as a climax to a prodigious career. He will present The Southwestern Singers, augmented by a number of former Singers and other good voices, in what has been called "the greatest work in all music," the Bach Mass in B Minor. It will be presented in two parts on May 3, 1959, at Evergreen Presbyterian Church.

While rules of retirement require the severance of his official relationship with Southwestern, the Board of Directors sincerely hopes that he will continue in robust health and large service to those who are appreciative of the arts. To say that he will not be missed is to despise George Eliot's poem "Stradivarius":

God be praised,
Antonio Stradivari has an eye
That winces at false work and loves the true ...
And for my fame - when any master holds
'Twixt chin and hand a violin of mine;
He will be glad that Stradivari lived,
Made violins, and made them of the best ...
I say not God Himself can make man's best
Without best men to help Him ...
'Tis God gives skill,
But not without men's hands: He could not make
Antonio Stradivari's violins
Without Antonio.
Dr. Robert P. Richardson, Vice President for Development, was invited into the meeting to read the report of the Committee on Development, which is as follows:

The Committee on Development of the Board of Directors of Southwestern at Memphis met on Monday, March 23, 1959, at 8:00 P.M. in Room 102, Palmer Hall, with Messrs. Millard, Chairman; Land, Minter, and Pritchatt, and Mrs. Higbee present. Dr. R.P. Richardson, Vice President for Development, was also present.

The following report, which had been prepared by Dr. Richardson, was considered very carefully and heartily recommended to the Board for its favorable action:

1. News Service. Mrs. E.G. Ballenger continues to do a good job in keeping the public informed about the college. Attention is called to three pieces of literature which have been produced in recent months under her direction:

(a) A student folder entitled "Why Southwestern"
(b) Promotional folder entitled "Southwestern Today and Tomorrow" with an aerial view of the campus
(c) "A Three Minute Brief on Southwestern at Memphis"

2. Student Recruitment. Mrs. John Q. Wolf, Admissions Counselor, continues to do an excellent job. The college is hampered only by a lack of space in residence halls, concerning which the Board must deal.

3. Alumni Relations. Mr. Goodbar Morgan continues to be a faithful, hardworking Alumni Secretary. It is gratifying to know that, in addition to Southwestern Alumni Clubs being established in various centers about Memphis, the Loyalty Fund has shown an increase from $19,734.85 to $21,549.07 in terms of dollars, and from a percentage of participation in giving of 16.1 in 1957 to 17.5 in 1958.

4. Fund Raising. The Sponsors of Southwestern contributed the largest sum they have given yet for the rehabilitation of Hardie Auditorium. The amount for the year 1958 was $2,564.00. The project for 1959 is to put fluorescent lighting in the offices and classrooms of Palmer Hall and other classrooms as far as the funds will go. Already something short of one thousand dollars has been received and it is hoped to get three thousand dollars for the year 1959.

The Arboretum on the Southwestern campus continues to develop under the leadership of Professor Arlo I. Smith and an annual grant from the Memphis Lumbermen's Club.

The President's Council. This group of thirty loyal local alumni has been increased to sixty-five, including a number of prominent business men in the City of Memphis. Two dinner meetings have been held - one in December, 1958, and one in March, 1959. There is some progress shown here, but this group has not yet become greatly enthused or excited about the college's program. However, progress is being made and there has been
received several thousand dollars due to the efforts of the members of the Council. It is expected that this program of volunteer solicitors will improve as time goes on, and the objective is $100,000 this year and next.

The meeting adjourned at 9:45 P.M.

Dr. Richardson also presented a much more comprehensive report dealing with Southwestern's Second Century Development Program. Upon motion by Mr. Shotwell, which was duly seconded, it was ordered that this report be received and appended to the minutes of this meeting.

Upon motion by Dr. Land, seconded by Mrs. McCall, it was voted to make the first order of business after lunch the further consideration of this report on the Second Century Development Program of the college.

The members of the Board were invited to have lunch in the Brooks Room of Catherine Burrow Hall at 12:30 P.M. The Chairman stated that Dr. Charles E. Diehl; Dr. Burnet C. Tutbill (Music); Dr. J.Q. Wolf (English); Mrs. J.Q. Wolf (Admissions Counselor); Mr. Malcolm Evans (Registrar); Mr. C.L. Springfield (Comptroller), and Dr. Robert P. Richardson (Vice President for Development), as well as Messrs. L. Palmer Brown III and Don Warren, members of the Executive Committee, would also be at the luncheon.

The Chairman of the Committee on Honorary Degrees, Dr. W.J. Millard, made the following report, which upon motion, seconded by the Secretary, was unanimously adopted:

The Board's Committee on Honorary Degrees met on February 17 and 26, 1959, with all members present. Dr. Robert P. Richardson, Vice President for Development, met with the Committee on February 17 by invitation. A number of recommendations were considered, and the Committee is nominating the following persons for honorary degrees to be conferred at the commencement exercises on Tuesday, June 2, 1959:

**DOCTOR OF DIVINITY**

Henry Pope Mobley, Jr., '39 .................. Louisville, Kentucky  
Pastor, Highland Presbyterian Church  
Daniel Lloyd O'Neal, '26 ..................... Ruston, Louisiana  
Executive Secretary of Church Extension, Red River Presbytery

**DOCTOR OF HUMANITIES**

Martin J. Condon III ......................... Memphis, Tennessee  
President, American Snuff Company  
Hugo N. Dixon ............................... Memphis, Tennessee  
George H. McPadden & Bro.  
William James Rushton ...................... Birmingham, Alabama  
President, Protective Life Insurance Company

The President was also authorized to confer an honorary degree upon the commencement speaker if he found it wise and desirable to do so, subject to the approval of the Committee on Honorary Degrees.
President Rhodes reported orally on the work of the college for the 1958-59 academic session to date. Among other items, he discussed the need for at least two additional residence halls - one for men and one for women, and the difficulty of securing competent faculty members because Southwestern's salary scale is lower than that of comparable institutions in this region, as well as the difficulty of retaining some very able younger members of the faculty for the same reason. He stated that the Synod of Alabama will hold its annual meeting on the Southwestern campus June 23-25, 1959. In this connection, President Rhodes expressed profound regret that Mrs. Roy C. Heacock, of Uniontown, Alabama, will have completed two full terms as a Director from the Synod of Alabama and, because of that Synod's rule, must be replaced at the 1959 meeting. He also expressed regret that Mr. James W. Hargrove, of Shreveport, Louisiana, is being transferred to Texas about July 1, 1959, and that his term, which expires in 1961, must be filled by the Synod of Louisiana at its 1959 meeting.

The following amendment to the By-Laws adopted by the Board of Directors on September 10, 1940 was suggested and tabled to be acted upon at the meeting of the Board to be held on Thursday, October 15, 1959:

That the second sentence of the first paragraph under "Meetings" on page 28 of the printed By-Laws adopted by the Board of Directors on September 10, 1940 be amended to read as follows:

The second regular meeting shall be held on the third Thursday in March.

The Chairman announced that the annual meeting of the Board of Directors will be held on Thursday, October 15, 1959, with meetings of the Committees being held the previous evening.

The meeting recessed at 12:30 P.M. and reconvened at 2:00 P.M.

The report on the Second Century Development Program was discussed at some length, and the urgent need of additional residence halls was considered very carefully. The possibility of borrowing funds under the College Housing Program, Title IV of the Housing Act of 1950, Public Law 475, 81st Congress for two additional residence halls and/or other needed facilities was discussed, and the Board was reminded of the following action taken by the Board of Directors at its meeting on October 4, 1927:

"It was moved by Dr. Diehl and carried that the Board seek to secure the following amendment to the Charter of Southwestern, and the Synods in session tomorrow be notified of the fact as follows:

"At the end of paragraph 3 of page 9 of the Charter and By-Laws of Southwestern, printed in 1925, substitute a comma for the period, and add the following words: 'except that no mortgage may be placed upon the property by said Board without the consent of the majority of the controlling Synods.' "
After a full discussion of the matter, it was unanimously voted that the four cooperating Synods be requested to rescind their former actions, thereby enabling the college to make loans for the purpose of erecting two residence halls, one for men and one for women, and/or other needed facilities. A first draft of a resolution to be presented to the four Synods, at the appropriate time after consultation with the college attorneys, was presented by Mr. Shotwell.

Upon motion by Mr. Shotwell, which was duly seconded, it was unanimously voted that Section VII, Item 15, of the report on Southwestern's Second Century Development Program attached to the minutes of this meeting, be specifically endorsed, and that the Executive Committee and the administration of the college be authorized and directed to take appropriate action to implement this recommendation forthwith.

President Rhodes read a letter, which he received this date, from Mr. W.S. Beasley, of Columbia, Tennessee, in which he expressed regret that he was not able to be present at this meeting of the Board, as well as his inability to attend several meetings of the Board in the past, and stating several reasons why he felt he should resign as a member of the Board from the Synod of Tennessee. It was moved by the Secretary, and seconded by Dr. Land, that the President write Mr. Beasley a letter stating that the members of the Board regret he feels he should resign from the Board and expressing the sincere hope that he will continue as a member at least until his present term expires in 1961.

The minutes of the meeting were read and approved, after which the meeting adjourned at 3:00 P.M. with prayer by Dr. Millard.

[Signature]
Secretary
SOUTHWESTERN'S SECOND CENTURY DEVELOPMENT PROGRAM

During the difficult days of the second World War Madame Chiang Kai-shek, speaking in Madison Square Garden, made an interesting observation. In reality it is a Chinese proverb and reduced to simple English words, goes as follows, "We live in the present, we dream of the future, but we learn eternal truths from the past." In other words, in appraising an operation we not only study it in the light of the requirements of the present, but we see visions and dream dreams of what the enterprise may become in the days ahead. To get an accurate appraisal of the whole operation we glance backward to see how far we have come. The purpose of this paper is not to squander time in a description of the college at present with the current emphasis on genuineness and excellence.

We will not spend too much time looking backward. It is sufficient to say, however, that we have come a long way. It is gratifying to know that the college, so run down at the heel in Clarksville, Tennessee, in 1913-17, due to the vision of Dr. Chas. E. Diehl, was moved to Memphis in 1925 with total assets of less than $400,000, but today, with twelve permanent buildings on a hundred acre campus, endowment and equipment, the college has assets which cannot be replaced for less than $13,000,000. Progress has been made. Development has been achieved. If we are going to maintain this program of progress we must plan for the future. With this in mind, we shall do a little dreaming and then set about to build, under these dreams, practical realistic foundations.

I. We propose to consider the Second Century Plan in three phases:

1. Immediate future which begins right now, 1959, and extends to 1965, the next six years.

2. The second phase of the Second Century Plan is anchored to the Fiftieth Anniversary in Memphis, which will be the year 1975.

3. The third phase is entitled "The Long Look," from 1975-1998, which will be the one hundred and fiftieth anniversary of Southwestern's existence.

II. The objectives of phase No. 1, by 1965, are:

1. Increase endowment to $5,000,000.

2. Increase contributions for current expense, through stepped up activity of the alumni and the President's Council.

3. Increase student enrollment to 800, with a corresponding increase in the faculty to approximately 70 full-time members.

4. Increase faculty salaries 50% or more, if required, by 1965 and arrange for sabbatical leaves with salary.
5. Erect the following essential buildings: (July 1958 estimates of cost)
   a. Student Center $600,000.00
   b. One Men's Residence Hall 400,000.00
   c. One Women's Residence Hall 350,000.00
   d. Complete Neely Mallory Memorial Gymnasium 275,000.00
   e. Construct the Tower and Administration Building 400,000.00

III. The objectives of phase No. 2, by 1975, are:
1. Double endowment to $10,000,000.
2. Increase student enrollment to 1,000, with a corresponding increase in faculty to approximately 80 full-time members.
3. Increase faculty salaries in line with the cost of living index.
4. Erect the following essential buildings: (July 1958 estimates of cost)
   a. Fine Arts and Adult Education Center $1,200,000.00
   b. Chapel 800,000.00
   c. One Men's Residence Hall 400,000.00
   d. New Science Building 600,000.00
   e. Consider ways of assisting faculty members who wish to acquire their own homes or live in faculty apartments on or off the campus.

IV. The objectives of "The Long Look," 1975-1998, are:
1. Increase endowment to $25,000,000 or more as needed.
2. Erect the following essential buildings:
   a. Another academic classroom building
   b. Relocation of Fargason Football Field and stands
   c. Other needed buildings
3. Consider the development of Southwestern into a Presbyterian Church university, which the Church does not now have. It would include at least the undergraduate college of liberal arts, the College of Music, a College of Education, a College of Science and Research, and a College of Law.

V. A look at some of the sources of income for operating expenses which currently obtain at Southwestern. These sources are:
1. 40% from student fees
2. 25% income on endowment
3. 20% church support
4. 3% alumni and other individuals

5. 6% business and industry

6. 6% miscellaneous sources

VI. Sources that may readily be developed. For the present it may be that students are charged about as much as the traffic will stand. Obviously, the endowment must be increased. Church support is doing very well in comparison with some other institutions but, of course, this support is never enough. It is clearly indicated that funds for operating expenses and endowment should be increased substantially from the following three sources:

1. Alumni contributions to the Loyalty Fund should be and can be increased with an imaginative, organized, and aggressive program.

2. Gifts from commerce, business, professions, and industry to a Sustentation Fund should be increased from $45,000 (1958) annually to $100,000 in a year or so and more as time goes on.

3. Individuals, parents, and friends of the college, including elderly people of means, should be discovered, cultivated, and urged to contribute generously through bequests, annuities, wills, life-income contracts, and other forms of giving.

VII. The following are practical suggestions for immediate action:

1. It is suggested that Mr. Herman F. Reinhardt, of Ward, Dreshman and Reinhardt, New York, be invited to meet with the President and other officers of the college, as well as several members of the Executive Committee, at a mutually convenient time so that he may assist in planning this long range Second Century Development Program. It will cost something to have counsel from an expert in this field, but since Mr. Reinhardt has a wealth of experience, knows the college well, and is reliable, he should be able to give advice which will set the sails in the right direction.

2. With only 6% of the college's operating income coming from business and industry, membership of the President's Council should be increased to 100 men in the city and 50 to 100 men outside of Memphis in strategic centers of the trade area. These men should be educated to work with and for the college as volunteer solicitors of annual gifts for a Sustentation Fund of $100,000 this year and more as time goes on.

3. A careful study should be made to determine why the college gets only 3% of its operating income from alumni. Then appropriate action should be taken to improve this situation.
It is believed that the fund-raising feature of the Alumni Office should be closely related to the fund-raising activity of the Office of Development. This will mean asking for more time from Dean Alfred O. Canon to bring to bear imagination and a positive attitude on the Loyalty Fund effort, in order to increase alumni income appreciably.

4. By increasing unrestricted gifts from business, commerce, industry, the professions, parents, individuals, and alumni the matter of putting aside one-tenth of the annual income into the endowment fund should be seriously considered. Gradually over the years this "savings account" will increase the endowment fund. Of all endowments for colleges and universities according to Marts & Lundy, 80% come from wills, bequests, annuities, and life-income contracts of elderly people.

5. Some of the most substantial contributions to the college in the past have come from individuals, sometimes during their lifetime and sometimes at their death. For example, the Burrow gifts, the Ellett bequest, the Halliburton prospect, Dr. Moore Moore's bequest, and others. This being so, it is necessary to find out who has money in Memphis and in the surrounding trade area and cultivate them one by one, particularly if they are well along in years and do not have too many heirs. Elderly Presbyterian men and women who live within the bounds of Southwestern's four cooperating Synods need to be located. From alumni and key ministers of good churches it should be discovered who these Presbyterians are and they should be called on individually and encouraged to contribute generously to the college.

6. Consider the use of Boyd's City Dispatch, Inc. or some other similar service to secure lists of wealthy individuals estimated to be worth $50,000 or more in Memphis, New Orleans, Nashville, Birmingham, Mobile, Montgomery, Shreveport, Monroe, Baton Rouge, Jackson, Mississippi, Meridian, and other cities in the four Synods. Select the Presbyterians and go after their money by visits which will need to be unhurried, regular, and systematically planned. Agnes Scott College received five large bequests during the past year. Only one of them was from a Presbyterian. Others were from Episcopalians, and Methodists. Southwestern should be alert to accept money from non-Presbyterians as well as from Presbyterians.

7. Up to the present the wealthy individuals in this area have not been cultivated as they should have been. The excellent brochure "Enriching Human Lives" may need revision to bring it up-to-date. But more important, the available material must be used more effectively. Here is the place for wills, bequests, annuities, life-income contracts, and the like.
This is a fertile field for increased funds. Remember 80% of college and university endowments come from such a source. Because people do not delight to talk about death and leaving this world, it is suggested that it not be called a "Bequests or Wills Program," but that "A Futures Program" will be a happier name. Such a name will remove the stigma of departing this life, which old people do not care to think about any more than young people.

8. Continue Southwestern's friendly association with important national foundations with the hope that substantial gifts may be forthcoming to insure the success of the Second Century Development Program.

9. The Second Century Development Program should be launched by working toward specific needs. For example, at the present time there is a desperate need for residence halls and a student center. These should be the immediate objectives, one residence hall for men, one for women, and a student center.

10. It is suggested that different methods be employed to secure funds for the different buildings which are needed, and different committees be set up for each one of these. For example:

   a. The Two Residence Halls. Have the college architect visit colleges securing government loans for residence halls and, after examining them, plan two residence halls for Southwestern's campus. Set up a committee from the Board, faculty, administration, and alumni to secure government loans to build the two residence halls. This method of financing new residence halls may be contrary to the traditional attitude of the Board. However, it is believed that a new look is justified because of the many changes which have come about in American life since the college was moved to Memphis. There follow two such changes: (1) never before have so many young people knocked on college doors for admission; (2) never before has the American government become so concerned about the education of the youth. These changes warrant another look, it is believed.

   b. Student Center. The current student body is keen for this building now. Set up another committee of faculty, alumni, parents, students, and Board members to discover ways to raise money for such a structure.

   c. Fine Arts and Adult Education Center. It is a known fact that certain foundations have already erected such buildings on campuses of other educational institutions.
Why not on Southwestern's campus? If a good representative committee is actively working on such a Center, the Kellogg or other Foundation might do again what has been done in Michigan, Oklahoma, and Georgia.

11. Similar committees drawn from the Board, faculty, alumni, parents, students, and friends of the college may also be useful in increasing the Loyalty Fund, Sustentation Fund, faculty salaries, and the like.

12. A sketch should be made of each building and a brochure to go with it, describing the building, its functions, its costs, and the like. This will be useful in raising funds for each building.

13. The Second Century Development Program should be carefully presented not only to people in Memphis, but to groups of important key people in Mobile, Shreveport, Nashville, Birmingham, and other active Presbyterian centers in Southwestern's cooperating Synods.

14. Such a stepped up program of development will require planning, regular conferences of key people, such as the Development Committee of the Board, alumni and selected members of the faculty. A Committee on Development, which should include key officials of the college, members of the faculty, alumni, and a few students, is suggested.

15. Such a Second Century Development Program will require additional personnel in the Development Office and on the staff. A minimum of two people may serve for the present. Specifically, it is suggested that Dean Alfred O. Canon give more time to the Alumni Office and the Development Office. In addition, one young man, preferably a recent graduate, will be needed for alumni, admissions, and development work.