

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES
OF SOUTHWESTERN AT MEMPHIS
OCTOBER 14-15, 1970

The regular meeting of the Board of Trustees of Southwestern At Memphis met in the Directors Room, Palmer Hall, on the campus, at 1:00 P.M., on Wednesday, October 14, 1970.

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>
Belin V. Bodie	Mrs. Lee D. McLean	Park H. Moore, Jr.	John W. Wade
Mrs. Henry C. Collins	Rene deVisme Williamson	John H. Bryan, Jr.	Mrs. David K. Wilson
William H. Mitchell	Dan F. Goodwin		Ross M. Lynn
	Kenneth G. Phifer		Robert D. McCallum

Term expiring in 1971
David H. Edington, Jr.
W. Neely Mallory

Term expiring in 1972
L. Palmer Brown
Edward B. LeMaster
W. J. Millard

Term expiring in 1973
Walter P. Armstrong, Jr.
Edmund Orgill

Term expiring in 1974
Stanley J. Buckman
Wayne W. Pyeatt
S. Shepherd Tate
Russel S. Wilkinson

A. Van Pritchard
Henry C. Watkins

William L. Bowden, President, ex officio

Jameson M. Jones, 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 and Mrs. James W. Hall, Secretary to the President, were present by invitation.

Absent members were Sterling J. Edwards, Jr., Earl W. Mallick, William C. Rasberry, Mrs. Frank M. Mitchener, Jr., John H. Stennis, Orrick Metcalfe, William H. Dale, John B. Ricker, Jr., Sidney A. Stewart, Jr., Norfleet Turner, and Jefferson Davis.

The Chairman extended a hearty welcome to Mr. Wayne W. Pyeatt, of Memphis, Tennessee, who had recently been elected by the Executive Committee of the Board of Trustees to membership on the Board of Trustees for the term expiring in 1974. (See minutes of Executive Committee meeting of July 10, 1970, page 1.)

A hearty welcome was also extended to the Reverend Kenneth G. Phifer, Pastor, St. Charles Avenue Presbyterian Church, New Orleans, Louisiana, who had been appointed by the Synod of Louisiana to serve as a member of the Board of Trustees for the term expiring in 1973.

Upon motion duly made and seconded the minutes of the meeting of the Board of Trustees held on March 18-19, 1970, and the minutes of the meetings of the Executive Committee held on April 20, May 11, July 10, and September 22, 1970, copies of which were sent to all members of the Board, were approved.

A tribute was paid to Mrs. Erma Reese Solomon, who retired from Southwestern on June 30, 1970. She served the Board of Trustees faithfully and diligently as Assistant Secretary from October 17, 1957 until her retirement. At the June 1970 commencement exercises it was announced by Mr. Russell Perry, President of the Class of 1933, that their Class Gift would henceforth be known as the Erma Reese Solomon Class of 1933 Fund. Mrs. Solomon served as Executive Secretary to four presidents in her forty-six years of service to the college.

The Chairman called upon President Bowden to make his annual report. President Bowden submitted to each member of the Board his written Annual Report of the President dated October, 1970, to which was attached the Report of the Vice President for Academic Affairs and Dean of the College 1969-70, the Report of the Vice President for Student Affairs 1969-70, the Annual Report of the Director for Institutional Advancement 1969-70, the Annual Report of the Director of Development 1969-70, and the Annual Report of the Vice President for Fiscal Affairs and Treasurer of the College, plus various appendices, a copy of all of which is attached to these minutes.

President Bowden then reviewed various phases of his report. The report was very thorough and was received with great interest by the members of the Board.

The Chairman announced for information the personnel of the following committees to serve through the October 1970 meeting of the Board:

BUILDINGS AND GROUNDS COMMITTEE - Russel S. Wilkinson, Chairman; Sidney A. Stewart, Jr., E.B. LeMaster, Orrick Metcalfe, Dan F. Goodwin, Jr., Sterling J. Edwards, Jr., Ross M. Lynn.
Faculty members - Albert M. Johnson, Librarian; Lawrence K. Anthony
Student members - Bill Jones, Student Welfare Commissioner
Bill Matthews, Social Activities Commissioner
Business Manager, Superintendent of Maintenance, ex officio

DEVELOPMENT AND INSTITUTIONAL PLANNING - Mrs. David K. Wilson, Chairman;
W. Neely Mallory, William H. Dale, Edmund Orgill, Park H. Moore, Jr., L. Palmer Brown, William H. Mitchell, John H. Bryan.
Faculty members - George M. Harmon, Robert L. Amy
Student members - Lina Newhouser, Intercollegiate Relations Commissioner
Jackie Rutledge, Vice President, Student Government Assn.
Director of Development, Director for Institutional Advancement, ex officio

FACULTY - John W. Wade, Chairman; Rene de Visme Williamson, Kenneth G. Phifer, Belin V. Bodie, Stanley J. Buckman, W.J. Millard, Mrs. Lee D. McLean.
Faculty members - Robert G. Patterson, Jack U. Russell, Robert L. Amy, Bernice Williams, Gordon D. Southard
Dean of the College, Assistant Dean of the College, ex officio

FINANCE - Van Pritchardt, Acting Chairman; Earl W. Mallick, Jefferson Davis, S. Shepherd Tate, Norfleet Turner, Henry C. Watkins, John E. Stennis, Wayne Pyeatt, M.J. Williams, Jr., Treasurer.

Chairman of the Board of Trustees, President of the College, ex officio

STUDENTS AND EDUCATIONAL PROGRAM - David H. Edington, Chairman; Mrs. Frank M. Mitchener, Jr., Mrs. Henry C. Collins, Walter P. Armstrong, Jr., W.C. Rasberry, John B. Ricker, Jr.

Faculty members - James C. Lanier, Chairman for 1970-71, Educational Development Committee

Fred W. Neal, Chairman, Community Life Committee

Student members - Chuck McNeal, President, Student Government Association
Hershel Lipow, Commissioner of Education

Vice President for Student Affairs, Dean of Men, Dean of Women, ex officio

NOMINATING - William H. Mitchell, Chairman; John H. Bryan, Jr., Dan F. Goodwin, Jr., Mrs. David K. Wilson.

HONORARY DEGREES - W.J. Millard, Chairman; Robert D. McCallum, William L. Bowden.
Faculty members - Jameson M. Jones, Granville D. Davis

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

The Board recessed at 2:00 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 15, 1970, at 9:00 A.M., and also so that they might be present at 3:30 P.M. at the dedication of the S. DeWitt Clough Hall, to be followed by a reception and tour of the hall.

The Board of Trustees resumed its meeting on Thursday, October 15, 1970, at 9:00 A.M., in the Directors Room, Palmer Hall, on the Campus.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by Dr. Sterling J. Edwards, Jr.

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

<u>ALABAMA</u>	<u>LOUISIANA</u>	<u>MISSISSIPPI</u>	<u>TENNESSEE</u>
Belin V. Bodie	Mrs. Lee D. McLean	Park H. Moore, Jr.	John W. Wade
Mrs. Henry C. Collins	Rene deVisme Williamson	John H. Stennis	Mrs. David K. Wilson
Sterling J. Edwards, Jr.	Dan F. Goodwin	John H. Bryan, Jr.	Ross M. Lynn
William H. Mitchell	Kenneth G. Phifer		Robert D. McCallum

<u>Term expiring in 1971</u>	<u>Term expiring in 1972</u>	
David H. Edington, Jr.	L. Palmer Brown	Van Pritchardt
W. Neely Mallory	Edward B. LeMaster	Henry C. Watkins
Sidney A. Stewart, Jr.	W. J. Millard	

Term expiring in 1973

Walter P. Armstrong, Jr.
Edmund Orgill

Term expiring in 1974

Stanley J. Buckman
Wayne W. Pyeatt
S. Shepherd Tate
Russel S. Wilkinson

William L. Bowden, President, ex officio.

M.J. Williams, Jr., 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, and Mrs. James W. Hall, Secretary to the President, were present by invitation.

Absent members were Earl W. Mallick, William C. Rasberry, Mrs. Frank M. Mitchener, Jr., Orrick Metcalfe, William H. Dale, John B. Ricker, Jr., Norfleet Turner and Jefferson Davis.

The Chairman extended a hearty welcome to Mr. John H. Stennis, Attorney, of Jackson, Mississippi, who had recently been appointed to the Board of Trustees by the Synod of Mississippi to fill out the term of Larry D. Kennon. (See minutes of the Board of Trustees meeting, 3/18-19/70, p.2.)

The Chairman thanked Mr. Templeton for the excellent arrangements which had been made for the dedication of S. DeWitt Clough Hall on Wednesday afternoon, and the reception and dinner Wednesday night at the Memphis Country Club in honor of Mrs. Clough (Mrs. Rachel Clough Littler) and the other honorees. The Trustees of the Meeman Foundation, Mr. Edmund Orgill, president; Mr. Lucius E. Burch, attorney, Mr. Hunter Lane, Jr., city commissioner; Mr. J.Z. Howard, associate editor, Memphis Press-Scimitar; and Mr. Clint Pearson, certified public accountant, Mr. Hugo N. Dixon and Mrs. E.B. Cummings were among the honorees. Mr. O.Odell Burks represented the late Mr. and Mrs. Sidney M. Neely, Jr.

The Chairman called upon Mr. Wilkinson, Chairman of the Buildings and Grounds Committee, to make the report for that committee. Mr. Wilkinson made the following report, which was received:

The Buildings and Grounds Committee met in Room 112, Palmer Hall, at 2:00 P.M., on October 14, 1970.

Those present were Russell S. Wilkinson, Chairman, E.B. LeMaster, Dan F. Goodwin, Jr., Ross M. Lynn, Albert M. Johnson, Librarian; Bill Jones and Bill Matthews, students; Fred Young, Business Manager, and Roy R. Twaddle, Superintendent of Maintenance.

Mr. Twaddle reported that work on the leaks in the Science Center had been repaired by Kermit B. Buck, Inc., during the summer, and that the work seems satisfactory so far.

A letter from Mr. M.J. Williams, Vice President for Fiscal Affairs and Treasurer, was presented in which he requested that attention be given to the apartment building on North McLean and the three

buildings on University Place now housing a small women's residence hall, faculty and staff apartments, and Stewart Hall which now accommodates the Department of Music, the Guidance Center, and some apartments. Mr. Williams pointed out the advanced state of deterioration and the need either for extensive repairs or rebuilding if continued use by the college is expected. Discussion centered around the wisdom of maintaining off-campus buildings and the actual need for these buildings as they stand. Mr. Twaddle reported the opinion of one of the college architects to the effect that the buildings are not worth the cost of repairs. Further discussion terminated in a motion by Mr. Goodwin that the Board appoint a study committee to determine the actual needs for and the ultimate disposition of the buildings under consideration. The motion passed unanimously.

It was reported to the committee that Mr. John Millard has been consulted on the matter of the conversion of some classrooms in Palmer Hall into office space.

The need for a facility to accommodate an auditorium, housing for the Department of Music, and a new dining hall was again brought before the committee. The need is apparent, though agreement as to the size of the auditorium was not unanimous. The opinion of the student members as to the need for an assembly place for the entire student body was emphatic, and the community service that a large auditorium on the Southwestern campus could render was demonstrated. It was the opinion of the Committee that such a building should be given all possible consideration, but that the Board must have plans and cost estimates before any action can be taken. That the construction of such a building could figure in the upcoming capital campaign was made as a suggestion to the Board.

Mr. Fred Young distributed a new Maintenance Work Order Request form that has recently come into use on the campus. He also brought to the attention of the committee a proposal from the Memphis Light, Gas and Water Division for the construction of an overhead power line into the property at 1822 Overton Park Avenue. The chairman was empowered to instruct the proper college authorities to sign the proposal.

Realizing the increase in the amount of maintenance necessitated by the construction of new buildings on the campus, the committee recommends that thought be given to a substantial increase in the maintenance force.

The meeting adjourned at 3:15 P.M.

With regard to the motion that a study committee be appointed to make a survey on whether or not the buildings on North McLean should be repaired or abandoned, the Chairman suggested that the Buildings and Grounds Committee undertake this work. Mr. Wilkinson stated that his committee would be happy to accept this assignment.

The Chairman called upon Mrs. Wilson, Chairman of the Development and Institutional Planning Committee to make a report for that committee. Mrs. Wilson made the following report which was received:

The Committee on Development and Institutional Planning met in Room 108, Palmer Hall, on October 14, 1970 at 2:00 P.M.

Committee members in attendance were Mrs. David K. Wilson, Chairman; W. Neely Mallory, Edmund Orgill, Park H. Moore, Jr., William H. Mitchell, John H. Bryan; George M. Harmon and Robert L. Amy, faculty members; Lina Newhouser and Jackie Rutledge, student members; A.P. Perkinson, Jr., Director of Development and Loyd C. Templeton, Jr., Director for Institutional Advancement, ex officio members.

Loyd Templeton explained the rationale behind the recent division of the Development Office into two offices: Development and Institutional Planning, each under a director. He explained that even though the two functions have been divided for the sake of efficiency and better understanding, the two directors realize that successful fund raising and successful public relations and communications are closely related, and extensive and close cooperation will continue in the future between the two offices.

Mr. Templeton briefed the Committee on the continuing effort to circulate Dr. Bowden as widely as possible among our many constituencies, including alumni, church groups at the presbytery and synod level, civic clubs, business and professional groups, and others.

Mr. Templeton outlined the promotional ideas he has developed for the 1970-71 Annual Fund, indicating that he will again use the newspaper-type advertising format, primarily for two reasons: (1) economy, (2) the great flexibility and space offered by such a format. The theme of this year's 'advertising campaign' will be that Southwestern is people, and will consist of a series of pieces featuring a representative of each of the various groups of people who comprise the Southwestern family. From his own vantage point as parent, alumnus, trustee, etc., each person will tell why he supports Southwestern. These pieces will be sent to members of the Board of Trustees, faculty and staff, alumni, parents, and the Memphis business community. In addition, the Committee decided that members of the student body should be added to this mailing list so that they could begin to understand something about who supports the college and why, as well as how much money is required each year to supplement funds paid by students. Our student representatives expressed belief that such an educational process for the students would be beneficial to all concerned.

Mr. Perkinson discussed the three areas of fund raising for which the Development Office has primary responsibility: The Annual Fund, Deferred Giving, and Capital Giving. A copy of the report on the Alumni Loyalty Fund was distributed and discussed. The Committee expressed the view that we should continue the practice of printing the names of alumni donors, with special designation for large gifts. Mr. Perkinson explained

that there has been and probably will continue to be each year a discrepancy between the amount of annual funds reported in the Treasurer's annual report and the amount reported by the Development Office. This is attributable primarily to the fact that the Development Office records pledges (since they must be kept up with and collected) while the Business Office accounts only cash received. A small additional discrepancy may occur as the result of the crediting in the Accounting Office of a few gifts which were designated by the donor to non-Annual Fund account numbers. The mechanics of the \$20,000 Challenge Grant which was presented to the Alumni Loyalty Fund during last year's campaign were explained and discussed. Mr. Perkinson informed the committee that a proposal for a \$100,000 challenge grant, (\$50,000 for each of the next two Annual Fund years) has been presented to the John Bulow Campbell Foundation. Working through Trustee Jeff Davis in Atlanta, Dr. Bowden has personally visited each of the members of the board of trustees of the Foundation, and a thorough case has been documented in writing to the executive of the Foundation. The results of our request will be known in early November.

Development Office records indicate that total giving to the college during the 1969-70 fiscal year from all sources for all purposes reached the level of \$634,000. The Committee suggested that the Development Office and the Business Office collaborate in preparing and issuing such a report for 1969-70 as soon as possible. It can be circulated as widely as the administration deems advisable.

The 1970-71 Annual Fund was discussed and details presented about the organization of the campaign. Each member of the Committee received an outline of the entire campaign along with the manual being sent to Class Agents in the Alumni Loyalty Fund. The manual was presented for the purpose of illustrating the degree of organization in the campaign. Mr. Perkinson presented a chart outlining this year's goals as part of a five-year plan for the expansion of the Annual Fund. Major emphasis will be placed on the expansion of the Alumni Loyalty Fund during this period of time, since that represents the largest number of potential supporters and offers the greatest possibility for dramatic growth. Plans call for an increase from current levels to approximately \$520,000 by the end of 1975 fiscal year, more than double the 1969-70 level. It was explained that operating monies will come from only four possible sources, three positive and one negative: (1) tuition and fees from students, (2) gifts for current operating expenses through the Annual Fund, (3) increased earnings on endowment, and (4) the negative, from within the budget itself in the form of reduced expenditures. Thus, the Annual Fund is seen as only one facet of the solution to the problem of ever-mounting annual costs.

Increased earnings from endowment must, of course, be preceded by an increase in the principal of the endowment. It is hoped that such an increase in principal sums can be achieved through the decade of the seventies from an expanded Deferred Giving Program and through capital solicitation efforts. These areas of deferred giving and capital campaigning must be strengthened if any progress is to be made toward these ends.

In deferred giving, there is a real need that our program be presented on a regular basis throughout the four supporting synods at church meetings of various kinds, to attorneys and accountants in our region, and to alumni.

In the area of capital campaigns, much preliminary work must be done in the immediate future if any appreciable degree of success is to be achieved during the decade.

In summary, Mr. Perkinson stated that a Director of Annual Giving and a Director of Deferred Giving, plus one additional office worker, will be needed in the immediate future if the college is to have any meaningful possibility of success in meeting its financial needs. The scope of the Annual Fund is such that it demands very nearly the full time of one person. Thus, a very minimum of time is available for planning and working in the important areas of deferred giving and capital gifts solicitation, including the vital matter of cultivation of foundations and national corporations for major gifts.

Finally, as time ran out, Mr. Park Moore distributed to the Committee a report on the progress of the Chamberlain-Hunt and Southwestern Fund in the Synod of Mississippi, stating that Southwestern's portion of the campaign to date is approximately \$68,000.

It is felt by Messrs. Perkinson and Templeton that a great deal could be accomplished by more regular meetings of the Committee than semi-annual, and, therefore, they would like to request that the Committee meet again during January 1971 for further review of the long-range development plans of the college.

The Chairman called upon Dean Wade, Chairman of the Faculty Committee, to make a report for that committee. Dean Wade made the following report which was received:

In Room 109, Palmer Hall, 2:00 P.M. on October 14, 1970, the full Committee met with four faculty members and Dean Jameson Jones. There was no referred business for the Committee, and following introductions it began to consider topics which were appropriate for joint consideration and discussion. Several suggestions were made, but they centered around two subjects:

- (1) The role of the faculty in the college governance and the setting of policies, and
- (2) Attributes and qualities to be considered in employing a faculty member in a church-related college like Southwestern.

A full, frank and free discussion developed regarding the second of these subjects, each person present participated actively. The discussion disclosed that what initially appeared to be two rather sharply divergent viewpoints actually were not far apart after all.

The consensus was that the discussion was quite fruitful, and it was decided to continue it at the next meeting. No formal conclusion was reached, and the committee has not undertaken to reach one, though it may.

Reference was made to two studies prepared under the auspices of the Danforth Foundation, and it was decided that copies should be sought for members of the committee, who would study them before the next meeting. Some written comments may be prepared and distributed for the next meeting.

The Chairman then called upon Mr. Van Pritchardt, Acting Chairman of the Finance Committee, to make a report for that committee. Mr. Pritchardt made the following report which was received:

The Finance Committee of the Board of Trustees of Southwestern At Memphis met on Wednesday afternoon, October 14, 1970, 2:00 P.M., Directors Room in Palmer Hall.

Those in attendance were Mr. Van Pritchardt, Acting Chairman, Palmer Brown, Wayne Pyeatt, Norfleet Turner, Henry C. Watkins, S. Shepherd Tate, Robert D. McCallum, William L. Bowden, Snowden Boyle and M.J. Williams, Jr.

The Committee reviewed in detail operating deficits over the past three years and concluded that the 1971-72 budget must be balanced and that expenditures not exceed income during the 1971-72 and succeeding academic years.

It was moved that the Finance Committee recommend to the Board of Trustees that authorization be granted to increase tuition by \$100 to \$1800 for the 1971-72 academic session, and that room and board be increased by \$100 to \$950 for the 1971-72 academic session.

The motion was seconded and carried.

The Finance Committee recommends to the Board of Trustees that no action be taken on the Music School study until the Treasurer has had time to study the financial implications and make his recommendations.

Upon motion duly made and seconded, it was unanimously voted that for the college session 1971-72, the tuition be increased \$100 and that the room and board be increased \$100, and that even a larger increase in tuition and in room and board be made if, in the judgment of the administration, such larger increases would be worthwhile and could be successfully accomplished.

The Chairman called upon Dr. David H. Edington, Chairman of the Students and Educational Program Committee, to make the report for that committee. Dr. Edington made the following report which was received:

The Committee on Students and Educational Program met in Room 114, Palmer Hall at 2:00 P.M. on October 14, 1970, and offers the following as information:

- (1) All five students and most of the faculty on the Educational Development Committee seem to favor the present calendar.
- (2) The program in urban studies is being well-received and new interdisciplinary courses in the humanities are under discussion.
- (3) There seems to be general enthusiastic response to the colloquium program for freshmen.
- (4) The Social Regulations Council seems to be developing satisfactorily.

- (5) The work of the Ad Hoc Committee on Drugs has been widely recognized and commended.
- (6) The Community Life Committee is working and consulting with various committees dealing with campus life and community relationships, such as a committee on black students, one on athletics, and one on relationships with the community. It is also involved in a study on fraternity and sorority matters.
- (7) The consensus of opinion among campus members of our committee is that the editors of campus publications and the Publications Board are at present aware of their responsibilities and are seeking to discharge them.

The Chairman called on Dr. Millard, Chairman of the Honorary Degrees Committee, to make the report for that committee. The Board of Trustees adopted the committee report that honorary degrees be given to the following:

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

Alfred Kalleher.....Stamford, Connecticut
Executive Director, FORGE (The Fund for Overseas Research Grants and Education)

The Chairman called upon President Bowden who advised that he would like to have the Board hold up its consideration of the revision of the By-Laws until the March meeting inasmuch as further study was being made of these.

President Bowden discussed at length the front-page headline of the Friday, September 18, 1970 issue of The Sou'wester. (See minutes of Executive Committee meeting of September 22, 1970, page 3.) President Bowden discussed various actions which had been taken and which were set forth in his Memorandum dated September 28, 1970, to Southwestern Students, Faculty, Parents, Trustees, Alumni and to the many Friends of the College. A copy of this Memorandum is attached to these minutes. President Bowden set forth the steps which the administration was taking to correct or mitigate this type of event happening in the future.

Upon motion duly made and seconded it was voted that the Board of Trustees commend President Bowden and his administrative cabinet for the way in which they had handled this entire matter. Mr. Brown voted against the motion, pointing out that he did not think that the action which had been taken had gone far enough.

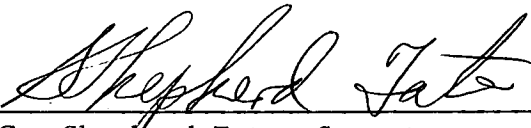
It was the definite consensus of the Board of Trustees that nothing should be published in the college publications which would not constitute good journalism with the public newspapers.

President Bowden presented the Report of the Inaugural Committee which recommended that the Inaugural Convocation be held on November 7, 1970, which is Homecoming and Alumni Weekend, at 11:00 A.M. in Evergreen Presbyterian Church, and that this ceremony should be in simple convocation style and include major representatives of the Southwestern community.

The Chairman called on Mr. Perkinson who gave a brief report about the Southwestern Challenge Campaign. Mr. Perkinson presented a chart of the 1970-71 goal (see minutes of the Executive Committee, September 22, 1970, page 3) and the goals for the following four years. He also pointed out that at this time stress was being placed upon the Alumni and the Memphis Community drives and that at a later time attention would be focused on the drives in the other divisions.

The Chairman pointed out that the next meeting of the Board of Trustees would be held on Wednesday and Thursday, March 17 and 18, 1971.

There being no further business to come before the meeting, the meeting was adjourned at 12:30 P.M., and President Bowden invited members of the Board to lunch in the Catherine Burrow Refectory immediately following adjournment.



S. Shepherd Tate, Secretary

SOUTHWESTERN AT MEMPHIS

A College of Liberal Arts and Sciences

FOUNDED IN 1848

MEMPHIS, TENNESSEE 38112

MEMORANDUM

THE PRESIDENT

TO: Southwestern Students, Faculty, Parents, Trustees, Alumni
and to the many Friends of the College

FROM: William L. Bowden

I. Background

The choice of words in the front page headline of Friday, September 18, 1970 issue of the Sou'wester caused an eruption of criticism of the newspaper and of the college by students, faculty, alumni, parents, staff and long-time friends of Southwestern. Individuals stated in phone calls and letters that unnecessary damage had been done to the college. The language used in the paper was viewed as a violation of good taste, as irresponsible, and as an affront to the college community and to the general public.

The September 18 issue of the Sou'wester generated other questions: What responsibility does the newspaper have to the students who support the paper financially? Is this responsibility reviewed periodically? If so, by what criteria? Does the Publications Board provide a means periodically of gathering opinion and critiques of the newspaper from the Student Government Association or the student body in general? Should the Sou'wester, along with other campus publications, be of sufficient educational value and quality to provide interested students an opportunity to work on publications for academic credit? Does the U.S. Student Press Association, or similar national campus publication organizations, provide standards of journalism? If so, to what extent does the Sou'wester meet those standards?

II. Agenda of Actions

The publication of the Sou'wester edition in question occurred on Friday, September 18, 1970.

During the weekend, September 19-20, 1970, the administration requested the Southwestern Publications Board to convene, to review the situation, and to report their proceedings.

On Monday, September 21, 1970 the Publications Board was convened by Miss Judith L. Warren, Publications Commissioner of the Student Government Association. A report of the proceedings was delivered to the President's Office the following day, September 22, 1970.

The Publications Board reviewed their responsibilities and policies as set forth in an earlier statement dated November 11, 1969, "Report on the Committee of the Publications Board to Consider the Responsibilities of the Board." The statement reads in part:

It was agreed that the Publications Board is responsible to the college community for the publication of the Sou'wester, Ginger and the Lynx. This responsibility includes the appointment of editors, the disbursement of funds, and ultimate responsibility for the publications themselves. The Board is in no way to inhibit the freedom of an editor to manage his individual publication, but as representatives of the student body, the Board is responsible for seeing that the editors do the job for which they are appointed. On this point the committee agreed that it was virtually impossible to specify a list of "do's and don'ts" for editors other than the obvious of getting the particular publication out on time, the proper management of funds, etc. It was agreed that the Board is not out to look for problems, but rather should exercise its responsibility and judgment whenever a problem came up. It was suggested that the Board review all publications on campus periodically as a means of measuring the effectiveness of the publications, of the editors, and of the Publications Board itself.

A discussion was held about the action the Board would take concerning the September 18 Sou'wester issue. The details of the discussion were not included in the September 21 report of the Publications Commission. However, a campus bulletin, entitled Friday, distributed four days later on September 25, 1970, reported as follows: "The (Publications) Board stated that if a similarly tasteless headline appeared in the future, the Board would be forced to take serious action."

Mr. Edwin W. White and Mr. Edward H. Stevens, Co-Editors of the Sou'wester, were present at the meeting of the Publications Board on Monday, September 21.

Mr. White, speaking for himself and for Mr. Stevens, ". . . stated that he realized they had been indiscriminate concerning the choice of words in the headline, and apologized for any financial repercussions. He further stated that the Sou'wester policy in the future would be to use more discretion." (The quotation is taken from the September 22, 1970 report of the Publications Committee.)

The Publications Board also stated in its report: "The right of censorship is reserved completely for the editors. It is their responsibility to seek advice on any material which they believe to be questionable."

The regular monthly meeting of the Southwestern Executive Committee of the Board of Trustees was held on Tuesday, September 22, 1970. The Trustees discussed the Sou'wester edition at length; expressed vigorous criticisms of the newspaper and the editors; and made several forthright suggestions for action to the administration, including consideration of expulsion proceedings. At the end of the discussions, no formal actions or recommendations were voted by the Trustees. Suggestions were made to the President to take all actions necessary to correct the situation and to make known the profound disapproval of the Trustees concerning the September 18 issue of the Sou'wester.

On Thursday, September 24, 1970, the Publications Board and the Sou'wester editors were requested to convene in the office of president. The purpose of the meeting was to review and to discuss the events following the publication of the September 18 issue of the Sou'wester.

I opened the meeting and read a letter from a recent graduate of the college to illustrate the climate of public opinion being expressed to me by letters, phone calls and conversations. The letter was critical of the language used in the Sou'wester and critical of the editors. I stated that it was important that the members of the Publications Board be aware of the extent and reality of the criticism among members of the Southwestern community, the Board of Trustees and Memphis in general.

In additional remarks I said that in the face of the widespread criticism and the absence of vigorous action taken by the Publications Board to deal with the situation, I felt required to consider taking two steps:

- (1) to request the Community Life Committee (an existing faculty-student committee of the college), plus the officers and commissioners of the Student Government Association, to review the nature and role of the student newspaper, and
- (2) to "recess" the publication of the Sou'wester as of September 26, 1970.

The members of the Publications Board and the Sou'wester editors were invited to comment and make suggestions.

A spirited discussion developed in which there emerged an expression of responsibility on the part of the Publications Board and the Sou'wester editors to handle the situation and to do a responsible job of managing the Sou'wester in the future. The members of the Publications Board expressed a desire to retain the exercise of its responsibility and judgment in dealing with campus publication problems. To dramatize their opinion and faith in themselves, the Publications Board polled their membership and formally recorded a vote against my proposal to request the Community Life Committee and SGA to make a study of the paper. In a similar vein, the Publications Board expressed its wish that the Sou'wester not be recessed.

I expressed a willingness to wait and see if the climate of responsibility was maintained, and said that I would postpone making a decision until after publication of the September 25, 1970 issue of the Sou'wester. I suggested that Publications Commissioner Judy Warren, Co-Editors Edwin White and Edward Stevens meet in my office for additional discussion on Saturday morning, September 26, 1970.

The Sou'wester was published and distributed on September 25, 1970 without incident. The new edition reflected a considerable advance in quality over the previous issue.

I met with Miss Warren, Messrs. White and Stevens on Saturday, September 26. Following an hour's conversation, we shared a general feeling of optimism about the future of the Publications Board and the Sou'wester. I stated that I would look forward to seeing continuing improvements in future issues of the newspaper and would not recess the paper. I asked that the Publications

Board take an active role in the study and evaluation of campus publications so that it could be in a position to review its role and responsibilities should it be requested to do so later on by the Student Government Association or the Community Life Committee or both.

III. Comments

The Sou'wester incident has provided the campus community an opportunity to take stock of itself. Negatively, the newspaper incident has generated unexpected work for many people on the campus and has diverted attention away from a number of activities designed to be of help to students. Virtually a full week of the president's time and many hours of other administrators' time have been spent in the handling of the event. Has this investment of time and effort been worthwhile? I think it has been very worthwhile.

1. Two young men have experienced the consequences of their personal actions. They have been mature in their apologies. They have moved to correct and calm an expanding crisis by their own initiative.
2. The Publications Board has experienced the need to exhibit overt and positive leadership in the time of a publications crisis. Board members have learned that they must make clear their intentions and actions in times of crisis to the Southwestern community and to the public. The Board has emerged from the present incident with a fresh awareness of the importance of preserving their independence by assuming responsibility.

When the good name of the college is jeopardized, it is understandable that many people will react quickly and will suggest harsh measures. Public anger and resentment against individuals who hurt the college are natural emotions.

I am certain that Southwestern students fully understand that the college is too vital and important to be damaged by casual acts of thoughtlessness. I think Southwestern students know that every campus issue can be brought to the attention of the administration in a rational context, and such issues can be resolved through the processes of discussion, reason and concensus.

I am certain that alumni and friends of Southwestern consider the college too important to be damaged by hasty acts by the administration to deal with student indiscretions without benefit of due-process and consideration of the humanity involved. Southwestern was founded on the basis of the Christian ethic. If this condition is to be maintained, then the college must be prepared to "walk an extra mile" with erring individuals. All of us must tread the same path as abiding good friends.

Southwestern continues to be a center of excellence in higher education. It is so because it is the product of good students, good faculty and good friends.

September 28, 1970

DEGREES CONFERRED ON JUNE 1, 1970

BACHELOR OF ARTS

Frank Perron Achorn, Jr.	Florence, Alabama
Jeannette Adams	Shreveport, Louisiana
David Estel Allen, Jr.	Memphis, Tennessee
Thomas Grover Allen	Brinkley, Arkansas
George Hudson Andrews, Jr.	Memphis, Tennessee
Lorraine Krista Anker	Nashville, Tennessee
Carole Louise Bandy	Nashville, Tennessee
Ann Elizabeth Barber	Florence, Alabama
Steven Earl Barrett	Baton Rouge, Louisiana
Brenda Lynn Black	Memphis, Tennessee
*Robert Milo Blade	Boston, Massachusetts
Carolyn Ann Briggs	Memphis, Tennessee
George Michael Brown	Nashville, Tennessee
Abby Suzanne Byall	Memphis, Tennessee
John Hayward Callow	Memphis, Tennessee
Suzanne Elizabeth Collinson Chadwick	Dallas, Texas
Carolyn Chappell	Memphis, Tennessee
Sonya Chu	Forrest City, Arkansas
Carol Hufstedler Clark	Florence, Alabama
Gary Edward Clark	Buffalo, New York
Patricia Anne Claxton	Memphis, Tennessee
LeiLani Collins	El Paso, Texas
Ronny Cox Colter	Memphis, Tennessee
Barbara Katharine Condra	Memphis, Tennessee
William Wylie Cook, Jr.	Guayaquil, Ecuador
Guy Merrin Cooley	Hopkinsville, Kentucky
John Rowland Cox, Jr.	Chattanooga, Tennessee
Mary Kathleen Cox	Memphis, Tennessee
Frances Elizabeth Crowder	Rome, Georgia
William House Dale, Jr.	Columbia, Tennessee
Chalmers Bedford Daniel, Jr.	Covington, Tennessee
Churchill Gibson Davenport	Harrods Creek, Kentucky
Jean Courtney Dietz	Silver Spring, Maryland
Christina Zengel Dinkelacker	New Orleans, Louisiana
Cathy Ann Drake	Jackson, Tennessee
Natilee Murrey Duning	Lewisburg, Tennessee
Charles Irvine Dunlap	Memphis, Tennessee
Ronald Wayne Eades	Memphis, Tennessee
Richard Harrison Eckels	Princeton, New Jersey
John Timothy Edwards	Memphis, Tennessee
*Carol Clark Elam	Nashville, Tennessee
Betty Bruce Foley	Nashville, Tennessee
James Douglas Gannon	Memphis, Tennessee
Andrew Eugene Gaston	Starkville, Mississippi
Dennis Jon Geigel	Memphis, Tennessee
Neva Jean Gibson	Forrest City, Arkansas
Margaret Anne Goessling	Memphis, Tennessee
*Barry R. Goldberg	Memphis, Tennessee
Hardy Stricklin Green	Memphis, Tennessee
Joseph Garland Gregory	Quincy, Florida
Mary Margaret Grigsby	Nashville, Tennessee
Bruce Neil Hamilton	Memphis, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

David Walter Hardy	Oklahoma City, Oklahoma
Charles Edgar Hart	Mobile, Alabama
Terrell Vance Hawkins	Atlanta, Georgia
Linda Sharon Elizabeth Henson	Memphis, Tennessee
*Richard Bain Hix	Memphis, Tennessee
Jacquelyn Ann Holden	Baton Rouge, Louisiana
George Richard Hollingsworth, Jr.	Dallas, Texas
Janice Holt	Nashville, Tennessee
Thomas Randel Hoover	Memphis, Tennessee
Anne Gilliam Hord	Hattiesburg, Mississippi
Nicholas Henderson House III	Memphis, Tennessee
Marcus Clarence Houston	Jackson, Tennessee
Roger William Howe	Memphis, Tennessee
Lem Gale Isom, Jr.	Memphis, Tennessee
James Harrison Lee Jackson	Fairfax, Virginia
Patrick Armand Jagendorf	Memphis, Tennessee
Stephen Craig Johnson	Millington, Tennessee
Michael Albert Kelley	Bentwaters, England
*Charles Griffith Keyes	Little Rock, Arkansas
Harold Glen Kilgore	Norco, Louisiana
*John Burl Kimbro	Lambert, Mississippi
Sarah Keith Koelling	Dallas, Texas
Karen Beth Kronschnabel	Memphis, Tennessee
John Walker Loyd	Lake Village, Arkansas
William Lyons	Memphis, Tennessee
Mary Lou McCloskey	New Orleans, Louisiana
&David Martin McDowell	Memphis, Tennessee
Lynn Aldredge McEntire	Dallas, Texas
Ellen Harvey McLean	Jackson, Mississippi
*Gay House McMillan	Springfield, Tennessee
William Jay Maguire	Memphis, Tennessee
Mary Elizabeth Marr	Dallas, Texas
Wallace Howard Mayton III	Memphis, Tennessee
Nancy Rebecca Meadows	West Memphis, Arkansas
George Gregory Meeks	Little Rock, Arkansas
Carolyn Elizabeth Miller	Dallas, Texas
John James Mims	Memphis, Tennessee
Malcolm Christian Mounger	Bay St. Louis, Mississippi
Norman Randall Mullins	Memphis, Tennessee
Walter Netschi	Memphis, Tennessee
Susan Kay Ogden	Little Rock, Arkansas
Bonnie Guthrie Owen	Memphis, Tennessee
Causaundra Ann Owens	Memphis, Tennessee
Larry Michael Parsons	Pompano Beach, Florida
Floyd Guyton Patterson, Jr.	Memphis, Tennessee
William Roy Patterson	Memphis, Tennessee
Michael David Patton	Fort Worth, Texas
Marilyn Elayne Pearlman	Memphis, Tennessee
Martha Irene Pedersen	McKenzie, Tennessee
Susan Thomas Pemberton	Nashville, Tennessee
William Lee Pendergrass III	Little Rock, Arkansas
William John Peresta	Little Rock, Arkansas
Victor Richard Persico, Jr.	Memphis, Tennessee
Sue Ellen Pharis	Memphis, Tennessee
James Albert Pickard, Jr.	Mayfield, Kentucky

*graduated in absentia
 &duplicate diploma issued 7/74

BACHELOR OF ARTS (Continued)

Stephen Edward Pienaar	Glendale, Missouri
Linda Sue Pilcher	Houston, Texas
Pamela Pitts	South Bend, Indiana
Roberta Ann Plenge	Houston, Texas
Beverly Annette Plummer	Memphis, Tennessee
John Marvin Purvis	Jackson, Mississippi
Martha Vivian Richardson	Jackson, Tennessee
Elizabeth Rita Ridings	Cape Girardeau, Missouri
Anne Elizabeth Bres Robbins	Memphis, Tennessee
Vance Benton Rollins	Camden, Arkansas
Charles Ross Rowland	Chattanooga, Tennessee
Ruth Ann Sadler	Lake Charles, Louisiana
Emily Susan Scarbrough	McKenzie, Tennessee
Gary Karl Scheidt	Louisville, Kentucky
Leburn Earl Sharp	Memphis, Tennessee
Nancy Ruth Shelton	Memphis, Tennessee
Patricia Ann Simpson	Memphis, Tennessee
Charles Michael Slaton	Memphis, Tennessee
*Coby Vernon Smith	Memphis, Tennessee
Dorothy Deane Smith	Little Rock, Arkansas
William Garfield Snow III	Memphis, Tennessee
Nancy Margaret Sorrells	Trenton, Tennessee
John Wilson Spence	Memphis, Tennessee
Stephen Jay Stern	Memphis, Tennessee
Bruce Carlyle Stewart	Memphis, Tennessee
James Michael Storey	Little Rock, Arkansas
Maryet Stirling Swire	Baton Rouge, Louisiana
Thomas Hardy Talbot, Jr.	Houston, Texas
* Elisabeth Watson Tarver	Walls, Mississippi
James Ward Thomas II	Milan, Tennessee
Reita Cheryl Thornton	Humboldt, Tennessee
Frederick Nicholas Toma	Memphis, Tennessee
Charles Thompson Tuggle, Jr.	Memphis, Tennessee
Katherine Virginia Tullis	Memphis, Tennessee
Richard Francis Vaughn	Memphis, Tennessee
Carolyn Rebecca Wagner	Little Rock, Arkansas
Carl Barham Ward	Malesus, Tennessee
David William Watts	Nashville, Tennessee
Melinda Gates Weber	Lewisburg, Tennessee
* Diana Paine Whittemore	Memphis, Tennessee
* Mary Bayley Wilkinson	Memphis, Tennessee
Browder Gallaher Williams	Harriman, Tennessee
Martha Ryland Williamson	Pine Bluff, Arkansas
Janet Kaye Wilson	Louisville, Kentucky
John Sturdivant Winford III	Covington, Tennessee
Bobbie Sue Wood	Louisville, Mississippi
Hiram George Wood, Jr.	Selmer, Tennessee
Rosemary Wood	Nashville, Tennessee

BACHELOR OF MUSIC

James Alton Brinson	Birmingham, Alabama
Claudia Ann Hughey	Hughes, Arkansas
Michael Rolland Hunter	Heber Springs, Arkansas
Lauriann Lines	Wynne, Arkansas

*graduated in absentia

BACHELOR OF SCIENCE

John Timothy Atkinson	Batesville, Arkansas
Belin Frederick Bodie	Mobile, Alabama
Charles Lee Chandler	St. Louis, Missouri
Richard Campbell Foster	Memphis, Tennessee
Herbert Henderson Hill, Jr.	Helena, Arkansas
Raymond Bradfield Kummer	West Helena, Arkansas
David Conner McNeel	Memphis, Tennessee
John Larkin Musgrove	Florence, Alabama
Reuben Walter Ogburn III	Mobile, Alabama
Adrian Bruce Parker	Davidson, North Carolina
William Joel Pedigo, Jr.	Clarksville, Tennessee
Rina Rosenberg	Memphis, Tennessee
Corinne Gayle Scott	Shreveport, Louisiana
Palmer Martin Simpson, Jr.	Houston, Texas
Clyde Wilson Stacks, Jr.	Davidson, North Carolina
Joyce McConnell Underwood	Kingsport, Tennessee
Claude Wayne Van Cleave	Memphis, Tennessee
Gary Lee Waltemath	Norristown, Pennsylvania
John Douglass Williams	Memphis, Tennessee

DEGREES CONFERRED ON AUGUST 31, 1970

BACHELOR OF ARTS

*Kathleen Laird Caldwell <i>replacement - 6/83</i>	Memphis, Tennessee
James Paul Chandler	Memphis, Tennessee
Ann Millsaps Crowell	Starkville, Mississippi
Jere Barr Fones	Memphis, Tennessee
Charles Talmage Haug	Mobile, Alabama
*Charlotte Everett Hays	Greenville, Mississippi
Phillip Gordon Hollis	Camden, Tennessee
Stephen Majors Mallett	Little Rock, Arkansas
James Gaylord Meeks	Collierville, Tennessee
*Cecilia Anne Miller	Memphis, Tennessee
Mary Weddington Morris <i>ordered dip 1/78 MARY MARGARET WEDDINGTON</i>	Centerville, Tennessee
Richard Garrett Perez	White Plains, New York
Katherine Morehead Roop	Memphis, Tennessee
*Deborah Mary Sale	Piggott, Arkansas
*Randall Barry Sunday	Houston, Texas
Nancy Elisabeth Wehling	Hattiesburg, Mississippi

BACHELOR OF MUSIC

Meyer King Lehmann	Morgan City, Louisiana
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*graduated in absentia

GRADUATED WITH HONORS

Thomas Grover Allen	Philosophy
George Hudson Andrews, Jr.	Psychology
Gary Edward Clark	Psychology
David Walter Hardy	Philosophy
Roger William Howe	Philosophy
James Harrison Lee Jackson	Philosophy
Patrick Armand Jagendorf	English
Michael Albert Kelley	International Studies
Raymond Bradfield Kummer	Physics
Wallace Howard Mayton III	Political Science
Roberta Ann Plenge	Biology
Anne Elizabeth Bres Robbins	Art
Emily Susan Scarbrough	International Studies
Palmer Martin Simpson, Jr.	Physics
*Randall Barry Sunday	International Studies
Carl Barham Ward	International Studies

GRADUATED WITH DISTINCTION

	<u>Major</u>
John Timothy Atkinson	Physics
Carole Louise Bandy	Psychology
Ann Elizabeth Barber	Music
Belin Frederick Bodie	Chemistry
Carolyn Ann Briggs	French
James Alton Brinson	Church Music
Abby Suzanne Byall	Psychology
Sonya Chu	Music and English
Barbara Katharine Condra	Psychology
Mary Kathleen Cox	Spanish
Frances Elizabeth Crowder	Anthropology
Chalmers Bedford Daniel, Jr.	Biology
Christina Zengel Dinkelacker	Art and German
Natilee Murrey Duning	English
Neva Jean Gibson	English
Hardy Stricklin Green	History
Charles Edgar Hart	Psychology and Philosophy
Linda Sharon Elizabeth Henson	English
George Richard Hollingsworth, Jr.	Economics
Marcus Clarence Houston	Chemistry
Claudia Ann Hughey	Piano Pedagogy
Michael Rolland Hunter	Piano
Sarah Keith Koelling	Psychology
Lauriann Lines	Oboe
William Lyons	Political Science
William Jay Maguire	Psychology
George Gregory Meeks	Psychology
*Cecilia Anne Miller	Psychology
*Mary Weddington Morris	Diversified (Political Behavior)
Susan Kay Ogden	German
Bonnie Guthrie Owen	French
James Albert Pickard, Jr.	English
Martha Vivian Richardson	French
Elizabeth Rita Ridings	Mathematics
Ruth Ann Sadler	Political Science
Gary Karl Scheidt	Psychology
Patricia Ann Simpson	Biology
*August '70 graduates	

GRADUATED WITH DISTINCTION (Continued)

Dorothy Deane Smith	English
William Garfield Snow III	Psychology
Stephen Jay Stern	English
James Ward Thomas II	Biology
Charles Thompson Tuggle, Jr.	Political Science
Katherine Virginia Tullis	Psychology
Joyce McConnell Underwood	Biology
Richard Francis Vaughn	Political Science
Gary Lee Waltemath	Biology
Melinda Gates Weber	Political Science
Martha Ryland Williamson	History
Janet Kaye Wilson	Psychology
John Sturdivant Winford III	English
Bobbie Sue Wood	Philosophy
Rosemary Wood	Anthropology

HONORARY DEGREES CONFERRED ON JUNE 1, 1970

DOCTOR OF DIVINITY

Dean Adams Bailey, '48.....Memphis, Tennessee
Minister, Raleigh Presbyterian Church

H. Richard Copeland.....Lake Charles, Louisiana
Minister, First Presbyterian Church

DOCTOR OF HUMANITIES

J. Bayard Boyle.....Memphis, Tennessee
President, Boyle Investment Company

Myra Finsterwald Dreifus.....Memphis, Tennessee
Community Leader

Norfleet Turner.....Memphis, Tennessee
Honorary Chairman of the Board, First National Bank

DOCTOR OF LAWS

Harold Nathaniel Stinson.....Tuscaloosa, Alabama
President, Stillman College

FOUR-YEAR STUDY OF DEGREES CONFERRED

	<u>Bachelor of Arts</u>			<u>Bachelor of Science</u>			<u>Bachelor of Music</u>			<u>Totals</u>		
	M	W	T	M	W	T	M	W	T	M	W	T
8/20/66	9	6	15	0	0	0	0	1	1	9	7	16
6/ 5/67	61	66	127	8	0	8	3	1	4	72	67	139
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	2	2	2	103	75	178

STUDENTS GRADUATING WITH HONORS AND DISTINCTION

	<u>Number in Class</u>	<u>Honors</u>	<u>Distinction</u>	<u>Percentage</u>
8/20/66	16	1	4)	26.4
6/ 5/67	139	8	28)	
8/19/67	19	1	3)	34.6
6/ 3/68	183	16	51)	
8/20/68	15	1	1)	25.7
6/ 2/69	227	14	44)	
8/30/69	18	0	4)	35.2
6/ 1/70	178	15	50)	

Total number of graduates from 1848 to and including June 1970 4,797

REPORT OF ANNUAL ENROLLMENT
(Special Students Excluded)

	<u>Resident</u>	<u>Percent</u>	<u>Commuting</u>	<u>Percent</u>	<u>Total</u>
Session 1958-59	338	54.5	282	45.5	620
Session 1959-60	427	62.1	261	37.9	688
Session 1960-61	445	60.4	292	39.6	737
Session 1961-62	495	58.6	349	41.4	844
Session 1962-63	548	61.6	342	38.4	890
Session 1963-64	546	62.2	331	37.8	877
Session 1964-65	569	59.5	388	40.5	957
Session 1965-66	619	62.8	366	37.2	985
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

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	1966-67			1967-68			1968-69			1969-70			Number of students approved to read for Honors 1970-71
	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	
Anthropology and Sociology.....	4		2	15			7		1	13		2	
Art.....	1			4		1	3			4.5	1	1	3
Basic Engineering.....										3			
Bible and Religion....	3			7	2	1	6	1	2	2			
Biology.....	12		2	20	1	5	26	2	5	26	1	5	3
Chemistry.....	6	1		5		5	8		1	7		2	2
Classics.....	2		2	2		1	1			2		2	
Communication Arts....										1			
Economics.....	12		2	17	1	5	16		1	9		2	
English.....	37	2	10	39		12	46	2	9	27.5	1	7	2
French.....	6		2	9		5	7		2	6		3	
German.....	2		1				4			1.5		1	
History.....	12		3	13	1	3	15	2	3	9		2	1
International Studies.	2	2		5	3		10	3	2	6	3		8
Mathematics.....	4			5	1		11	1		6		1	1
Music.....	5		2	4	1	3	6		3	8.5		7	1
Philosophy.....	3		1	9	3	3	7	2	1	8	4	1	
Physics.....	6	3	1	4		1	5	2	2	4	2	1	
Political Science.....	13		2	6		1	15		2	16	1	5	
Psychology.....	20		2	33	3	4	47		10	31	2	11	
Spanish.....	6	1	1	5		3	5		1	5		1	
	<u>156*</u>	<u>9</u>	<u>33</u>	<u>202**</u>	<u>16</u>	<u>53</u>	<u>245***</u>	<u>15</u>	<u>45</u>	<u>196#</u>	<u>15</u>	<u>54</u>	<u>21</u>

* Includes one double major

** Includes two double majors

*** Includes three double majors

Double majors counted as .5 in each department

ANNUAL REPORT OF THE PRESIDENT

To Members of the Board of Trustees:

Gentlemen, it is my honor and pleasure to present to you my report for the academic year, 1969-70.

It is time to sum up a decade that under the leadership of President Peyton Nalle Rhodes and President John David Alexander has included the great growth of the college in terms of students, new buildings and new instructional facilities.

It is the time, also, to consider carefully, and to build, the urgently needed programs and to construct the necessary physical facilities that are needed for the 1970's and beyond.

It is time to renew our resolve to build a total Southwestern community of students, faculty, staff, alumni, and the public into a full partnership in the daily life and work of the college.

It is time to press on the quest for better ways to liberally educate for leadership.

We are on the enduring edge of change, change that brings new directions and meanings into life. Change comes on like a new day, not all at once, but in a growing definition of shadows and shapes, of stirring as we awake, until finally we reach a growing fullness of light and movement. In this manner has meaningful change come into our lives here at Southwestern.

The last twelve months have brought important achievements in academic affairs, administration, student relationships, financial development, alumni and community involvement and institutional advancement. The reports by the officers of the college incorporated in this report provide details about accomplishments.

Dr. John David Alexander, president of Southwestern At Memphis, 1965-1969, tendered his resignation in early 1969 in order to accept the office of president at Pomona College, Claremont California on July 1, 1969.

Dr. Peyton Nalle Rhodes, president of Southwestern At Memphis, 1949-1965, was appointed acting president September, 1969 and served until December 31, 1969. In characteristic fashion,

Office of President Dr. Rhodes provided leadership and direction during this period with verve and distinction. On January 1, 1970 he returned to his former eminence as president emeritus, but, at the request of the incoming pres-

ident, agreed to accept an appointment as consultant on campus development. Dr. Rhodes continues to serve faithfully and well in this capacity.

I entered office as president of Southwestern At Memphis on January 1, 1970.

When I took office my first priority was to get acquainted with students through "rap" sessions with the student body; through student-sponsored receptions representing the major student organizations; through talks with student staffs of the *Sou'wester* and of the *Dilemma* Program; through dinner visits with fraternities and sororities; through visits at student social events, such as the Winter Carnival; and by means of meetings with student organizations, such as the Black Student Association and the presidents of the residence halls.

Faculty relations were built through regular monthly meetings with the faculty. Prospective new faculty visiting the campus for the first time were interviewed. I met with standing faculty committees on educational development, community life and curriculum development.

I attended scheduled meetings of the Synods and the Presbyteries in Alabama, Mississippi, Tennessee and Louisiana. Plans were formulated for Southwestern to host the General Assembly of the Presbyterian Church, U.S. Talks were made to church-related educational groups, such as the Board of the Presbyterian Day School in Memphis.

I met regularly with the Executive Committee of the Board of Trustees each month. I reviewed the legal business of the college with the attorneys who have served the institution for many years. Each Friday, the administrators of the college made it a practice to meet together for lunch and to discuss campus problems and issues. Each of these Friday "cabinet" meetings was followed by a meeting between the president and the vice presidents for academic affairs and financial affairs.

In the area of development I began visiting all formally organized alumni groups in the country. Meetings were held in Atlanta, Houston, Memphis, Nashville, Chicago, Jackson, Mississippi, Washington, D. C., New York, New Orleans and Mobile. Speeches were made to community groups such as the Sertoma Club, Kiwanis Club and the Exchange Club, as well as to business organizations, such as Holiday Inns, First National Bank, Union Planters National Bank and National Bank of Commerce. I appeared on radio and television in Memphis and Nashville. Newspaper coverage about activities at the college was brisk. Visits were made to several foundations and corporations, as

well as to individuals who are friends and financial supporters of Southwestern.

Mr. G. S. Newell, of The George F. Baker Trust, was a guest on campus during Term II. Dr. George M. Harmon, Chairman, Department of Economics, and I visited the Schlitz Corporation in Milwaukee to welcome the company to Memphis where a new \$60 million plant is being constructed. A number of visits to corporations and foundations were made in Washington and New York.

Since January 1, 1970, several special events have occurred. One of these was the signing of a formal consortium arrangement called the "Greater Memphis Consortium," an agreement between the private institutions in the Memphis area aimed at cooperative endeavor in academic, financial, student and development affairs. The cooperating institutions include:

Christian Brothers College	Memphis Theological Seminary
LeMoyne-Owen College	Siena College
Memphis Academy of Arts	Southwestern At Memphis

Another event was the splendid cultural experience of the month-long residence on campus of the Hungarian String Quartet, one of the world's most eminent chamber music groups. They remained in residence during the month of February, 1970 and were very active in performing for the students and faculty.

The student-sponsored *Dilemma* Program drew praise from many quarters and favorable editorial comment from the local press. About 2000 persons attended the lecture and discussion series that extended over a three-day period.

Mr. William W. Goodman made a generous gift to the college of a valuable letter written by Abraham Lincoln, plus a collection of related documents. The letter and collection concern Mr. Lincoln's directions to his military officers in Memphis not to interfere in the operation of the Second Presbyterian Church. The Lincoln letter is valued on today's collectors' market at \$10,000.

Staff from Southwestern's Laboratory of Atmospheric and Optical Physics, and students from the Department of Physics, conducted an expedition to Perry, Florida to gather scientific measurements during the total solar eclipse on March 7, 1970. For the past ten years the Department of Physics has received foundation and federal government support to study infrared radiation from the sun's atmosphere. The Department has developed much original equipment, and has outfitted a mobile laboratory for its field trips. On this occasion, unfortunately, bad weather limited the work of the staff and students to

a radio-reception experiment, but the students gained a tremendous pedagogical experience. Previously, Southwestern has sent expeditions to the Canary Islands, the Gulf of Mexico, Climax, Colorado, Gulkana, Alaska, Cape Kennedy, and Eglin Air Force Base. The college plans to send eclipse expeditions to Canada in 1972, and to Africa in 1973.

In response to student requests and recommendations, the Southwestern Counseling Service was established. The office added new advisory services for students, and began coordinating existing counseling services. The director of this office is Dr. Fred D. Pultz. His associate is Dr. Frances H. Redmond, former Dean of Students, Hiram College of Ohio. Dr. Redmond devotes full time to personal counseling. Mrs. Redmond is a skilled, compassionate counselor, very experienced in advising on problems of college men and women.

In every year changes take place among the members of the Southwestern community.

In the case of the Board of Trustees, the Reverend August Schmitt, Jr., Synod of Louisiana appointee to 1973, resigned because of a move to a new pastorate in Mississippi. In his place, the Synod of Louisiana has appointed the Reverend Kenneth G. Phifer, Pastor, St. Charles Avenue Presbyterian Church, New Orleans, to serve through 1973. The Reverend Larry D. Kennon, Synod of Mississippi, resigned because of a move to a new pastorate in Georgia. In his place, the Synod of Mississippi has appointed Mr. John Hampton Stennis, Attorney. Mr. Edward W. Cook, President, Cook and Company, Inc., Memphis, declined reappointment at the expiration of his term in 1970. In his place the Board of Trustees appointed Mr. Wayne W. Pyeatt, President, National Bank of Commerce, Memphis.

Re-elected to four-year terms were Messrs. Belin V. Bodie, Mobile, Alabama; William C. Rasberry, Shreveport, Louisiana; Park H. Moore, Jr., Jackson, Mississippi; and John W. Wade, Nashville, Tennessee.

Faculty resignations, completed assignments, retirements, sabbatical leaves, special leaves, promotions and appointments are recorded in an appendix to this report.

Death claimed two long-time members of the Southwestern community. Dr. Raymond T. Vaughn, Professor of Chemistry, came to Southwestern in 1942 and devoted twenty-eight years of dedicated service as a teacher, researcher and friend. Dr. Vaughn received his A.B. from Culver-Stockton College, his A.M. and Ph.D. from the University of

Missouri. He served as chairman of the Department of Chemistry for several years. Previous to coming to Southwestern, Dr. Vaughn served as a high school administrator, science teacher and an industrial research director. During his long tenure with Southwestern, he served as consultant to a number of industrial firms. His research interests were in the field of kinetics as applied to reaction mechanisms.

Mr. Mose W. Jefferson, Jr. was a maintenance employee at Southwestern for twenty-one years. He served long and faithfully at his duties on the campus. He was a familiar figure at basketball games where he operated the concession stand. Mr. Jefferson was a Baptist and a World War II veteran.

Four ladies in retirement deserve special mention. Their combined years of service to Southwestern add up to well over a century.

Mrs. Erma Reese Solomon served as Executive Secretary to four presidents: Dr. Charles E. Diehl, Dr. Peyton N. Rhodes, Dr. John David Alexander and Dr. William L. Bowden. A

The Faculty and Staff native of Clarksville, she had just graduated from high school when the late Dr. Charles E. Diehl, then president of Southwestern, asked Miss Reese to join the staff and move with the college to the new campus in Memphis. In the forty-five years since 1925, Mrs. Solomon has been the right arm of the presidents, the Board of Trustees, the faculty and the administrative staff during these four and one-half decades of dedicated service. She is the wife of William Eugene Solomon, of Clarksville, Tennessee.

Former President David Alexander sent the following message to the college on the occasion of Mrs. Solomon's retirement:

Erma Solomon had one cause—Southwestern—and one standard—excellence—for which she worked during her entire professional life. Though endowed with a single standard and a sole cause, she has had four presidents to deal with, and only her encyclopaedic memory and firm patience kept the college from wandering too far by presidential divagation . . . I cannot . . . compare Erma to anyone or anything, because for me she is unique. I say simply that she is my friend whom I have missed and who will be missed by many, for I know that she is held in this same affection by all who share her love for Southwestern.

Like Mrs. Solomon, Miss Ireys Martin had one cause—Southwestern—and one standard—excellence—for which she worked during her entire professional life. A member of the class of 1930, she was Cashier from the time of her student days until her retirement July 1. With her the job always came first, personal convenience last, and her diligence and accuracy were invaluable to the college.

Mrs. A. H. Cable came to Southwestern in 1952 as Resident Head of Voorhies Hall and through the years has left her imprint indelibly

inscribed upon the lives of countless women students. Warm, compassionate, and wise, with a genuine interest in people and a delightful sense of humor, she unfailingly charmed everyone she met, and one could not be long on this campus without feeling the strength of her presence.

Petite, volatile, and lively, Madame Marie Meek is a relative newcomer to this company in terms of the years of her association with the college. After many years of teaching French at The Hutchison School, she joined the Southwestern faculty in 1964 and fast became a favorite not only with the students but with the whole campus community.

One departure from the faculty deserves special attention in the case of Professor Thomas M. Lowry. His association with Southwestern spanned nearly a quarter of a century. During these years he served with distinction.

His resignation as Professor of History and Government became effective at the close of the 1969-70 academic session. With degrees from Davidson and Princeton, he taught in high schools in Florida, South Carolina, and Tennessee as well as Arkansas College and Haverford, before joining the Southwestern faculty in 1946.

A highly respected and gifted lecturer, his students will tell you that though he requires excellence on the one hand, he has the master teacher's ability to evoke it on the other. His classes were always in demand; small wonder, for he is never dull. Gruff voiced, crisp, and genial, he delights students with his droll wit and sense of fair play.

Students are not alone in liking to hear him lecture; he is often asked to speak before local groups and was recently acclaimed for a concise political science commentary heard over radio station WREC. Long a member of the American Political Science Association and the Academy of Political and Social Sciences, he is active in civic and church (Evergreen Presbyterian) work. He and Mrs. Lowry have a daughter and son. The latter, Thomas McCall Lowry III, is a 1963 graduate whose wife, the former Virginia Henking, also graduated from Southwestern.

What will Southwestern At Memphis, the contemporary college, be like as it proceeds through the decade of the seventies? Here is a brief profile.

The college will remain small. The enrollment will rise slowly to about 1200 students by 1975, and possibly will reach a maximum of about 1300 to 1400 students by 1980. It may be **A Look at the Future** unwise to set any figure as a maximum size for the student body, but given present circumstances, this range of growth appears rational.

Tuition and fees will be kept as low as possible. In view of the realities of costs, some advances will be required from time to time. Student financial aid will increase, but the amounts available per individual may decrease somewhat as the financial squeeze is felt all across the nation. It is probable that about 40% of the student body will be aided to some extent.

Admission requirements likely will tighten. The present average requirement of College Entrance Board examination scores will rise from the present 1100 level to 1200 by the mid-part of the decade and possibly higher by 1980.

The faculty/student ratio will increase modestly at no diminution of quality in order to provide more students for classes that tend to be too small. A prudent increase in the faculty/student ratio will better assure the use of educational techniques in group learning, and will permit the college to reward faculty for outstanding teaching. The faculty will level off in size as more and more of its members distinguish themselves by acquiring the doctoral degree and put down roots at the college. The number of faculty will rise to between 100 and 110 members. Teaching loads for faculty will remain about the same, at approximately ten to eleven hours per week for actual class time, in recognition of the heavy load of outside preparation and other duties that are required of the faculty.

Faculty salaries will be one of the most dramatic changes throughout the decade as the college makes every effort to upgrade its scales of compensation to keep pace with leading colleges in the nation. National trends indicate that by 1980 faculty salaries may rise as high as 80% over the 1970 levels.

Such a dramatic increase in costs will require concurrent dramatic increases in financial support for the college. Major efforts will have to be made in new financial development so that income by 1980 will be double what it is in 1970. The college will seek to invest its endowment in increasingly profitable ways. Hopefully the income from endowment may be increased from the present \$400,000 level to approximately \$600,000 or more by 1980. But there will be critical need to increase the endowment. The present \$3.3 million budget in 1970 will probably rise to the \$7 million level by 1980.

As stated above, the student body will range in size between 1000 and 1400 individuals. No goal will be set to try to increase in size to 1400 students, but it is desirable to maintain a student body of no less than 1000 individuals. Entrance qualifications will be held high for all. Southwestern has neither the staff nor resources to embrace an

open door policy of admitting a set percentage of "high risk" students. However, the college *will* continue to admit individuals with high potential who have had less than the optimum preparation and who can be brought along the path of high academic standards at Southwestern on the basis of additional help and special procedures.

In general, the student population will remain approximately 60% men, 40% women. About 60% of the student body will come from the South, the North, and the East, and about 40% will come from Tennessee, from Memphis and from the areas surrounding the city within commuting distance.

During May and June of this year, the administrative cabinet of the college assembled a great many studies and position papers concerning the future of the college and its design during the 1970's. In June, the administrative cabinet went into seclusion in the Arkansas Ozarks at a place called the Red Apple, and, for the best part of three days, wrestled with the shape and substance of the college and its programs for the coming decade. Here is a sample of some of the suggestions that grew out of the Red Apple Conference.

The college must continue to improve the present curriculum in the humanities, social sciences, natural sciences and communication arts, not only in terms of traditional goals, mastery of disciplines, the transfer of knowledge and the use of the rich heritage of the past, but along the lines of a liberating, personal education for human goals and values.

The Curriculum

We need to do a better job in educating students in foresight, in the management of information, in the control of change, in aesthetic appreciation, in psychological attitudes that build good human relationships, in the creation of confidence and the ability to be critically aware.

The curriculum needs to be geared closely to contemporary life. It needs to make room for values alongside technical knowledge. The program needs to provide modes of learning other than the classroom, bibliography, the library and mastery on tests. The program needs to provide experience in the world of work. It needs to encourage students to conduct independent study and research. It needs to find a real articulation between continuing education and the regular college program.

Instruction needs to be presented by imaginative means through increased use of novel personal presentations by interested and interesting teachers and by increased use of modern instructional media.

Some extra curricular activities need to be legitimized as learning experiences in the form of laboratory and intern experiences in the community, in work and community projects in political activity and in work done on campus publications.

Special program emphases need to be found in urban affairs and in urban sociology across all of the departments of the college and in close collaboration with the urban policy institutes by the Edward J. Meeman Center for Continuing Education.

Music specialties need to be developed to enhance the Department of Music and far greater attention should be paid to the rich resources in the Memphis community that embrace the performing arts.

The social sciences, particularly international relations, political science and history, need to find ways—independently as well as co-operatively—to develop an educational experience for young men and women who are going to serve in a wide range of economic and social and political careers both overseas and in the United States.

Field studies and projects in urban life should be tied to every aspect of the Southwestern curriculum as the college seeks new ways to relate itself to its local community, and as its graduates relate themselves to the urban communities where they will later locate.

The college should seek ways to enrich its curriculum by closer collaboration with the other public and private institutions in the Memphis area through the Greater Memphis Consortium.

Southwestern students should have the opportunity to engage in senior honors research.

The summer program of the college should be expanded to meet realistic needs of students, and to encourage the use of the campus by local, state and national groups whose meetings are relevant and pertinent to the aims of the college program.

The college program should press vigorously to provide interdepartmental learning experiences in ecology, electronics, non-Western studies, and the use of discussion methods by both faculty and students.

The college will move forward with plans to make much more optimum use of present physical facilities on campus and adjunct facilities located near the campus.

During the decade space must be developed where from 2000 to 2500 persons can congregate for convocations, religious observances,

**Campus
Facilities**

student activities and public meetings. At the present time the Southwestern student body and friends have no place to convene as a total group to have meetings and to carry on important student functions.

The college needs a center for the performing arts that not only would house the Department of Music, but would offer a home to any metropolitan performing arts group devoted to the symphony, ballet, opera and theatre.

The present dining hall and kitchen facilities are severely burdened. Built originally to handle 400 students, they continue to serve daily over a thousand students and many additional campus functions. New and modern dining facilities must be evolved in the years ahead.

Palmer Hall, constructed in 1925, has served forty-five years as a principal center for administration and academic classrooms. Both the first and second floors are in need of renovation and rearrangement for more efficient use of the space.

A critical need is central air conditioning for the entire campus. Except for the newest buildings, much of the air conditioning is presently done with scores of window units or individual building units that are expensive to operate and maintain. In order to make use of the campus year-round, particularly in the hot summer months, central air conditioning is a requirement.

The college requires an olympic swimming pool, operated the year round. This is no frill. Over a thousand students need the facility for physical education, varsity sports and relaxation. The faculty and their families desperately require such a facility during the summer months. There are special groups on the campus through the year, but particularly in the summer, that need such a facility.

Improved facilities for the Guidance Center, for Admissions and Financial Aid, for campus security and for the growing student population need to be provided. For example, space for 1500 student and faculty lockers are needed. There is a pressing need for lockers and space for town students to congregate and to store their books and belongings.

Master plans are needed, and are in the process of formulation, for future campus buildings, roads, land use, lighting, security and maintenance.

Southwestern is a contemporary college because it has modern objectives. What are these objectives?

To repeat: *The college aims to remain small.* There is much virtue in smallness. Southwestern is a community of mutual interests, a fellowship of students and faculty and staff. In smallness we find the value of personal interaction, personal attention, personal sharing in the learning process. Remaining small permits the college to remain relatively simple and unorganized. (Note that I said unorganized, not disorganized.) There is a place for smallness where learning can be enhanced for the individual with as few rules and regulations and impediments as possible. Liberal education at Southwestern has a quality that cannot exist in a large, impersonal, complex university.

Goals of the College

The college aims to maintain a flexible curriculum. In a contemporary college it is necessary to meld time-tested ideas of the arts and sciences with new ideas that sprout in every direction from the arts, from the sciences, from the professions, from business and industry, from society and politics and economics and education. The base of all courses at Southwestern is rooted in the intellectual soil of western and eastern civilizations. But the courses themselves are never viewed as permanent packages with the same content year after year. The packages must change from time to time to fit the content. Hence, the variety of educational formats at the college: the *Freshman Colloquia*, the small group discussion courses that contain modern interests and ideas and which are led by interdepartmental teams of humanists and scientists; the interdepartmental *Man Course*, that traces the intellectual development of man through the permutations of history, religion and philosophy; the *Directed Inquiry* and *Tutorials* that allow each individual student to study and research topics of personal and scholarly interest in collaboration with faculty colleagues; the *Honors Program* that provide a means and degree recognition for those seniors who deserve to pursue advanced readings and studies in their major fields beyond the requirements for graduation.

The college aims to give students primary responsibility for their own careers as students. For the first time this year students have the opportunity to shape their own degree requirements and to be designers and planners of their own personal and scholarly destinies. This is done in close collaboration with faculty advisers. Each student chooses the component parts of his four-year agenda of studies that later will determine his achievement of the baccalaureate degree at Southwestern.

The college now operates with four divisional arrangements of its curriculum: the humanities, the social sciences, the natural sciences and the communication arts. Each student is expected to select a cer-

tain number of courses from each of these broad summations of man's knowledge, as well as courses comprising his major field of study and his elective fields. Southwestern students, in concert with their faculty advisers, have the refreshing opportunity to discipline themselves by reflecting and making decisions about what they will need to take in order to graduate, in order to pursue advanced graduate studies, or to prepare for careers in law, medicine, teaching, engineering, business, industry or some other aspect of responsible citizenship.

The college aims to serve the students and the college community with a decentralized, responsive and responsible administration.

In answer to a need expressed by the total college community for effective coordination of student affairs, as carried on by the offices of the Dean of Men, Dean of Women, and Dean of Admissions, as well as the personnel dealing with financial aid, counseling, testing, placement, housing, student center, student activities, athletics, housing, health and related activities, the office of Vice President for Student Affairs was established. The Executive Committee moved the appointment of Dr. Julius W. Melton to serve as Vice President for Student Affairs.

The Executive Committee moved to revise the titles of the two existing vice presidents, as follows: Dr. Jameson M. Jones, Vice President for Academic Affairs and Dean of the College; Mr. M. J. Williams, Jr., Vice President for Fiscal Affairs and Treasurer.

The Executive Committee moved to revise the present Development Office into two parallel offices and to revise the appointments of the present director and associate director, as follows:

The Office for Development is established to direct activities concerned with annual fund raising, deferred gifts and capital gifts.

The Executive Committee moved to appoint Mr. A. P. Perkinson, Jr. as Director, Office of Development.

The Office for Institutional Advancement is established to direct activities concerned with alumni affairs, public relations, news bureau, publications (including the college catalogue) and public functions. The Executive Committee moved to appoint Mr. Loyd C. Templeton, Jr. as Director, Office for Institutional Advancement.

Students and parents, faculty and citizens, need daily decision-making, consideration of plans, and solutions to problems. In order to accelerate and improve management of the college, the administration has been organized into five divisions or offices. These are:

Vice President for Academic Affairs and Dean of the College

Vice President for Student Affairs

Vice President for Fiscal Affairs and Treasurer

Director of Development

Director for Institutional Advancement

Under each of these divisions are collected all of the appropriate offices that fit the function of the division.

Under the Vice President for Academic Affairs flow all of the business of the faculty, of instruction, of the library, computer center, Registrar, museum curator, center for continuing education, language laboratory, the music department, the science laboratories, instructional facilities and research.

Under the Vice President for Student Affairs flow all of the business of students, including the Dean of Men, Dean of Women, Dean of Admissions, Director of Student Financial Aid, Guidance and Counseling, testing, medical care and health, physical education and athletics, the student center, housing, placement and student organizations.

Under the Vice President for Financial Affairs flow all of the business of the college, the managers for accounting, for business, for purchasing, for insurance claims, bookstore operations, maintenance of grounds and buildings, security and protection and food services.

Under the Director of Development flows the direction of the various annual fund drives, the solicitation of deferred gifts, the acquisition of capital gifts, the development of federal and government grants and individual gifts.

Under the Director for Institutional Advancement flows the important work of alumni relationships, the organization of alumni chapters across the nation, 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, college publicity, public information, the operation of the news bureau and special programs that are designed to relate the college to its several communities.

The college aims at more efficient use of student time. At present the college operates on a novel three-term system, twelve weeks in the fall, twelve weeks in the winter and spring, and six weeks in the late spring for individual study on or off campus, in local research facilities, or abroad in some six centers, including France, Germany, Austria, Mexico, England and Greece. Student time is important. The college will continue to experiment with ways to use time and space to provide most efficiently and effectively the kind of high quality, undergraduate liberal arts education that is so necessary for the pursuit of advanced studies and professional preparation later on.

The college aims to develop better student autonomy and self-government. The maturity and responsibility of college-aged students today are recognized by society in general, and by local, state and federal governments specifically. Most college youth are legally old enough to vote, old enough to drive automobiles, old enough to

shoulder arms in defense of the country. Millions of men and women who are eighteen to twenty-two years of age work everyday in business and industry, and shoulder responsibilities for their work performance, their personal morality and their living habits. It is appropriate in a contemporary college for the young citizens of this community and of our society at large to take a responsible part in shaping their own daily lives, their own morality, their own behavioral relationships with one another and with their peers. Society no longer looks upon the eighteen to twenty-two year old youth as a child. Neither should the contemporary college. Southwestern students have primary responsibility for their own intellectual and moral fair play. They manage their own student government, the student center, the honor system, the content of student newspapers and literary magazines, the operation and participation in free elections, the organization of public affairs programs for the community, the daily visitation of friends and classmates in residence halls, and participation in the general enterprise of living and learning on and off campus. Over ninety-nine percent of the student body keeps this trust. The students themselves pass judgment on the occasional individual who proves to be unable or unwilling to be a part of the Southwestern community.

The college aims at comprehensive work-study articulation. The education of young men and women takes place both at the college and in the community at large, in formal classrooms and in real life situations in the community. Southwestern and the community are the browsing rooms for original learning, where various patterns of experiences are planned for and with students to combine work and study opportunities.

The college aims to confront students with the mind-expanding and soul-inspiring dignity of original creation in the arts. Each year the college will invite to the campus some individuals or groups who are highly accomplished in the areas of the fine arts, performing arts or communication arts. Last February, 1970, the Hungarian String Quartet was in residence on Southwestern's campus for a full month, exclusively for the education and enjoyment of the student body. On campus was the world's most accomplished quartet of string chamber music virtuosos. It was a tremendous experience for students to rub shoulders with artists who were at the pinnacle of their creative abilities and articulate spokesmen for excellence in the arts.

The college aims to confront all students with the concept of continuing education throughout life. It is no longer wise or intelligent to assume that the education of an individual will end when he or she completes college. Education is something that we do not get over, like measles in childhood.

The Edward J. Meeman Center for Continuing Education at Southwestern is one of the nation's leading centers in urban policy education, rivaled only by those at the University of Chicago, Stanford University, Massachusetts Institute of Technology and Harvard. In collaboration with the Brookings Institution in Washington, D. C., the Edward J. Meeman Center for Continuing Education each year provides a visiting faculty comprised of the nation's best educators and researchers in urbanology. They and the Center staff are working on a long-term basis with local governments in Memphis, West Tennessee, North Mississippi and Northeast Arkansas to help each urban community develop a humanistic set of policies and decisions concerning the futures of these localities. Southwestern students can get a vivid insight into the value of continuing liberal education when they get caught up in the studies and discussions of history, philosophy, social sciences and humanities that undergird the urban policy conferences in the Center program.

Plans are now being formulated to tie the activities of the Center for Continuing Education to the academic program of the college so that students might participate in the programs of the Center for credit. The plans call for establishment of interdepartmental work in urbanology and urban sociology rather than for the establishment of a conventional sociology department.

Southwestern is a contemporary college because it has purpose and because it knows where it is going. The college is 122 years old. It has been located in the urban setting of Memphis since 1925, forty-five years to date.

Some words of Albert Camus perhaps best describe Southwestern At Memphis in 1970. He wrote:

Great ideas, it has been said, come into the world as gently as doves. Perhaps then, if we listen attentively, we shall hear, amid the uproar of empires and nations, a faint flutter of wings, the gentle stirring of life and hope. Some will say that this hope lies in a nation; others, in a man. I believe rather that it is awakened, revived, nourished by millions of solitary individuals whose deeds and works everyday negate frontiers and the crudest implications of history. As a result, there shines forth fleetingly the ever threatened truth that each and every man . . . builds for all.

Southwestern is a college of ideas, nourished by individuals whose deeds and works have built for all.

I invite you to read the subsequent reports prepared by the principal officers of administration of the college. Their reports, and mine, comprise the total annual report for 1969-70.

William L. Bowden

October, 1970

**REPORT OF THE VICE PRESIDENT
FOR ACADEMIC AFFAIRS
AND DEAN OF THE COLLEGE**

Degree Requirements. The faculty endorsed in the Spring of the 1969-70 session a joint recommendation from the Committee on Curriculum and Standards and the Educational Development Committee to revise the general degree requirements. The new program provides that the Freshman Colloquium Program, which, supported by a grant from the Danforth Foundation, has been offered for two years on an experimental basis to a limited number of entering students, be expanded to include the whole of the freshman class. The colloquium is the essential experience in and key to the new program of degree requirements, for it is designed to range broadly across the spectrum of the liberal arts and to effect a more productive relation between students and faculty than our old program for the freshman year was able to do. The colloquium leader is also the academic adviser of the ten students in his group, and it is expected that he will from the beginning of the term discuss with each individual his educational aims and help him design his four-year curriculum.

Aside from the freshman colloquium no specific course or department is stipulated as required of all students. All courses in the curriculum are distributed under four general headings — humanities, natural sciences, social sciences, and arts and communication — and students are simply required to take a certain amount of work in each of the broad areas. This arrangement establishes an equalitarianism among fields, departments, and courses, allowing for healthy competition and great flexibility. On the other hand it leaves open the possibility that a student may graduate without work in a specific department or in a specific course which may through special interest, tradition, or practice be considered essential for *everyone's* education.

As the paragraph above tries to point out, the most important feature of the new program is that it calls for a closer faculty and student relationship and a more effective faculty advisory system than we have been able to mount up to this time. Under the old program students were required to enter specific courses. Under the new program their options will be much wider, the hope being that in exercising more choice the students will take more responsibility. To effect wise choices and coherent four-year programs of study there must be effective communication between students and faculty so that the

former can really know what the possibilities in the curriculum are, what subjects and courses do or can come together for meaningful wholes, and what courses of study can best meet individual student weaknesses and strengths. It is important to note, therefore, that the new administrative division of student affairs complements the new program of degree requirements. While the division of student affairs will mount a comprehensive program of counseling in the Southwestern Counseling Center, the component of academic advising and academic counseling will be given much attention.

The new degree requirements will probably not alter radically long-established enrollment patterns, but there will be changes. For one thing, the new program gives more prominence to the arts than they have had previously. It is expected that over the next decade there will be a marked growth in the visual arts, music and drama, and it is fitting that the music department, which for so many years has occupied Bohlmann Hall, will this year move to the campus proper.

The 1969-70 session marked the second year of the so-called new calendar. Features of the new calendar mentioned in last year's annual report include a short third term of six weeks, which was brought into being primarily to stimulate experimental programs and independent study options. Both the first and second year of the new calendar indicated that a great many students wished to continue taking standard courses rather than to experiment with new programs or independent study, and there was a shortage of opportunities during Term III for such students. This was a major defect of Term III. The students and faculty feel that the short term has offered many advantages to students who wish to experiment and to work on individual projects. The faculty will note this fall whether or not to continue the present calendar beyond the present session or to alter it beginning with the 1971-72 session.

A continuing growth in independent study has occurred since the introduction of the Directed Inquiry Program several years ago. The third term, as mentioned above, and also the summer have offered opportunities for groups as well as individuals to develop experimental programs. During the past session students were in France, Germany and Mexico during Term III. The most ambitious program of foreign study to be launched this session was called Southwestern At Oxford, a program of British studies under the auspices of Southwestern, and occurring at University College, Oxford. The program lasted from June 28 through August 1, 1970, and in subject matter centered on Britain in the Middle Ages. Professor Yerger Clifton, who was largely responsible for getting up the program, directed it and brought it to a

successful conclusion. Five members of the Southwestern faculty accompanied the group of forty students to University College and served as seminar leaders complementing lectures given by eminent British scholars.

A notable educational triumph of the year was the residency of the Hungarian String Quartet at Southwestern. The Quartet was on campus during the month of February, and besides giving five formal concerts, the members **Visiting Artists and Lecturers** made themselves in a variety of ways an important part of our educational program and our life together. It is the hope that the Quartet may be brought back again for the 1971-72 session.

Other notable visitors to the campus included Sir John Rothenstein, former Director of the Tate Gallery in London, who lectured on Turner; the Kefauver Lecturers, Mr. Richard N. Goodwin, former Assistant Special Counsel to President Kennedy and Special Assistant to President Johnson, and General Leonard F. Chapman, Jr., Commandant of the United States Marine Corps and a member of the Joint Chiefs of Staff; and the following Visiting Lecturers to the International Studies Seminar:

Dr. Raymond R. Moore, Institute of International Studies, The University of South Carolina

Dr. Kenneth R. Whiting, Member of the Aerospace Studies Institution and Professor of Eurasian History at the Air University

Mr. Peter Sarros, Director, Venezuelan Affairs, State Department

Dr. Eleanor Lansing Dulles, Member of the Center for Strategic Studies, Georgetown University and the Hoover Institute

Brigadier General Fred P. Haynes, USMC, Special Assistant to the Commandant of the Marine Corps for Legislative Matters

Professor Donald E. Weatherbee, Director of Graduate Studies, Department of International Studies, University of South Carolina

Admiral Colin C. H. Dunlop, MBE, Director of the United Kingdom Naval Staff, British Embassy, Washington, D. C.

Honorable George B. Sherry, Director of West African Affairs

General Sir George Lee, KCB, DSO, MBE, Chairman, British Defense Staff, British Embassy, Washington, D. C.

Professor Ralph Braibanti, James B. Duke Professor of Political Science and Director, Center for Commonwealth Studies, Duke University

Vice-Admiral Herbert Trebesch, Chairman, Defense Staff, Embassy, Federal Republic of West Germany

Major General John B. Chaisson, USMC, Deputy Chief of Staff

Mr. Claus-Jurgen Duesburg, Counselor for Political Affairs, Embassy, Federal Republic of West Germany

Honorable Andrew Berding, Former Assistant Secretary of State

Mr. H. E. Frank H. Corner, New Zealand Ambassador to the United States

Minister-Counselor Vladimir Petrovsky, Special Assistant to the Secretary General of the United Nations

Dr. Edwin M. Wright, Professor Emeritus, Middle Eastern Studies, School for Advanced International Studies, Johns Hopkins University and Visiting Professor of Middle Eastern Studies, Department of International Studies, University of South Carolina

Space does not allow that all significant developments in every department be included in this brief report. The current catalogue lists 20 departments of instruction in which a student may take a major. These departments range over the four categories mentioned in the paragraphs above dealing with degree requirements. **Departmental Reports** The latest to emerge as a major department is the Department of Communication Arts.

The Music Department has for a long time offered a strong major. The expectation is that in the years immediately ahead it will become more and more significant in the general life of the college as music becomes more prominent in the general degree requirements. The department has served the non-music major throughout the years through general elective courses and through musical aggregations, such as the Southwestern Singers, band, ensembles, vocal groups, and student and faculty recitals. The primary emphasis of the Music Department, however, has been on the Bachelor of Music program rather than the Bachelor of Arts program, that is to say, on the professional aspects of music. Present circumstances require a move from Bohlmann Hall to the main Southwestern campus, and temporary quarters have been found for music in Stewart Hall. A committee under the chairmanship of Vice President Julius W. Melton, Jr. worked all summer to lay down long-range objectives for the further development of music. This report will come before the faculty and Board this fall for approval.

Below are listed programs and appearances of the Southwestern Singers and plays produced on campus during the 1969-70 session:

Psalmkonzert—Heinz Werner Zimmerman
Tennessee Music Teachers Association Conference—
Memphis State University (November 8);
Idlewild Presbyterian Church (November 23);
Buntyn Presbyterian Church (December 7).

Winter Vesper Service
Evergreen Presbyterian Church (December 7).

School Concerts
Memphis University School (April 3),
Provine High School, Jackson, Mississippi (April 6),

St. John High School, Gulfport, Mississippi (April 7),
Toulmanville High School, Mobile, Alabama (April 8),
Crestview High School, Crestview, Florida (April 9),
Montgomery Academy, Montgomery, Alabama (April 10).

Church Concerts

First Presbyterian Church, Greenville, Mississippi (April 5),
Metairie Ridge Presbyterian Church, Metairie, Louisiana
(April 6),
Spring Hill Presbyterian Church, Mobile, Alabama (April 7),
First Presbyterian Church, Fort Walton Beach, Florida
(April 8),
First Presbyterian Church, Selma, Alabama (April 9),
Shades Valley Presbyterian Church, Birmingham, Alabama
(April 10),
First Presbyterian Church, Florence, Alabama, (April 12),
Westminster Presbyterian Church, Florence, Alabama
(April 12),
Idlewild Presbyterian Church, Memphis, Tennessee
(April 19),
Evergreen Presbyterian Church, Memphis, Tennessee
(April 19).
International Meeting of the King's Daughters
Tennessee Federated Music Clubs
American Red Cross at the Millington Naval Hospital
Southwestern At Memphis

The Blood Knot, Atholl Fugard, July 17, 1969
Gallows Humor, Jack Richardson, October 27, 28, 1969
Three by Tennessee. Three one-act plays by Tennessee
Williams, November 19, 20, 1969
Feiffer's People, Jules Feiffer, March 13, 14, 1970
Waiting for Godot, Samuel Beckett, March 19, 20, 21, 1970
Endgame, Samuel Beckett, April 23, 24, 25, 1970
Krapp's Last Tape and Play, Samuel Beckett, May 14, 15,
16, 1970
An Evening of Original Short Plays by Playwriting Class
May 19, 20, 1970
Lovers, Brian Friel, May 22, 1970

Discussion Groups

During the year a total of 1,530 registered in the 61 study-discussion groups organized by the staff of the Center. The program offerings ranged from the nationally distributed "Great Books" to such indigenous programs as "Nobel Prize Winners," "Hazards of History," "Modern Religious Prophets" and "Humanistic Psychology."

A combination of study-discussions, films, and drama was presented in cooperation with the Department of Communication Arts under the title, "A Festival of Plays and Films by Samuel Beckett." Included in the productions were *Waiting for Godot*, *Endgame*, *Happy Days*, *Play*, and *Krapp's Last Tape* and the films *Eh*, *Joe*, *Film* and *Act Without Words*. Lively discussions followed each of the film and drama presentations.

A new grouping of participants proved successful when a number of Southwestern students joined the adults from the community in two series of discussions, "The Young Radicals" and "The Future in Fiction."

World Future Society

A local chapter of the World Future Society was organized in the fall and has held monthly meetings under the guidance of Miss May Maury Harding. Faculty members, students, and adults from the community have participated. At the organizational meeting Dr. Gerald Feinberg, Professor of Physics at Columbia University, spoke, and subsequently the group used one of his books, *The Prometheus Project: Long Range Goals for Mankind*, for study and discussion. A questionnaire developed from the *Prometheus Project* by Miss Harding is now being used by Dr. Feinberg with other groups throughout the United States.

Institute for Executive Leadership

The Institute for Executive Leadership, organized in 1955, graduated its fourteenth class of young business executives. Executives from the Buckeye Cellulose Company, the Day Company, Humko, International Harvester, Plough, Inc., Quaker Oats, South Central Bell, and S. C. Toof and Company took part in the program of humanistic studies that extended throughout the academic year.

The Urban Policy Institute

Thirty-five of the city's decision makers took part in twelve day-long seminars that studied the process of setting urban goals; and fifty leaders of Tennessee, Arkansas, and Mississippi joined in projecting a health delivery system for the Mid-South region. The "Goals for Memphis Conference" was partially financed with a grant provided under Title I of the Higher Education Act of 1965, and the "Mid-South Health Conference" was wholly underwritten by a grant from the United States Public Health Service.

1. "Goals for Memphis Conference"

Sets of Goals were prepared by individual participants but perhaps the principal outcome of the goals conference was the realization that implemented goals must become a part of the political process. What resulted, therefore, was a guide for goal setting rather than a neat package of goals. In addition to John Osman of the Brookings Institution, the following visiting specialists helped lead the seminars:

Brian J. L. Berry, Professor of Geography, University of Chicago
Yehezkel Dror, Consultant of the Rand Corporation, on leave from the Hebrew University of Jerusalem
Gerald Feinberg, Professor of Physics, Columbia University
Bertram M. Gross, Director of the Urban Studies Center, Wayne State University

Demetrius Iatridis, Director of Institute of Human Sciences,
Boston College

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

Selma J. Mushkin, The Urban Institute, Washington, D. C.

Wilfred Owen, Senior Fellow, The Brookings Institution

Wilbur Thompson, Professor of Economics, Wayne State Uni-
versity

Melvin Webber, Professor of City and Regional Planning,
University of California (Berkeley)

Warren Ziegler, Director of the Educational Policy Research
Center, Syracuse University

2. "Mid-South Health Conference"

In the final report of the health conference, the health delivery plan recommended by a task force of the conference calls for a system combining a large urban medical center, widely spread community centers in parts of five states of the region, and groups of medical specialists all under a regional health organization. This report promises to be a work of wide-ranging significance. In addition to John Osman of the Brookings Institution, the following visiting specialists addressed the seminar sessions:

Arvil Van Adams, Research Associate, Department of Eco-
nomics, University of Kentucky

Brian J. L. Berry, Professor of Geography, University of Chi-
cago

Cesar Caceres, Chairman, Department of Clinical Engineering,
George Washington University Medical Center

Leonard Duhl, Professor of Urban Social Policy and Public
Health, University of California (Berkeley)

Charles D. Flagle, School of Hygiene and Public Health, The
Johns Hopkins University

William McC. Hiscock, Director, Comprehensive Health Plan-
ning, Regional Planning Council

Demetrius Iatridis, Director, Institute of Human Sciences,
Boston College

James Kimmey, Executive Director, Community Health, Inc.,
New York, N. Y.

William L. Kissick, Professor of Community Medicine, School
of Medicine, University of Pennsylvania

Charles Leven, Director, Institute of Urban and Regional
Studies, Washington University

William H. McBeath, Director, Ohio Valley Regional Medical
Programs

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

Sheldon Novick, Editor, *Environment*

Max Pepper, Department of Community Medicine, St. Louis
University School of Medicine

Anne R. Somers, Research Associate, Industrial Relations Sec-
tions, Princeton University

Warren Ziegler, Director, Center for Policy Research, Syracuse
University

University Lecturers

Three "University Lecturers" addressed gatherings at the Adult Education Center:

Sheldon Hackney, Associate Professor of History, Princeton University, "The South in American History"

Daniel E. Griffiths, Dean of the School of Education, New York University, "Needed: An Educational Revolution in the Seventies"

William L. Hays, Dean of the College of Literature, Science and the Arts, University of Michigan, "The University's Future—If Any"

Miscellaneous

The members of the Adult Education Center's staff made public addresses, served on community committees, and labored for the general good throughout the Mid-South region.

Finally, the Center's history was recorded by Granville D. Davis under the title "Continuing Education as a Catalyst," published in James B. Whipple and Doris S. Chertow, editors, *The University and Community Service: Perspectives for the Seventies*.

Planning for the decade ahead began in the Spring of 1970 with weekly administrative staff conferences which culminated in a three-day meeting in June. In some instances, definite

The Burrow goals were established within fixed limits; other
Library projections call for continued experimentation.

While the library building can easily accommodate a modest increase in the student body, some additional furnishings must be provided and some renovation must be done on the lower floor in order to open the proposed lounge-reading area. Air conditioning for the book stacks, rare book room, and seminar rooms on the fourth floor should have a high priority. Staff salaries must be increased so as to conform to those of like institutions. (This recommendation of the Accrediting Committee of the Southern Association of Colleges and Schools in 1969 has not so far been accomplished.)

With proposed new college emphasis in community relations and added inducements aimed at alumni involvement, the library must seek to provide attractive and stimulating services. It is expected that the library will become increasingly active in local and regional consortia so as to avoid unnecessary duplication and to share expertise. Automated procedures and centralized technical processes may revolutionize some phases of operation and will inevitably result in a shifting of professional responsibilities, but the library will not become an automatic canteen, and personal rapport among students, faculty, and library staff should expand rather than diminish.

Major accomplishments of the year include the largest annual expenditure for books and periodicals (\$65,000 topping that of the previous year by more than \$10,000), more books catalogued than ever before, a definite upswing in reference questions handled, real strides made in the reclassification project, sixty-five new periodical subscriptions added, and a definite increase in the circulation of books from the main collection. The Librarian takes pride in a dedicated and efficient staff whose efforts are reflected in this report.

Gifts

The collection is continuously enriched through the donation of books and memorial contributions. This year has been no exception, and acquisitions of real distinction have come through the generosity of faculty, alumni, and friends too numerous to mention.

Cataloguing

Despite the difficulty of obtaining printed cards from the Library of Congress, the number of books catalogued outstripped the record of any previous year. 5,729 new volumes were added bringing the total holdings of the library to 127,126 catalogued volumes. 6,734 volumes were reclassified from Dewey to the Library of Congress system which tops last year's record by more than 1,300 volumes. As of July 1, 1970, the reclassification of the American and English literature sections is virtually complete. Purchase of printed catalogue cards from a commercial firm in the spring of 1970 promises some relief in the area of uncatalogued materials.

Circulation

An encouraging feature, as revealed from circulation statistics, shows a noticeable increase of some two thousand volumes in the number of two-week books issued. This displays a wider use of the library as a whole as opposed to dependence upon a limited collection of reserve books. It is a healthy sign indeed. The reclassification of the collection brings an added burden to the Circulation Department as it involves the confusion of dealing with two systems and a constant reallocation of stack space. It is to the credit of the department that these problems are being handled efficiently with a minimum of inconvenience to library patrons.

Order Department

It was evident at the close of 1969-70 that, with substantial annual increases in the book budget, the staff assigned to acquisitions could no longer cope with the demands made upon it. The employment of an additional person and the rental of a bookkeeping machine have

effected a marked improvement in the situation. The close of the year finds this department's affairs up-to-date and in excellent order.

Reference-Periodicals

At Southwestern the role of the Reference Librarian is much more than the title implies. In addition to normal reference activity the Reference Librarian serves as readers' advisor, instructor in the use of library resources, handles all details involved in interlibrary loans, and gives general supervision to the periodical collection. It is encouraging to see a substantial increase in the number of questions answered since this reflects an increasing awareness of the importance of the position as an aid to research.

Periodical files are a reference source of the utmost importance, so close liaison between the Reference Librarian and the Periodicals Librarian is mutually advantageous, as is evidenced by the production of a revised list of holdings for a new edition of the *Memphis Area*

*Union List of Serials.
Inventory*

As was predicted last year, of the 531 books listed as missing in the 1969 inventory, 188 have been recovered. The total number missing over a three-year period is now reduced to 343.

Sabbaticals

The following faculty members were on sabbatical leave for one or more terms of the 1969-70 session:

Farris, J. D.	Summer 1970	Study works of 19th century romantic poets and modern writers.
Lyons, H.	Term III (69-70), Term I (70-71)	Research and visits to other laboratories.
McQuiston, J. R.	Term II and Term III (69-70)	Sir P. Sidney's use of arts of persuasive speech (New Arcadia, 1590).
Lacy, L.	Term III (68-69), Term I (69-70)	Study of the problem of "the freedom of the will."
Jones, M. P.	Terms I, II, III, (69-70)	Study of probability theory and stochastic processes—Cornell University

Research and Creative Activity

The Committee on Research and Creative Activity reports that grants have been awarded to 17 faculty members for summer projects:

Batey, R. A.	Welfare and Social Responsibility
Beacham, J. R.	A Research Program in Atomic Spectroscopy

- Benson, D. E. Wealth and Power in Revolutionary Virginia: A Study of the Organization of Revolt 1774-1776
- Conrad, J. Additions to Basic Slide Collection in Anthropology
- Cooper, R. M. Untitled Novel
- Gilliom, R. D. Tunnel Effect
- Lanier, J. C. A Biography of Stuart Chase
- Lunz, E. Research in Medieval Literature
- McLain, M. Philosophical Analysis and Theological Language
- Mally, G. The International Political Spectrum
- Queener, L. Proposed Book: Of Being Empowered: Toward a Theological Psychology
- Selvidge, S. A Cultural Analysis of Over-the-Road Truck Drivers
- Walters, C. F. Self-Realization in Biblical Theory and Existential Psychology
- Williams, B. W. Four Articles:
(1) "The Satiric Function of Military Diction in Thackeray's *Vanity Faire*." *Nineteenth Century Fiction*.
(2) "George Meredith's Prosody," *Victorian Poetry*
(3) "George Meredith's Formal Education," *Victorian Studies*
(4) "George Meredith's Use of the Alps as a Metaphor," *Nineteenth Century Fiction*.
- Witherspoon, J. D. Textbook of Animal Physiology
- Wood, R. C. The Relevancy of the American Comic Tradition to William Faulkner
- Wright, F. M. The Civil War Letters of Corporal John Dubrach British Museum MSS. Sloane 1776 and Egerton 1995.

Jameson M. Jones

October, 1970

REPORT OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

As the fiscal year 1969-70 closed, the Executive Committee of the Board of Trustees announced a change in the administration of student affairs at Southwestern. A Vice Presidency for Student Affairs was created for the oversight and coordination of such functions as admissions, financial aid, the offices of the Deans of Men and Women, student housing, the Student Center, student activities, the athletic program, counseling and placement.

This administrative realignment was one response to a school year which was marked nationwide by campus crises and at Southwestern by clear evidences of malaise, although not by disruptive confrontation. Not only did the students here feel the shock-waves sent out by Cambodia and Kent State, but also they were subjected to personal uncertainties, aggravated by the draft and the social problems of the nation. Discussions among members of the Southwestern community were an evidence of constructive reaction to crisis, however, and provided guidance in reassessing and restructuring the administration of student affairs and the counseling services which the college provides its students. The next year's *Annual Report* will survey these developments.

During the 1968-69 fiscal year there was concern at Southwestern over a possible drop in enrollment. The basis for this concern was twofold. The largest class in Southwestern's history was being graduated, leaving an unusually large hole in the student body; and there were national indices of a population dip in the college freshman bracket and of a trend away from private colleges. These last two factors seemed to forecast a small entering class for 1969. However, by reason of hard work by the Dean of Admissions, Ray M. Allen, and his team and volunteer efforts by others in the faculty and administration, Southwestern was able to move against the trend and enroll its largest entering class in history, 341 freshmen as well as 45 transfer students. With a healthy 90 percent of all students eligible to return coming back to the college in September, the enrollment was 1,040 full-time students, again a record size for the student body. The students residing on campus composed 64.7 percent of the student body, with the remaining 35.3 percent being commuters.

Geographical origins and religious affiliations of students enrolled during 1969-70 were as follows:

	<i>Number</i>	<i>Percent of Total</i>
Alabama.....	63	6.0
Louisiana.....	60	5.8
Mississippi.....	61	5.9
Tennessee (excluding Memphis).....	168	16.1
Memphis.....	350	33.6
Other states and foreign countries.....	338	32.6
	<hr/> 1,040	<hr/> 100.0
Presbyterian.....	385	37.0
Methodist.....	186	17.9
Baptist.....	145	13.9
Episcopal.....	91	8.7
Other.....	233	22.5
	<hr/> 1,040	<hr/> 100.0

A heavier than usual commitment of financial aid was made in 1969-70 due to the large entering class and the continuing efforts of Southwestern to make an education here more readily available to persons of academic promise but limited financial resources. Almost half of the students received some form of financial aid. Analyzed by categories of aid, the financial aid picture for the year was as follows:

Competitive Awards	\$87,570	
Southwestern Scholar Grants.....	52,275	
Grants-in-Aid	74,475	
Other Southwestern Scholarships.....	18,780	
	<hr/>	\$233,100
National Defense Student Loans.....	\$56,650	
Educational Opportunity Grants.....	64,575	
Campus Employment Opportunities.....	65,300	
George F. Baker Scholarships.....	14,950	
College Work-Study Program.....	98,748	
Other Outside Sources.....	76,025	\$376,248
	<hr/>	
Total Financial Assistance Awarded.....		\$609,348

The increasing complexity of financial aid programs and the necessity for active cultivation of sources of aid outside the college made clear the need for appointing an officer specifically to direct this activity. Such a move and the effecting of some kind of division between the responsibilities of admissions and financial aid became priority items for the 1970-71 year.

Toward the end of the year it was decided to formalize the several types of personal counseling available on campus into the Southwestern

Guidance and Counseling Counseling Service. Dr. Frederick Pultz assumed the title of Director. The Service is to be housed in the same quarters as the Presbyterian Guidance Center, which has served both college and high school students for many years, primarily in the area of vocational counseling. Psychological counseling will also now be coordinated through the Center, utilizing the services of faculty members traditionally involved in this type of service to students as well as a new full-time counselor.

The Guidance Center in 1969-70 served 334 high school students from five states through the Presbyterian Guidance Program. A new feature of the work was significant involvement with disadvantaged black high school students in Memphis. It is hoped that this thrust can be maintained in 1970-71, even while the Center's service specifically to college students increases.

The 1969-70 session saw several new faces in the group of persons directing the physical education program for men. The students enjoyed getting to know Coaches Don Lear, Jim Harvey, and Bill Bretherick; and the local press enjoyed equally well featuring them and how they became acquainted with Southwestern's program of sports for men. Over one-fourth of the men enrolled at Southwestern went out for one or more of the nine varsity sports. Basketball once again was extremely popular on campus, and the team, trying to match its own stellar performance of the previous year, built a record of 15 wins and 8 losses. Tennis and track also turned in winning seasons; but according to Director of Athletics, Bill Maybry, the season was one of the most enjoyable in his memory, win or lose.

Miss Camille Deaderick, Director of Physical Education for Women, had her hopes kindled for a vastly improved program by the start of construction on the Ruth Sherman Hyde Memorial Gymnasium wing. There was good participation in women's intramurals once again, and the women's dance group, directed by Mrs. Joye Cobb, gained favorable attention through twenty-five performances in the city.

Southwestern is highly favored by being a small, relatively congenial and open college community. In a day when the words "college students" evoke a reaction of dread among many older persons, Southwestern is still a place in which the older and younger academic citizens support each other's needs and listen to each other's opinions. One cannot foretell the character of a college from one year to the next. By defini-

tion a college is a place of change, of questioning, of growth; and many new faces replace the departing seniors each session.

If its traditions and the demonstrated good quality and sense of its students, faculty, and staff are any indications, Southwestern's future is bright. With sensitive attention to its problems and a desire to express in practical ways the love its Christian heritage proclaims, the college should be able to point to the community life of its students as one of its major strengths.

Julius W. Melton, Jr.

October, 1970

ANNUAL REPORT OF THE DIRECTOR FOR INSTITUTIONAL ADVANCEMENT

The Department for Institutional Advancement of the college was created upon recommendation of the President, and established by the Executive Committee of the Board of Trustees of Southwestern At Memphis in July, 1970. This department is responsible for the coordination of Alumni Affairs, Public Relations, Public Information and News Bureau, certain college activities, and all publications of the college. Although the Department for Institutional Advancement was established after the close of the fiscal year ended June 30, 1970, this report summarizes developments in the areas listed above during the 1969-70 college year.

Efforts to interest and involve Southwestern alumni in the life of the college were increased with the full support and cooperation of the Executive Council of the Southwestern Alumni Association. Of special interest was the adoption of a plan for national organization of the Southwestern At Memphis Alumni Association which provides for the establishing of active alumni chapters in areas where numbers of Southwestern alumni reside. Regional chairmen will be invited to membership on the National Alumni Board to meet at least annually with the Executive Council. As a start towards implementing this plan, active chapters have been established in Nashville, Chattanooga, Knoxville, Atlanta, Chicago, Washington, New York, Mobile, Little Rock, and Jackson, Mississippi. Alumni meetings were also held in Jackson, Tennessee, St. Petersburg, Houston, Shreveport, and New Orleans preparatory to establishing chapters in these cities.

On October 25, 1969, approximately 300 Southwestern alumni returned to the campus for Homecoming. The day's activity began with a special college preview for high school age sons and daughters of Southwestern alumni. Discussions on various aspects of college life were directed by members of the administration, faculty, and student leaders. The program was enthusiastically received and was coordinated by Mrs. David Simpson (Beth LeMaster), Mrs. Arthur Birge (Jeannette Hollenberg), and Dr. Julius W. Melton, Jr., Vice President for Student Affairs. Alumni joined students and other members of the college community for luncheon on the open concourse of Frazier Jelke Science Center preceding the Homecoming game with the University of the South. Immediately following the game, alumni and friends were guests of the college at an open house held in the new Science Center complex.

Perhaps the outstanding alumni event of the year was Alumni Day held April 25, 1970. It was on this occasion that Dr. William L. Bowden met with a full convocation of the Southwestern Alumni Association for the first time as President of the College. Highlights of the Alumni Day program was the President's dinner held at the Holiday Inn, Southeast. Approximately 250 Southwestern alumni attended and joined in welcoming Dr. and Mrs. Bowden to the college.

Other highlights of Alumni Day included the Southwestern Today program with introductory remarks by Mr. Robert D. McCallum, Chairman of Southwestern's Board of Trustees, President Bowden, Dean Jameson M. Jones and Mr. Charles McNeal, president of Southwestern's Student Government Association. The opening session was followed by discussion groups on current campus affairs led by members of the faculty, administration, and student body.

Class reunion parties were held on Friday evening for the graduating classes of 1960, 1955, 1950 and 1945.

Elected officers and members of the Executive Council of the Southwestern Alumni Association for the year 1969-70 are as follows:

John B. Maxwell, Jr., '57.....	President
James D. Collier, Jr., '43.....	President-Elect
Marilyn Mitchell Wray, '54.....	Secretary
Beth LeMaster Simpson, '58.....	Member
Hamilton Smythe III, '52.....	Member
Walker L. Wellford III, '59.....	Member
Harry Hill (deceased), '41.....	Member

The major college news of the year was the announcement of Dr. William L. Bowden as the seventeenth president of Southwestern

Public Relations At Memphis. This announcement was publicized widely in all local media as well as in national publications distributed to colleges and universities, and in publications of the Presbyterian Church.

Following Dr. Bowden's arrival on campus, plans were implemented to introduce our new president to all alumni in the greater Memphis area; presbyteries of the four cooperating Synods; the President's Council, an organization of about 200 outstanding Memphis businessmen; and to various civic and church groups in Memphis.

The *Southwestern News*, under the editorship of Mrs. Arthur Birge, received favorable comment both for its expanded format and for its content. Published quarterly and mailed to all Southwestern alumni at college expense, the *Southwestern News* serves to keep alumni informed of activities and achievements of Southwestern alumni as well as of current happenings on campus.

The residency of the Hungarian String Quartet during the month of February, 1970, generated publicity for the college and brought capacity crowds to the campus for each weekly concert.

For the first time, Southwestern basketball games were broadcast live over radio. A project of the Executive Council of the Southwestern Alumni Association, it was felt that these broadcasts would not only be of interest to Southwestern alumni, but would help build general awareness of the college and its athletic program.

News concerning student activities, honors, and other achievements was distributed locally and to the students' hometown newspapers.

In addition to fund-raising literature, informative mailings on programs and activities of the college were sent to alumni and to members of the Memphis community.

Recruiting advertising appeared in educational supplements of various metropolitan newspapers and in selected scholastic and Presbyterian publications.

Southwestern continued to supply speakers for various civic groups as well as to furnish ministers for numerous pulpits in the Mid-South area.

Overall, the public relations program included publicity, publications of the college and mailings, as well as all meetings between representatives of the college and the public.

For the first time at Southwestern, all publications of the college, ranging from a program for a single occasion to the annual catalogue, were coordinated under one publications program.

Publications This one source, professional supervision resulted in more effective communication and general promotion of the college.

A partial list of publications produced within the 1969-70 year includes the following:

1. New recruiting literature used by the Admissions Office, including brochures on the Educational Program, Life on Campus, and Financial Aid, (awarded a Pyramid Award certificate by the Advertising Club of Memphis).
2. Posters and programs for the annual spring tour of the Southwestern Singers.
3. Poster and brochure for the Southwestern At Oxford Program.
4. All mailings for the 1969-70 Annual Fund and the final report on the campaign.
5. Brochure for residency of the Hungarian String Quartet.
6. Quarterly issues of the *Southwestern News*.

Alumni Affairs

Southwestern alumni are important members of the college family in many ways: as public spokesmen for the college, as a source of information and assistance in recruiting qualified high school students, and, of course, as a vital financial resource. A priority assignment for the Office of Institutional Advancement in the coming year will be to find more effective ways to interest and involve Southwestern alumni in the on-going life of the college. Some current considerations are:

- (1) Combining Alumni Day with Homecoming activities, concentrating on one major event of this kind. (This will take place for the first time this fall on November 7, 1970.)
- (2) Inviting students to participate in alumni meetings, out of town as well as in Memphis.
- (3) Offering educational courses of special interest to alumni, either through the Center for Continuing Education or through other departments of the college.
- (4) Keeping alumni in closer touch with developments on campus through the *Southwestern News* and informative mailings.

Public Relations

To improve communication, rapport and understanding with its various constituencies, Southwestern must continue to strengthen its program of public relations. The following are some areas we will want to work in during the coming year:

- (1) Meet with the faculty and students to explain our public relations program, stressing the important role they play in keeping this office informed of campus news and events.
- (2) Revise and maintain up-to-date student activity records and keep students' hometown newspapers better informed of student news and activities on campus.
- (3) Develop seminars or workshops of particular interest to church, civic and other interest groups.
- (4) Seek closer contact with Memphis business leaders through the President's Council, luncheons on campus with the President, etc.
- (5) Renew interest in the Sponsors of Southwestern program and other church groups associated with the cooperating Synods.

Publications

The publications of Southwestern are the main source of communication between the college and persons outside the college community. We depend heavily upon publications to help recruit students, solicit funds, encourage attendance at events on campus, maintain alumni interest, and introduce Southwestern to foundations and other groups who are unaware of the programs and accomplishments of the

college. Recommendations for strengthening Southwestern's publications program are as follows:

- (1) Develop a brochure on the Frazier Jelke Science Center complex and the departments of natural science as soon as possible.
- (2) Study new catalogue techniques to see how we might make the new catalogue more effective.
- (3) Develop a full illustrative brochure on Southwestern: its history, tradition, programs, campus, facilities, etc.
- (4) Involve students in certain mailings and in issues of the *Southwestern News*.
- (5) Produce a new campus map and fact folder for general distribution.
- (6) Consider revising or supplementing the current alumni directory to incorporate changes of address and the listing of students who have graduated since the *Directory* was published in 1968.

Since successful alumni relations, public relations, and an effective publications program are vital to the development of financial resources for the college, the Director for Institutional Advancement and the Director of Development will coordinate plans and program implementation in the coming year, working towards the same institutional goals.

Loyd C. Templeton, Jr.

October, 1970

REPORT OF THE DIRECTOR OF DEVELOPMENT

During the 1969-70 fiscal year, the responsibilities of the Development Office were divided into two parts, Institutional Advancement and Development, each under a director. I am pleased to furnish you my first report as Director of Development covering the 1969-70 activities in the development areas of Annual Giving, Deferred Giving, and Capital Giving.

Beginning with the 1968-69 fiscal year, the Development Office established certain fund-raising priorities under which it operated during 1969-70. First priority, the Annual Fund, including the establishment of necessary internal procedures, campaign structures, and a program to re-educate our constituencies to the need for annual giving after a three-year lapse of time without an annual fund; second priority, the establishment of a Deferred Gift Program; third priority, Capital Funds solicitation seeking resources for endowment of academic programs, buildings or unrestricted endowment. Most work with foundations fall under this third priority.

The Annual Fund was divided into six divisions, each of which constituted a smaller campaign within itself: Board of Trustees; Faculty and Staff; Parents; Alumni; Memphis Community; and grouped together, National Corporations and Foundations. The Board of Trustees, Faculty and Staff and Parents campaigns relied almost exclusively on direct mail as their means of solicitation. The Alumni Loyalty Fund and the Memphis Community Campaign relied on a combination of direct mail and personal visits, with the Alumni Loyalty Fund using the additional tool of telephone campaigns. The National Corporation and Foundation effort relied almost exclusively on personal visits, during which a written proposal was often presented.

The following chart briefly outlines the results of the Annual Fund efforts in 1964-65, 1968-69 and 1969-70. It should be noted that the 1968-69 totals included approximately \$104,000 in payments on pledges made during the capital campaign conducted 1965-68.

Category	1964-65		1968-69**		1969-70	
	Donors	Amount	Donors	Amount	Donors	Amount
Board of Trustees	13	\$ 5,248.00	41	\$ 91,591.25	40	\$ 46,872.96
Faculty & Staff	6	1,038.69	87	11,102.32	112	14,286.10
Parents	*	*	72	7,530.00	163	8,730.00
Alumni	1,390	33,932.74	1,068	48,456.61	1,720	51,875.00
Memphis Community	494	89,028.20	171	96,371.72	206	68,455.50
Nat'l Corp. & Fdns.	20	18,190.00	40	48,162.15	38	29,747.91
TOTALS:	1,923	\$147,437.63	1,479	\$303,214.05	2,279	\$219,967.47
Challenge Gift granted Alumni L. F.						+20,000.00
						\$239,967.47

*Included in Memphis Community Totals

**Payments on pledges made to the 1965-68 Capital Campaign are included in these totals, amounting to \$104,170.82 for the year.

The Alumni Loyalty Fund and the Memphis Community Campaign required most of the time devoted to the annual fund effort. The broadening of the base of support in both of these divisions indicates the additional time was well spent.

Although the total gifts and pledges to the 1969-70 Annual Fund did not meet the college's need, the Development Office was encouraged by the increase in donors from 1,479 for the previous year to 2,279 for 1969-70, a growth of more than 54% during a year when the economic outlook was somewhat unfavorable. We believe this portends good things for the future.

As a part of the long-range planning process which was begun by the President during the spring of 1970, five-year plans and goals were established for the entire Annual Fund (\$500,000 by 1974-75), with particular emphasis on the Alumni Loyalty Fund and the Memphis Community Campaign. During the next fiscal year, comparable attention will be devoted to the division of National Corporations and Foundations.

Perhaps the highlight of the 1969-70 Annual Fund effort was the issuance of a challenge gift to the alumni, under the terms of which a gift from an alumnus to the Alumni Loyalty Fund between April 15 and June 30, 1970, would earn a \$50 bonus, up to a total bonus of \$20,000. Thus, to meet the challenge, 400 gifts were needed during the last two and one-half months of the campaign. More than 600 gifts were received during that period.

Special mention should be made of the dedicated and effective volunteer assistance rendered during the campaign. W. Neely Mallory served as general chairman of the Annual Fund and as chairman of the Memphis Community Campaign. Other division chairmen working with Mr. Mallory were: E. B. LeMaster, Board of Trustees; Dr. Fred W. Neal, Faculty and Staff; Belin V. Bodie, Parents; Ray U. Tanner, chairman, and William B. Allen, co-chairman, Alumni Loyalty Fund. We are also grateful to Mrs. David K. Wilson, Chairman of the Board of Trustees Committee on Development and Institutional Planning, to Robert D. McCallum, Chairman of the Board of Trustees, and to President William L. Bowden for their enthusiastic assistance.

In addition to the Annual Fund, the college receives gifts each year from the four cooperating Synods and from numerous other friends. During 1969-70 gifts from all sources for all purposes totaled more than \$590,000, money vital to the life of Southwestern.

For quite a few years the college has sought bequests with varying degrees of intensity and success, and has solicited and obtained a few life-income contracts and charitable gift annuities. However, for the first time, a formal deferred gift program was established at Southwestern during the 1969-70 year.

**Deferred
Gifts**

Under the chairmanship of Trustee Sidney A. Stewart, Jr., an Advisory Committee on Deferred Gifts was established and a two-year direct mail campaign, using professionally prepared booklets, was started. A film strip and display materials were purchased for use by the Development Office in group or individual presentations.

The changes in the federal tax regulations pertaining to deferred gifts which were brought about in the Tax Reform Act of 1969 have not, as of this report, been translated into Treasury regulations. The implementation of the program on a large scale must await completion of Treasury regulations and the subsequent up-dating of all materials in keeping with these new regulations.

The Development Office believes that deferred gifts will be the single largest source of capital and unrestricted gifts for Southwestern in future years.

In the area of capital gifts, during 1969-70, preliminary work was begun toward determining capital needs for the 1970's, which needs will be translated into goals for one or more capital campaigns during the decade. In response to a directive from the President, the various departments of the college began preparation of "shopping lists" outlining their needs for programs, physical space and permanent capital resources. Working together, the President and the Development Office have begun the lengthy process of actively cultivating new corporate, foundation and individual friends whose help and support will be vital to the success of the capital campaigns of the 70's.

**Capital
Gifts**

In the administrative reorganization which took place during the spring of 1970, the additional area of government grants was placed under the Director of Development. Working closely with the President and the Vice President for Fiscal Affairs, a program of work in this area will be developed during the coming year.

Although numerous steps were taken in the Development Office during the past year to improve efficiency, one project deserves special mention. We completed the transfer of our Alumni Loyalty Fund campaign records to electronic data processing. Ultimately, all Development Office records will be converted to data cards, but the

alumni campaign was chosen first because it represents the largest of our constituencies. A great deal of time and effort was devoted to this project by the entire staff, and its completion is a source of great pride and satisfaction to all of us.

Let me take this opportunity to publicly express appreciation to a most cooperative, intelligent and thoughtful staff: Mrs. Jack P. Adamo, Mrs. S. P. Laster and Mrs. Mary Ann Vollmer.

Although the Development Office and the Institutional Advancement Office are now separate functions in the administrative organization of the college, Loyd Templeton and I will continue to work closely and coordinate our efforts, realizing as we do that effective fund-raising requires good alumni relations, good public relations in general, and outstanding printed materials.

A. P. Perkinson, Jr.

October, 1970

ANNUAL REPORT OF THE VICE PRESIDENT
FOR FISCAL AFFAIRS
AND TREASURER OF THE COLLEGE

The following reports represent the operations for the year ended June 30, 1970. These reports consist of a condensed balance sheet, a condensed statement of income and expense, together with a copy of the audit report of Ernst & Ernst, Certified Public Accountants.

In the area of financial responsibility, 1970 to 1980 will be an extremely important decade in the life of Southwestern. Maintenance of high academic standards, quality of program, and retention of qualified personnel are goals. Together with the operation of new buildings that have gone up on the campus, meeting these goals will continue to place additional burden and strain on budgets.

The administration will continue to look very closely at the three main sources of income. These three categories are tuition and fees, gifts and grants, including church benevolences, and earnings from the endowment. In long-range financial planning the administration already has begun to tackle the matter of tuitions, and they must be increased where it is necessary for the financial strength of the college. Giving by alumni and friends to operating income is an extremely important factor in the life of the college. This area is a province of the Office of Development. (The long-range goals of this college division are published in a previous section.) The Office of Development also directs all college personnel in a program to obtain endowment gifts. From a financial standpoint, increasing endowment is the primary means by which financial stability for the college budget will be found. The immediate need is for ten million dollars in endowment, and an increase in endowment funds of approximately two million dollars per year over the next decade.

In financial planning, all personnel continue efforts to achieve cost-reduction and to search for new avenues for efficient use of scarce dollars. The college administration and faculty are keenly aware of the sacrifices that have been made by persons who give to Southwestern. All personnel are endeavoring to be good stewards of these gifts.

M. J. Williams, Jr.

October, 1970

CONDENSED BALANCE SHEET

June 30, 1970

ASSETS

Current Funds:

Cash.....		\$	375,747	
Accounts & Notes Receivable				
Current.....	\$	8,486		
Due from Other Funds.....		16,175	24,661	
			<u> </u>	
Investments:				
Common Stocks—Cost.....		69,275		
Bond & Interest Sinking Fund				
Accounts:				
Federal Student Aid Funds.....		322,813		
Inventories.....		33,007	425,095	\$ 825,503
			<u> </u>	

Plant Funds:

Cash.....		97,188		
Due from Other Funds.....		75,146		
Investments.....		23,351		
Land.....		169,580		
Buildings.....		12,373,083		
Furniture, Fixtures & Equipment.....		608,975		
Library Books.....		490,000		
Athletic Facilities				
(Tennis Courts, Football				
Field, Track, Stands).....		94,000		
Roads, Walks, Parking Facilities.....		30,656	\$13,961,979	
			<u> </u>	

Endowment Funds:

Cash.....		4,413		
Investments:				
Unrestricted.....	5,137,970			
Restricted				
Scholarships.....	863,596			
Annuities.....	563,233			
Adult Education Center.....	550,000	7,114,799	\$ 7,119,212	
			<u> </u>	
TOTAL ASSETS.....				\$21,906,694

CONDENSED BALANCE SHEET

June 30, 1970

LIABILITIES

General Funds:

Accounts Payable.....	\$ 78,057		
Advance Deposits by Students.....	133,630		
Other Reserves.....	390,397		
Fund Balance.....	(458,349)	\$	143,735
<i>Reserve Funds—Restricted:</i>			
Federal Student Aid Funds.....	\$ 322,813		
Fund Balances.....	358,955	681,768	\$ 825,503

Plant Fund:

<i>Long Term Debt:</i>			
President's Home—Payable			
\$2,000 per year, 4% interest.....		14,000	
Dormitory Bonds of 1960—3½% payable serially to year 2000.....		524,000	
Dormitory Bonds of 1964—3½% payable serially to year 2004.....		564,000	
Fund Balances.....		<u>12,859,979</u>	\$13,961,979

Endowment Fund:

Due to Other Funds.....		20,389	
Adult Education Center.....		550,000	
Annuities.....		563,233	
Fund Balance.....		<u>5,985,581</u>	\$ 7,119,212
TOTAL LIABILITIES & FUNDS.....			\$21,906,694

INCOME AND EXPENSE

For Years Ended June 30, 1969

and June 30, 1970

(All Figures in Thousands of Dollars)

INCOME

	1969	1970
Tuition and Fees.....	\$1,555	\$1,697
Endowment Income	317	425
Residence Halls, Dining Halls, & Bookstore.....	576	668
Interest.....	68	39
Church.....	197	186
Southwestern's Continuing Challenge.....	382	195
Other Income—Gifts for Buildings, Contracts, Grants, Loan Funds, etc.....	958	568
From Reserves	341	528
	<u>\$4,394</u>	<u>\$4,306</u>

EXPENSE

Instructional.....	\$1,596	\$1,680
Scholarships and Grants-in-Aid.....	385	468
Physical Plants and Grounds.....	558	206
General Administrative	521	519
Auxiliary Operations—Dining Halls, Residence Halls, etc.....	746	770
Other.....	588	663
	<u>\$4,394</u>	<u>\$4,306</u>

CONDENSED STATEMENT

Income and Expense

June 30, 1970

INCOME:

Tuition.....	\$1,510,628		
Special Fees.....	186,140	\$1,696,768	
Endowment Income—Net.....	\$ 425,273		
Residence Halls, Dining Halls, Bookstore.....	668,418		
Interest on Bank Accounts.....	39,197		
Other College Activities & Departmental Income.....	537,776		
Miscellaneous.....	29,681	\$1,700,345	\$3,397,113

EXPENSE:

Instructional.....	\$1,680,495		
Scholarships & Grants-in-Aid.....	467,771		
Physical Plant & Grounds.....	206,465		
General & Administrative.....	518,387		
Auxiliary Operations.....	769,876		
Other College Activities & Departmental Expense.....	662,777	\$4,305,771	
Operating Deficit.....			\$ (908,658)

CONTRIBUTIONS:

<i>Benevolences—Cooperating Synods:</i>			
Alabama.....	\$ 21,386		
Louisiana.....	30,833		
Mississippi.....	10,047		
Tennessee.....	78,679	\$ 140,945	
Evergreen Presbyterian Church, Memphis, The W. J. Millard Chair....	\$ 7,700		
Idlewild Presbyterian Church, Memphis, The T. K. Young Chair....	9,000		
Second Presbyterian Church, Memphis, The A. B. Curry Chair.....	19,029		
First Presbyterian Church, Florence, Ala., The D. W. Hollingsworth Chair.	4,000		
First Presbyterian Church, Greenville, Mississippi, Chair.....	2,000		
Wesminster Presbyterian Church, Nashville, Tennessee, Chair.....	3,600	\$ 45,329	
Southwestern's Continuing Challenge...		\$ 195,140	\$ 381,314
NET DEFICIT FOR YEAR.....			\$ (527,344)

APPENDIX

RESIGNATIONS

Lewis N. Amis, *Assistant Professor of Economics and Business Administration*
Harvey Stuart Irlen, *Assistant Professor of English*
Thomas M. Lowry, Jr., *Professor of History and Government*
Michael Ashley Rotenberg, *Associate Professor of Mathematics*
Paul C. Shaw, *Assistant Professor of Political Science*

ASSIGNMENT COMPLETED

Babette M. Becker, *Visiting Professor in Oriental Studies (part-time)*
Horst R. Dinkelacker, *Assistant Professor of German*
Gernot Franz Dworschak, *Visiting Lecturer in German*

RETIREMENT

Marie Meek, *Instructor in French....*

ON SABBATICAL LEAVE 1970-71

Jack Randolph Conrad, *Professor of Anthropology (Terms II and III)*
Helmuth M. Gilow, *Professor of Chemistry (Terms II and III, 1970-71 and Term I 1971-72)*
James W. Jobs, Jr., *Associate Professor of Philosophy (Terms II and III)*
Harold Lyons, *Professor of Chemistry (Term I)*
Donald W. Tucker, *Associate Professor of Spanish (Terms II and III)*

ON LEAVE 1970-71

Sidney D. Selvidge, Jr., *Instructor in Anthropology*
Charles O. Warren, Jr., *Associate Professor of Biology*

PROMOTIONS

Johanna E. Behrendt to *Associate Professor of German*
Miriam E. Buckman to *Assistant Professor of Anthropology*
Mary Ross Burkhart to *Assistant Professor of English*
Helmuth M. Gilow to *Professor of Chemistry*
Douglas W. Hatfield to *Associate Professor of History*
David H. Likes to *Professor of International Studies*
Gerhard Mally to *Associate Professor of Political Science*
William C. Nemitz to *Professor of Mathematics*
John L. Streete to *Associate Professor of Physics*
Franklin M. Wright to *Professor of History*

APPOINTMENTS

(1970-71 Session)

William L. Daniels, *Associate Professor of English*
Bennie F. Elrod, *Instructor in Art (part-time)*
Sister Adrian Marie Hofstetter, *Visiting Research Professor in Biology*
Michael P. Kirby, *Instructor in Political Science*
Donald J. Moore, *Instructor in Piano*
Robert G. Mortimer, *Assistant Professor of Chemistry*
Mrs. Rose Link Mosby, *Assistant Professor of Spanish*
Mrs. Frances H. Redmond, *Associate Director, Counseling Service*
Mrs. Betty M. Ruffin, *Instructor in Communication Arts*
Edward B. Scrimger, Jr., *Assistant Professor of Mathematics*
Max E. Stanton, *Instructor in Anthropology*
Wilmer A. Sweetser, *Assistant Professor of Political Science*
Robert H. Woodworth, *Visiting Professor in Biology (Term III)*

STUDENT GOVERNMENT ASSOCIATION

Session 1969-1970

President.....Michael David Patton, Fort Worth, Texas
Secretary.....Ann Elizabeth Barber, Florence, Ala.
Treasurer.....Elizabeth Jane Lazear, Pine Bluff, Ark.

Commissioners:

Athletics.....Ronald Duane Register, Millington, Tenn.
Education.....Bruce Robert Lindsey, Little Rock, Ark.
Elections.....James Michael Storey, Little Rock, Ark.
Intercollegiate Relations.....Samuel Bruce Levine, Huntsville, Ala.
Publications.....Carey Bradford Green, Mobile, Ala.
Religious Activities.....Charles William McNeal, Walnut Ridge, Ark.
Social Activities.....William Camp Matthews, Jr., Charlotte, N. C.
Student Welfare.....Morgan Carrington Fowler, Memphis
William Bryan Jones, Little Rock, Ark.

Appointed Commissioners:

Academic Affairs.....Sonya Chu, Forrest City, Ark.
James Lee Jackson, Fairfax, Va.
Fine Arts.....Mary Elizabeth Marr, Dallas, Texas
Free University.....James Albert Pickard, Jr., Mayfield, Ky.
Deborah Mary Sale, Piggott, Ark.
Human Relations.....Ronald Duane Register, Millington, Tenn.
Samuel Bruce Levine, Huntsville, Ala.
Julian Taylor Bolton, Chicago, Ill.
Undergraduate Men.....Joseph Michael Ripski, Millington, Tenn.
Undergraduate Women.....Patricia Sue Carter, Milan, Tenn.
Constitutional Committee...Carole Louise Bandy, Nashville, Tenn., *Chairman*
Finance Committee.....Thomas Carlton Marshall, Memphis, *Chairman*
Elizabeth Jane Lazear, Pine Bluff, Ark.
Henry Hadley Hury, Jr., Memphis
Student Cooperative.....James Carter Dobbins, Germantown, Tenn. *President*

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Morgan Carrington Fowler.....Memphis
Anne Gilliam Hord.....Hattiesburg, Miss.
Samuel Preston Marshall III.....Lakeland, Fla.
Michael David Patton.....Fort Worth, Texas
John Howard Rone.....Clarksdale, Miss.
Susan Lynn Schaeffer.....Memphis
William Miller Short.....Franklin, Tenn.

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Session 1969-1970

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 Vice President.....Rosemary Wood, Nashville, Tenn.
 Secretary.....Kittie Ligon Johnson, Chattanooga, Tenn.
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 Emily Susan Scarbrough.....McKenzie, Tenn.
 Michael David Patton.....Fort Worth, Texas
 Daniel Bruce Hatzenbuehler.....Dallas, Texas
 John Jefferson Carter.....Florence, Ala.
 Thomas Claude Stayton.....Hammond, La.
 Ann Elizabeth Gotschall.....Covington, La.
 Carol Ann MacCurdy.....Baton Rouge, La.
 Russell Alan Davis.....Clinton, Miss.
 Ralph Wayne Herbert, Jr.....Jackson, Miss.
 Anne Elizabeth Brantley.....Montgomery, Ala.

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 Carol Ann MacCurdy.....Baton Rouge, La.
 Anne Wallace Bramlette.....Chamblee, Ga.
 Robert McTyeire Tigert.....Nashville, Tenn.
 Samuel Preston Marshall III.....Lakeland, Fla.
 Robert Prince Doolittle.....Florence, Ala.
 William Bryan Jones.....Little Rock, Ark.
 Charles Madison Durham.....Hot Springs, Ark.
 Charles Edgar Hart.....Mobile, Ala.
 Mary Lou McCloskey.....New Orleans, La.
 Dorothy Deane Smith.....Little Rock, Ark.
 Lynda Carol Campbell.....Memphis

CLASS PRESIDENTS

Session 1969-1970

Senior Class.....Michael Albert Kelley, APO, New York
 Junior Class.....Marcia Jeanine Swett, Memphis
 Sophomore Class.....John Hunt Rutledge, Humboldt, Tenn.
 Freshman Class.....Floyd Clark Williams, Jr., Dallas, Texas

