

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

March 17-18, 1971

The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Directors Room, Palmer Hall, on the campus, at 2:00 P.M. on Wednesday, March 17, 1971.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by the Reverend Dan F. Goodwin, Jr.

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

ALABAMA

William H. Mitchell

LOUISIANA

William C. Rasberry

Mrs. Lee D. McLean

Rene deVisme Williamson

Dan F. Goodwin, Jr.

MISSISSIPPI

Park H. Moore, Jr.

Mrs. Frank M. Mitchener, Jr.

John H. Bryan

Orrick Metcalfe

TENNESSEE

John W. Wade

Mrs. David K. Wilson

Ross M. Lynn

Robert D. McCallum

William H. Dale

Term expiring in 1971

W. Neely Mallory

Term expiring in 1972

L. Palmer Brown

Edward B. LeMaster

W.J. Millard

A.V. Pritchatt

Henry C. Watkins

Term expiring in 1973

Walter P. Armstrong, Jr.

Jefferson Davis

Term expiring in 1974

Stanley J. Buckman

S. Shepherd Tate

Russel S. Wilkinson

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, A. P. Perkinson, Jr., Director of Development, and Mrs. James W. Hall, Secretary to the President, were present by invitation.

Absent members were Belin V. Bodie, Mrs. Henry C. Collins, Sterling J. Edwards, Jr., Kenneth G. Phifer, John H. Stennis, David H. Edington, Jr., John B. Ricker, Jr., Sidney A. Stewart, Jr., Norfleet Turner, Edmund Orgill, and Wayne W. Pyeatt.

Upon motion duly made and seconded, the minutes of the meeting of the Board of Trustees held on October 14-15, 1970, a copy of which was sent to all members of the Board, were approved.

Upon motion duly made and seconded, the minutes of the meetings of the Executive Committee held November 16 and December 21, 1970, and January 18 and February 15, 1971, copies of which were sent to all members of the Board, were approved.

The Chairman called upon President Bowden to make his report. Although President Bowden stated that his report was only for six months and was an interim report, his report evidenced that he had been quite busy in many fields of activity on behalf of the college. (See Attachment A)

The Chairman announced for information the personnel of the Board committees to serve through the March 1971 meeting of the Board. (See Attachment B)

The meeting recessed at 2:45 P.M. to permit the Board committees to meet. Each committee was requested to have reports ready for presentation to the Board at its meeting on Thursday, March 18, 1971, at 9:00 A.M.

The Board members attended the dedication ceremony of the Ruth Sherman Hyde Memorial Women's Gymnasium, which began at 4:30 P.M. After the ceremony students conducted tours through the facilities.

The Board of Trustees resumed its meeting on Thursday, March 18, 1971, 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 the Reverend Park H. Moore, Jr.

The Secretary recorded the following members present:

ALABAMA

William H. Mitchell

LOUISIANA

William C. Rasberry

Mrs. Lee D. McLean

Rene deVisme Williamson

Dan F. Goodwin, Jr.

MISSISSIPPI

Park H. Moore, Jr.

Mrs. Frank M. Mitchener, Jr.

John H. Bryan

Orrick Metcalfe

TENNESSEE

John W. Wade

Mrs. David K. Wilson

Ross M. Lynn

Robert D. McCallum

William H. Dale

Term expiring in 1971

Sidney A. Stewart, Jr.

Term expiring in 1972

L. Palmer Brown

Edward B. LeMaster

W.J. Millard

A.V. Pritchard

Henry C. Watkins

Term expiring in 1973

Walter P. Armstrong, Jr.

Jefferson Davis

Term expiring in 1974

Stanley J. Buckman

S. Shepherd Tate

Wayne W. Pyeatt

Russel S. Wilkinson

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, 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 Belin V. Bodie, Mrs. Henry C. Collins, Sterling J. Edwards, Jr., Kenneth G. Phifer, John H. Stennis, David H. Edington, Jr., W. Neely Mallory, John B. Ricker, Jr., Norfleet Turner and Edmund Orgill.

The Chairman expressed the deep appreciation of the members of the Board for the lovely and most enjoyable reception and dinner which was given by President and Mrs. Bowden on Wednesday evening at the Fontaine House in Memphis.

The Chairman also commented that he thought the dedication ceremony of the Ruth Sherman Hyde Memorial Women's Gymnasium was most appropriate and well attended. He thanked those who had participated in the planning and in the arrangements.

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 for that committee. (See Attachment C)

There was considerable discussion of the proposed Charles E. Eshel Memorial. Mrs. Wilson suggested that discussions be arranged with the Memphis Orchestral Society to see if that organization would be interested in helping with the cost and use of the facilities.

There was considerable discussion of the sale of the college's property at Overton Park and McLean Boulevard, Memphis, Tennessee.

On motion duly made, seconded and passed, the report was received.

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: (See Attachment D)

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 adopted: (See Attachment E)

The Chairman called upon Mr. Armstrong, Acting Chairman of the Students and Educational Program Committee, to make a report for that Committee. Mr. Armstrong made the following report, which was received: (See Attachment F)

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

The Finance Committee of the Board of Trustees of Southwestern At Memphis met on Wednesday afternoon, March 17, 1971, at 2:45 P.M. in the Directors Room. Those in attendance were: A. Van Pritchartt, William L. Bowden, Henry C. Watkins, Jefferson Davis, S. Shepherd Tate, Robert D. McCallum, and M.J. Williams, Jr.

An outline of discussions held is as follows:

1. Better information system on Expenditures - Income
 - a. Analysis of expenditures - Variance from budget.
 - b. Analysis of income - Variance from budget.

2. Quarterly or bi-monthly meeting of Finance Committee.
 - a. To keep abreast of changes
 - b. To undergird administration.
3. Long-range Planning and Budgeting.

Mr. Pritchardt pointed out that a system will be developed whereby the Finance Committee and the Board members will be kept abreast, perhaps by monthly reports, of the financial situation of the college. He mentioned that the deficit this year will be closer to \$400,000 rather than \$300,000, as previously estimated and reported. Despite a directive from the Board to have a balanced budget, Mr. Pritchardt stated that this is not possible to do immediately. He pointed out that a budget for the 1971-72 academic year has been presented and approved by the Executive Committee, and that although a deficit for that year is projected in the amount of \$153,000, it was his feeling that it would be a deficit more nearly in the range of \$250,000. Mr. Pritchardt called upon Mr. Williams who pointed out various items which had caused an increase in the cost of operations.

Upon motion duly made and seconded, it was unanimously voted that out of the proceeds of the sale of the Overton Park and McLean property, at least \$100,000 be earmarked as an endowment for maintenance. (See page 15)

The Chairman mentioned that Mr. E.H. Little, a dear friend and generous benefactor of the college, was being operated on that date in the Baptist Hospital, and that he had our prayers. (Mr. Little is making good progress to date.)

The Chairman called upon Mr. Mitchell, Chairman of the Nominating Committee, to make the report for that committee. Mr. Mitchell made the following report for that committee:

OFFICERS OF THE CORPORATION

Robert D. McCallum.....Chairman
Russel S. Wilkinson.....First Vice Chairman
W.J. Millard.....Second Vice Chairman
S. Shepherd Tate.....Secretary
M.J. Williams, Jr. Vice President for Fiscal Affairs & Treas.

OFFICERS OF THE EXECUTIVE COMMITTEE

Robert D. McCallum.....Chairman
Russel S. Wilkinson.....Vice Chairman
S. Shepherd Tate.....Secretary

INVESTMENT COMMITTEE

Snowden BoyleChairman
Brown BurchVice Chairman
Early F. Mitchell
William B. Rudner
William L. Bowden
Robert D. McCallum
A.V. Pritchardt
M.J. Williams, Jr.

The Committee nominated for re-election the following members whose terms expired in 1971:

David H. Edington, Jr. - re-elected for 2 years, Class of 1973
W. Neely Mallory - Class of 1975
Sidney A. Stewart, Jr. - Class of 1975

The following new members were elected to the Class of 1975:

Spence L. Wilson, President of Kemmons Wilson, Inc.
of Memphis, Tennessee
C.B. Harrison, Chairman of the Board of Union Planters
National Bank of Memphis, Tennessee
H.C. Unruh, President of Provident Life and Accident
Insurance Company of Chattanooga, Tennessee

Mr. Mitchell then moved the adoption of the report and the election of the persons named. The motion was seconded and carried.

President Bowden announced to the Board for their information that the name of J.A. Thompson has been submitted to the Council on Education of the Synod of Alabama for their consideration as the possible replacement for Earl Mallick who recently resigned from the Board of Trustees. Mr. Thompson who lives at Andalusia, Alabama, is an Elder in the First Presbyterian Church of Andalusia, is a former President of Alotex Corporation which was later sold to Cluett Peabody & Co. (Arrow Shirts) and is an alumnus of Southwestern.

The Chairman called upon Dr. Millard, Chairman of the Honorary Degrees Committee, to make a report for that committee. Dr. Millard made the following report:

On October 15, 1970, the Board of Trustees of Southwestern At Memphis adopted the committee report that honorary degrees be given to the following individuals on the occasion of the graduation exercises on May 31, 1971:

Doctor of Divinity

J. Phillips Noble, Pastor, First Presbyterian Church, Anniston, Alabama
David Shepperson, Jr., Pastor, First Presbyterian Church, Meridian, Miss.

Doctor of Humanities

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

Doctor of Science

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

On February 15, 1971, the Committee on Honorary Degrees convened and selected two additional candidates for honorary degrees to recommend to this Board for approval:

Doctor of Laws

Terry Sanford, President, Duke University, Durham, North Carolina
(1971 Commencement speaker)

Doctor of Science

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

Dr. Millard moved that Mr. Terry Sanford be granted a degree of Doctor of Laws and that Dr. Richard T. Hansen be granted a degree of Doctor of Science. The motion was seconded and carried.

The Chairman called upon Mr. Perkinson, Director of Development, to make a report on the Southwestern Challenge Campaign. Mr. Perkinson presented his Report of the Director of Development to the Board of Trustees Committee on Development and Institutional Planning dated March 17, 1971. He reported that as of March 15, 1971, gifts in the amount of \$179,060.59 had been received toward a goal of \$433,000.

The Chairman called on Mr. Templeton, the Director for Institutional Advancement, to make a report. Mr. Templeton presented to the meeting the Report of the Director for Institutional Advancement to the Board of Trustees' Committee on Development and Institutional Planning dated March 17, 1971. (See Attachment D1 and D2)

President Bowden introduced the following students who made presentations: Herman Morris, a sophomore, Memphis, Tennessee, President of the Black Student Association, and Jackie Rutledge, a junior, President-elect of the Student Government Association.

Mr. Morris spoke of a need to have black representation on the Board of Trustees, and Mr. Rutledge spoke of the need to have student representation on the Board of Trustees. Both reports were well presented and well received.

A motion was made, seconded and carried that the President and Chairman of the Board explore the possibility of having black representation on the Board of Trustees.

There was considerable discussion about having student representation on the Board, with or without vote, and of increased participation of students on existing committees.

President Bowden presented the following resolution which was seconded and carried:

Recommended: First, that the Board request the president of Southwestern to prepare a study of present practices in higher institutions in the United States regarding the use of students in voting and non-voting positions on boards of governance and on board and faculty committees; to summarize the pros and cons of appointing students to voting and non-voting positions on boards of governance and on board and faculty committees; and to provide a brief list of examples where colleges or universities have appointed students to voting positions on governing boards.

Second, that the president's report be circulated to the Trustees and all faculty and students who serve as members of Board Committees.

Third, that the Executive Committee of the Board of Trustees discuss and evaluate the advisability and feasibility of appointing students to the Board of Trustees, and to be prepared to place a summary of its findings before the full Board during the annual meeting on October 13-14, 1971.

Fourth, that the full Board consider the summary findings of the Executive Committee and vote on a formal policy regarding student participation with the Board of Trustees.

A motion was made, seconded and passed that student participation on committees be increased.

The Chairman announced that the next meeting of the Board would be on Wednesday and Thursday, October 13-14, 1971.

It was necessary for Mr. McCallum to leave the meeting in order to take a plane for an out-of-town appointment.

Thereupon, Dr. Millard, Vice Chairman, took the chair.

President Bowden suggested that serious consideration be given to establishing a Southwestern Development Corporation with a full-time businessman to oversee the business and investment properties of the college.

President Bowden pointed out that Dr. Alan Pifer, President, Carnegie Corporation, in his recent annual report stated that private institutions may be dying. He urged that liberal arts colleges turn to more economic development activities. There are a number of excellent examples in the country. Wesleyan University, Middletown, Connecticut, owns ZYGO jointly with Canon, Inc., Tokyo, Japan. It is a diversified company which manufactures optics, electronics, precision mechanical equipment, electro-optical equipment, and fabricates prototypes, new products, instruments and components. ZYGO sub-contracts for business, government and universities, and owns several manufacturing processes. As a result, Wesleyan University has the largest endowment per student in the United States. Other examples include Knox College, Galesburg, Illinois, which operates a chain of motels; Loyola University in New Orleans which operates a commercial television station; The Georgia Institute of Technology Foundation which is a holding company for manufacturing processes and the exploitation of patents; Purdue University Foundation which operates businesses, real estate and profit-making investments; Beloit College which operates a chain of small service businesses.

Southwestern presently has a small collection of potential investments that require more oversight and development. The college owns an apartment building on McLean Avenue and three apartment buildings on University Avenue. The college has waterfront industrial land fronting on the canal in Houston, farm land in West Virginia and a small piece of residential property in Birmingham. Also, the college owns Bohlmann Hall and a city block of land in Memphis, and recently acquired a \$40,000 home in Hein Park, given to the college by Herbert Shainberg. There is a good prospect that the college will be given two large tracts of property in the near, downtown Memphis business area.

The college has no means of taking care of opportunities for economic opportunities because of the lack of manpower and know-how. For example, a local inventor has offered the college patents for hydraulic lifts used in the cotton industry, paper clamps used for large printing presses and a recoilless spring for hydraulic systems. The college has secured counsel from the Research Corporation in New York and has decided against development of these patents because of the ease that they can be modified by other inventors, but the point is the college is not in a position to take

advantage of other similar opportunities. In another case, a respected business and research man in Memphis, associated with the cotton industry, has inquired whether Southwestern would be willing to rent space for a small research laboratory on the back of the campus that would provide part-time help to Southwestern faculty and students. This raises the question whether a small research park for several similar enterprises might not be a possibility on a part of the campus back near Jackson Avenue.

Following discussion, President Bowden offered the following recommendation which was approved:

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

Further recommended that the Finance Committee include in the study the advisability of employing a full-time executive officer within the next one to three years to oversee properties of the college and to develop these and other properties as profit-making enterprises in partial support of the college.

Further recommended that the Finance Committee be prepared to report in full to the Board of Trustees at its annual meeting on October 13-14, 1971.

President Bowden suggested that there is a need for Southwestern to have in addition to its Board of Trustees and its President's Council a body known as a Board of Visitors. The Board of Visitors would be comprised of about sixty persons who are in top positions in business, industry, finance, government, philanthropy, professions, arts and humanities. The group would be recruited from the major urban centers over the United States. An annual meeting would be held at which time a high-quality program of education, information and discussion would be provided. The Board of Visitors would be requested to consider and advise on selected critical issues, problems or ideas. The Visitors might divide themselves into two or more competitive teams to see which group could help the college most with profit-making ideas or investment of a pool of money or the operation of an actual business enterprise. Members of the Board of Visitors would develop interests in other influential people in their home cities who have direct or indirect ties with Southwestern, or who could be persuaded to become interested in the college. The Visitors could be very helpful in distant parts of the United States in hosting alumni gatherings and telethon parties for development purposes to augment the work of the Office of Development and the Office for Institutional Advancement.

President Bowden offered the following recommendation which was voted upon, approved and received by the Trustees:

Recommended that the Board of Trustees establish an advisory body to the college to be known as the Board of Visitors in addition to the present President's Council. The Board of Visitors would be comprised of about 50-60 persons who have distinguished records of accomplishment and who occupy top positions in business, industry, finance,

government, service organizations, professions, philanthropy, humanities and arts. The members would be recruited from geographic areas representing the entirety of the United States. An annual meeting would be held at which time a high-quality program of education, information, entertainment and dialogue would be provided. The Board of Visitors would be requested to advise the Board of Trustees and the administration about critical and important issues, problems, ideas or opportunities. Members of the Board of Visitors would develop friends for Southwestern in their areas of the nation, help host alumni gatherings on occasion and help arrange visits to corporations or individuals.

Further recommended that the Board of Trustees request the Committee on Development and Institutional Advancement to convene as soon and as often as necessary to consider plans for forming the Board of Visitors and to report to the Board of Trustees at the meeting on October 13-14, 1971.

President Bowden pointed out that recently the Carnegie Corporation strongly recommended that all colleges adopt a "Bill of Rights and Responsibilities" for publication in their catalogues that would specify the acceptable and unacceptable behavior of all constituent parties making up a college. The Carnegie Corporation has drawn up a model of such a "Bill of Rights" and has urged each college to establish committees to formulate their own statements.

Accordingly, President Bowden made the following recommendation that was voted upon, approved and received by the Board of Trustees:


Recommended that a "Bill of Rights and Responsibilities for Southwestern Administrators, Faculty, Students, Staff and Trustees" be prepared for inclusion in the college catalogue. Campus policies concerning rights and privileges of individuals, and concerning acceptable and unacceptable behavior of individuals, have accumulated over the years largely in response to crises and in no logical or comprehensive fashion. The time is at hand wherein the college needs to have a brief but comprehensive statement of responsibilities and rights for all constituencies of the Southwestern community.

Further recommended that the Community Life Committee of the Southwestern Faculty be requested to convene as soon and as often as necessary and recommend by the time of the annual meeting of the Board of Trustees on October 13-14, 1971, a bill of rights and responsibilities for all constituents of the Southwestern community. In view of the fact that several members of the Community Life Committee also serve as members of the Board Committee on Students and Educational Program, it is suggested that the Community Life Committee consider using the combined membership of the two committees, as it so desires.

President Bowden reported that the Tennessee Council of Private Colleges, of which Southwestern is a constituent member, was successful in obtaining legislative leadership in the Tennessee General Assembly to introduce a Tuition Grants Bill calling for an initial fund of \$5,050,000 to be used to help needy Tennessee students to attend a public or a private college or

university of their choice in the State. Despite strong opposition from the public sector, good progress is being made in obtaining support for the Bill in the Legislature.

There being no further business, the meeting was adjourned at 12:30 P.M.



S. Shepherd Tate
Secretary

THE PRESIDENT'S INTERIM REPORT

July - March, 1970-71

This year Southwestern has the largest student body in its history, a total of 1042 students. Last fall, 296 freshman students enrolled in the college. Their SAT College Entrance Score average was 1158, one of the highest class averages in the annals of the college. There was a 90% return of former students to the sophomore, junior and senior classes. Approximately 70% of the students came from Southwestern's four cooperating synods, Tennessee, Alabama, Mississippi and Louisiana. Of the present student body, 369 students are affiliated with the Presbyterian Church, 35% of the college's enrollment. During the year the college has provided a total of \$554,000 of student aid. Of this amount, \$349,000 was derived from federal funds and \$205,000 from the college's resources. Because of these benevolences, the college was able to aid 41% of the student body with small to large amounts of financial assistance. The faculty now numbers 100 persons. Approximately 70% have earned their doctoral degrees, and 25% are members of Phi Beta Kappa, the national scholastic society. During the year, John Hugh Churchill, a senior from Little Rock, Arkansas, won the coveted Rhodes Scholarship for advanced studies in England.

The administrative reorganization, established last year, has proved increasingly efficient in managing the affairs of the college. The three vice presidents for academic affairs, finance, and student affairs, and the two directors for development and for institutional advancement, have taken their delegations of responsibilities seriously and have helped the president manage the activities of the college effectively. The business manager and purchasing agent each have effected economies for the college. The dean of admissions and his staff members continue to do the critically important job of recruiting good students for Southwestern.

The present year has been one of academic innovation. The freshman colloquium, having proved itself as a viable educational program during the past three years, was established as a permanent part of the curriculum. Henceforth, all entering freshmen will be able to select a topic of their choice from a list of eighteen colloquia. The colloquia are designed for a maximum of twelve students each, and they are to introduce freshmen to interdisciplinary fields, research methods and group discussion techniques. In several instances, two teachers from completely different disciplines help teach a single colloquium. The faculty voted further to establish the three-term calendar as a permanent fixture at Southwestern. The faculty also voted to establish four divisions of the curriculum -- humanities, natural sciences, social sciences, and communication arts -- within which all departments are grouped. Additionally the faculty approved a policy permitting students to make their own selection of courses from each of these four divisions to meet degree requirements. The faculty have cooperated in designing an interdepartmental program in urban affairs utilizing a selection of courses from existing departments in political science, economics, philosophy and anthropology. Southwestern's summer program at Oxford University in England has been opened to other interested colleges in the Mid-South, and work is going forward to establish a similar program in India dealing with the literature and culture of Southeast Asia.

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

The Office of Development has worked long and hard on the various fund drives for the college and has assisted in approaches to foundations and government agencies, with grant requests. At the present time the Office of Development has 198 requests to local foundations in the southern region being hand-delivered by selected alumni living in the vicinities of these foundations.

The Office for Institutional Advancement continues to shepherd the expansion and improvement of the various alumni chapters around the country; to improve the quality and scope of the college's publications; and to manage the many special occasions that bring groups of people to the campus.

The Center for Continuing Education continues to offer a highly imaginative range of programs, the latest being the "Six Great Goals' Seminars" that present top Washington Congressmen speaking on the goals enunciated by President Richard Nixon in his State of the Union Message.

I continue to participate in the activities of the synods, presbyteries and individual churches as often as possible. Recently I have taken part in the programs of the Synod of Tennessee, the St. Andrews' Presbytery in Mississippi, the Memphis Presbytery in Tennessee, and have participated in the worship services of the First Presbyterian Church in Corinth, Mississippi, and the Buntyn Presbyterian Church in Memphis.

Speeches have been prepared for a wide variety of audiences and each of these opportunities provides a forum to get Southwestern's name and program before the attention of many people. Addresses were made on such diverse occasions as the Memphis University School convocation, the national meetings of the Adult Education Association of the United States and the National Association of Public School Adult Education, the Dilettantes, the Memphis Certified Life Underwriters' Graduation, Memphis Lumbermen's Club, the Counselors' Conference at Southwestern, Forum Club, Tennessee Academy of Sciences, Christian Brothers College Symposium on Higher Education, Memphis High School Seniors Day, the Kellogg Foundation Conference on Continuing Education at Notre Dame University, the American Council on Education (Committee on Urban Affairs), Center for Learning Disabilities of the Medical College of Alabama, St. Mary's Cathedral, Grace-St. Luke's and Southwestern's Loyalty Fund luncheons.

Individuals continue to be cultivated for special gifts and purposes, such as Mr. Alfred Glassell in Houston, Mr. William Goodman and Mrs. C.M. Gooch of Memphis. Mrs. Malcolm Moss of Holly Springs and Mrs. J.F. Littler of Chicago. Corporation and foundation visits continue with the National Science Foundation, ESSO, Shell, Sears, IBM and Schlitz. Special cultivation has been made in Chattanooga with the Benwood and Maclellan Foundations. In the past few months a gift of \$200,000 has been secured from Mr. E.H. Little and a \$40,000 residence in Hein Park has been secured from Mr. Herbert Shainberg.

Alumni visits have been made in Atlanta, Birmingham, Nashville, New York, Washington and Memphis. Others are scheduled.

Since September much work and time has been invested working with other private college presidents and the Tennessee Council of Private Colleges in getting a Tuition Grants Bill introduced into the Tennessee State Legislature. The purpose of the bill is to establish an initial fund of \$5,050,000 for grants to needy individuals to make the free choice of attending a public or a private college or university. The bill, if passed, can be a very large annual help to all private colleges, either predominantly white or black. It also holds the virtue of a working partnership between the public and private higher institutions in Tennessee. Work goes forward to make more significant the cooperation with other higher institutions in the Greater Memphis Consortium and in the Southern College University Union. Southwestern joined the presidents of other local colleges and universities in testifying before the Shelby County Quarterly Court the vital need to establish a Memphis Junior College System for Technical and Vocational Education.

There are other items to be reported, but these will be included in the forthcoming annual report of the president. However, two items deserve mention at this time. First, the Southwestern students, for the sixth straight year, organized and presented the Mid-South area with a first-rate "Dilemma" program bringing into the community a slate of six outstanding speakers. Over 2,500 people were in attendance and on Southwestern's campus. Second, Mr. Loyd Templeton, Director for Institutional Advancement, is the recipient of the Memphis Advertising Award for his illustrated brochure about Southwestern. Mr. Templeton was awarded the top prize over all of the other business and industrial advertising men in the area. He is now a candidate for the national award, and our best wishes go to him in this regard.

BUILDINGS AND GROUNDS:

Board members - 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
ex officio - Fred Young, Business Manager
Roy Twaddle, Superintendent of Maintenance

DEVELOPMENT AND INSTITUTIONAL PLANNING:

Board members - 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, Richard A. Batey
Student members - Lina Newhouser, Intercollegiate Relations Commissioner
Jackie Rutledge, Vice President, Student Government Assn.
ex officio - A.P. Perkinson, Director of Development
Lloyd C. Templeton, Director of Institutional Advancement

FACULTY:

Board members - 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
ex officio - Jameson M. Jones, Dean of the College
Marshall P. Jones, Associate Dean of the College

FINANCE

Board members - A.V. Pritchard, Acting Chairman; Jefferson Davis, S. Shepherd
Tate, Norfleet Turner, Henry C. Watkins, John H. Stennis,
Wayne Pyeatt, H.J. Williams, Jr., Treasurer
ex officio - Robert D. McCallum, Chairman of the Board of Trustees
William L. Bowden, President of the College

STUDENTS AND EDUCATIONAL PROGRAM:

Board members - David H. Edington, Chairman; Mrs. Frank M. Mitchener, Jr.,
Mrs. Henry C. Collins, Walter P. Armstrong, Jr., Acting
Chairman, W.C. Rasberry, John B. Ricker, Jr.
Faculty members - James Lanier, Chairman for 1970-71, Educational Development Com.
Fred W. Neal, Chairman, Community Life Committee
Student members - Chuck McNeal, President, Student Government Association
Hershel Lipow, Commissioner of Education
ex officio - Julius Helton, Vice President for Student Affairs
Charles I. Diehl, Dean of Men
Mrs. Anne Marie Williford, Dean of Women

NOMINATING:

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

HONORARY DEGREES:

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

(NOTE: Robert D. McCallum, Chairman of the Board is ex officio member
of all committees.)

Report of the Committee on Buildings and Grounds:

The Committee on Buildings and Grounds met in Room 112, Palmer Hall on March 17, 1971 at 2:45 P.M.

The following members were present: Russel S. Wilkinson, Chairman, E.B. LeMaster, Orrick Metcalfe, Dan F. Goodwin, Ross M. Lynn from the Board of Trustees; Lawrence K. Anthony and Albert M. Johnson from the Faculty; Bill Matthews from the student body, and Fred E. Young and Roy R. Twaddle, Jr., members ex officio.

The Committee was informed by the Chairman that an inspection of the three buildings on University Place had been made by him and two members of the administrative staff of the college. Since all three buildings are being used advantageously and are fully occupied, he sees no prospect for demolition at the present time. He recommends that they be maintained indefinitely with such improvements as become necessary. The Committee concurred in the recommendation.

In the light of increasing maintenance costs for the buildings on the campus, the advisability of establishing a maintenance endowment was discussed at length. It was recommended that an effort be made to determine the average yearly amount that will be needed for proper maintenance and to report a projection for the next ten years to the Executive Committee.

Disposal of the property formerly occupied by the Department of Music on Overton Park Avenue came under discussion. It was the opinion of the Committee that since the expressway situation is still unresolved and may not be settled for some years, the property should be sold as soon as it can satisfactorily be done. Mr. LeMaster moved that the Committee establish a firm price on the property and put it on the market immediately. The motion was seconded by Mr. Goodwin and it was passed unanimously. The Committee then declared that it would accept a price that would be agreed upon by Messrs. Stewart, LeMaster, and Wilkinson. This price should be based upon comparable prices of similar properties in Memphis.

Mr. Goodwin suggested that the first \$100,000 received from the sale of the above property be set aside to provide a maintenance endowment. (see page 4 of these minutes) No committee action was taken on the proposal.

The status of the temporary buildings on the campus was reported on by Mr. Matthews who stated that, in his opinion, the buildings are being used to advantage by the students as a coffee house and by the Black Students Association.

In the matter of space utilization on the campus, the Committee did not feel itself qualified to report. Instead, it recommends that the Board of Trustees employ an expert to determine the best solution to the problem.

Several members of the Committee expressed concern over the fact that they are not generally informed as to any action that results from this Committee's recommendations. It seems to them that they are confronted by the same problems at each meeting even though specific recommendations have been made at previous meetings. A case in point had to do with recommended

drawings for the Charles E. Diehl Memorial complex which none of the members had seen. Mr. Young was able to produce the architect's sketches which were then viewed with some satisfaction.

A suggestion from Mr. Matthews that an agenda for each meeting be circulated in advance to the members was warmly received. It was the feeling of the members that their deliberations would be more productive if they were informed ahead of time of the problems and specific areas that would come under discussion. Mr. Metcalfe requested that the members also be furnished with the minutes of each meeting.

Mr. Twaddle reported that leaks in the Science buildings had still not been corrected as of February 1971. The Committee recommended that the President of the College write to the General Contractor and insist that the situation be corrected immediately.

The meeting adjourned at 4:15 P.M.

Minutes of the meeting of the Board of Trustees held March 17-18, 1971 Page 17
Attachment D
Report of the Committee on Development and Institutional Planning

The Committee on Development and Institutional Planning met in Room 108, Palmer Hall on March 17, 1971 at 2:45 P.M.

Complete reports of the Director for Institutional Advancement and the Director of Development are being distributed to each Board member. For details of their activities in the areas of public relations, publications, alumni affairs and fund-raising, please refer to the reports. (see pages 18 - 21.)

In general terms, let me report that Loyd Templeton discussed several aspects of college publications: campaign mailing pieces, the catalogue, overall college literature, and the Southwestern News alumni magazine. Examples of more than a dozen recent pieces were shown. For next year, Mr. Templeton will explore ways of reducing the cost of the News, either by going to a new format (such as newspaper tabloid) or by asking all alumni to pay for the magazine over and above their gift to the college.

In the area of public relations, it is felt that the image of the college is generally good and improving, both with alumni and the general public. Mr. Templeton stressed the importance of the President's Council, the on-campus informal luncheons in which the President hosts community business leaders, and the out-of-town and local alumni meetings. Even in the face of tight budgets it is felt that such activities must continue.

Fund-raising activities are proceeding at a faster pace than last year, with good results. The Annual Fund total as of March 15, 1971, is approximately \$179,000, some \$34,000 ahead of the same date last year. Overall gifts and pledges from all sources for all purposes (except Government grants) have totaled \$700,556 between July 1, 1970, and March 15, 1971. This compares to \$417,700 on the same date last year. The major portion of this increase is the \$200,000 gift of Mr. E.H. Little.

It was reported that the final total of the Annual Fund is likely to reach approximately \$260,000 by the end of the fiscal year on June 30, with the additional funds coming primarily from about 1,000 to 1,200 more alumni gifts totalling \$20,000 to \$25,000, an additional \$30,000 - \$35,000 from the Memphis Community Campaign and from smaller increases in the Board of Trustees Division, Parents' Fund and others.

Mr. Perkinson discussed activity in other areas of fund-raising, including a new program of solicitation of foundations located in the 13 states from which most of Southwestern's students come; reported an \$83,000 share for Southwestern in the Synod of Mississippi campaign and a planned day-long seminar for professional tax advisers from our region for the purpose of acquainting them with the final Treasury regulations concerning charitable giving.

The scope and potential growth of Southwestern's development and institutional advancement activities were discussed. It was decided that data about programs at like institutions should be gathered by the two directors and presented to the committee later for further discussion and study.

I. PUBLICATIONS

A. Campaign Mailings

The fund raising material we discussed prior to production at the fall meeting of this committee has since appeared in four major mailings. To date, the campaign has featured an alumnus, a student, a trustee, and a Memphis businessman. The overall response to this campaign has been very favorable, both in comment and in returned contributions. As suggested last fall, mailings have been printed in sufficient quantity to provide for distribution to the student body.

B. College Literature

In addition to the President's Report, the brochure on the Lincoln Letters, and other publications, a new college promotional brochure was created this year. It was designed to introduce Southwestern to people unfamiliar with the college -- potential students, foundation and corporation executives, and others. Response to this presentation of Southwestern has been good and it is felt that the brochure will be of real assistance in our promotion of the college.

C. The Southwestern News

Mrs. Arthur Birge, editor of the Southwestern News continues to improve the quality of our alumni magazine. In content and in format, the News is an effective means of communications between the college and Southwestern alumni and other friends.

It must be noted that with limited budget resources, we may have to consider alternate approaches to publication of the Southwestern News. Other formats, a newspaper tabloid, for example, will have to be weighed in terms of cost and value to the college against the current magazine.

D. College Catalogue

Last year, publication of the annual college catalogue became the responsibility of this department. The catalogue was completely redesigned for the first time in several years. The time required to produce this book each year is great, but the catalogue is one of the college's most important publications and should receive thorough professional supervision.

E. Awards

The poster and brochure developed for last summer's Southwestern At Oxford program was awarded first place in its category by the Advertising Club of Memphis.

Southwestern's recruiting literature was a finalist in its category, winning a certificate of merit.

II. PUBLIC RELATIONS

A. Publicity

Overall, Southwestern has received good exposure in the news media. Of particular note was the space given the E.H. Little gift, Dilemma '71, and the recent feature article on financial problems facing Southwestern and other private colleges.

Just as there are items we cannot get into the paper, so there are items we cannot keep out. A recent interview with the student who had been relieved of his editorship of last year's annual appeared in the Commercial Appeal. Although the public image of the college was perhaps enhanced by the fact that a student was removed from an editor's post for wanting to publish nudes in the annual, the published interview was a disservice to the intelligence and maturity of the average Southwestern student. Offsetting this was the report that it was the student Publications Board that acted to remove the editor from his post.

B. The President's Council

The Council meeting of February 4, was, from all reports, a real success. About 125 leading business and professional men of Memphis came to the campus for dinner and to meet Southwestern students. Students were invited to dinner with our guests and several students presented the evening's program.

C. President's Luncheons

We have held several small luncheons on campus giving opportunities for key friends of the college to meet with Dr. Bowden. We feel this has been effective and we plan to continue these informal luncheon meetings.

D. Dilemma

We can thank the students of the Dilemma '71 committee for some excellent public relations. On opening night of their weekend program, about 2,500 people filled the gymnasium. The newspaper coverage was excellent, and news was also carried by radio and television. For the first time, the Alumni Association sponsored an alumni evening at Dilemma with an open house following the program.

III. ALUMNI AFFAIRS

A. Homecoming/Alumni Day

These two events were held in combination for the first time last November 6 and 7. The inauguration of Dr. Bowden was the highlight of the weekend -- as well as the winning football game giving Southwestern the conference championship. Attendance was good and it was generally agreed that it was a good idea to combine the Homecoming and Alumni Day activities.

B. Chapter Meetings

We have just begun our annual out-of-town alumni meetings and have met with our alumni in Atlanta and in Birmingham. We will hold meetings in Nashville on the 25th of this month, and in New York, Washington and Jackson, Mississippi in the month of April.

Alumni relations here in Memphis involve fund-raising activities and will be discussed in the report of the Director of Development. However, let me say here that we are encouraged with the response of many of our alumni, their enthusiasm, their willingness to give their time and effort in behalf of Southwestern.

Attachment D-2

Report of the Director of Development to the Board of Trustees Committee
on Development and Institutional Planning - March 17, 1971

A. SUPPLEMENT TO ANNUAL FUND STATUS REPORTS

1. In Alumni Loyalty Fund, telethons are being held in 21 cities beginning with Memphis on March 29, 30 and 31, and April 5, 6 and 7. We expect these efforts to produce at least 1,000 additional donors and \$20,000 - \$25,000.
2. In Memphis Community Campaign, we have received only 28 completed cards from a total of 285, meaning that we still have not heard from 257, or 90%, of our prospects. The campaign ends March 26, and we will have a final report luncheon on Monday, March 29. The goal of \$100,000 is attainable if all cards are completed.
3. A copy of Dr. Bowden's recent letter to Faculty, Staff and Students is being sent to all alumni and parents, and to the members of the Memphis Community who are solicited in the Annual Fund. A cover letter from the appropriate campaign chairman and a return envelope is being included with the Bowden letter. We expect a good response.
4. Our Faculty and Staff Campaign is almost over the top, even in the face of no salary increases for next year. This is a loud commentary on the degree of dedication to Southwestern that most of them feel, and a statement of confidence in the future of the college.
5. Several innovative steps are now being taken in our efforts to expand alumni giving.
 - (a) We will ask for a meeting of the Senior Class during third term to explain alumni activities in general and the Alumni Loyalty Fund in particular, with emphasis on participation.
 - (b) A bank draft plan is in preparation and will be presented to the alumni this summer. By simply signing an authorization, the alumnus can let the college draft a set amount from his checking account each month, year in and year out (\$10 minimum). The plan will be offered initially only to donors of \$100 or less annually, and larger donors will again be contacted face-to-face in a fall campaign.

Several advantages can be realized from this plan: (1) An upgrading of the giving level of many donors in a relatively "painless" way, (2) a predictable cash flow, (3) a consistent pattern of giving, (4) a savings in cost of solicitation, and (5) the freedom to concentrate more effort on two important groups -- the large donors and the non-donors.

(c) Near the end of the campaign (early June) a "proof sheet" containing the names of donors to that date will be sent to each alumnus, with a cover letter tailored to donors, to LYBUNTS (Last Year But Not This), and to other non-donors. Several colleges have experienced good results with this technique.

B. OTHER FUND-RAISING EFFORTS AND PLANS

1. Area Foundation Program
(resulting general development effort in Mississippi)
2. Synod of Mississippi Campaign
Approximately \$83,000 to date is Southwestern's share.
3. Preparation of a portfolio of programs that might have a possibility for outside funding, using faculty first to outline each program and later, if interest is generated in one of the ideas, to draft the full proposal.
4. Deferred Giving. In the near future, we plan to concentrate on obtaining bequests only. Also, in May we plan to offer a seminar on campus for local attorneys, accountants and trust officers to learn about the charitable giving aspects of the Tax Reform Act of 1969. Final regulations are just now being published for some aspects of the law, so our timing is good.
5. Southwestern needs a development program, not just some fund-raising activities

Report of the Faculty Committee

The Faculty Committee met at 2:30 P.M., March 17, 1971 in Room 109, Palmer Hall, with Chairman John W. Wade presiding. In addition to the chairman, the following members were present: Rene de Visme Williamson, Stanley J. Buckman, W.J. Millard, and Mrs. Lee D. McLean from the Board; Robert G. Patterson, Jack U. Russell, Robert L. Amy, Mrs. Robert Williams, and Gordon D. Southard from the faculty; and Jameson M. Jones and Marshall P. Jones, ex officio.

1. The chairman recognized Dr. J.M. Jones, Dean of the College and Vice President for Academic Affairs, who presented, on behalf of President Bowden, a list of faculty members being recommended for tenure and a list of faculty members being recommended for advancement in rank. Dr. Jones' memorandum to the Committee is attached.
2. Dr. J.M. Jones moved and Dr. M.P. Jones seconded that the Committee recommend to the Board that Professors Warren, Lanier, Apperson and Walters be given tenure. After a period of discussion the motion was carried unanimously.
3. Dr. J.M. Jones moved and Dr. Buckman seconded that the Committee recommend to the Board that Professor Selvidge be advanced to Assistant Professor, that Professor Barnhardt be advanced to Associate Professor, and that Professors Hill, Gilliom, Margaris, Tucker, Darlington, and Lacy be advanced to Professor. After discussion the motion carried unanimously.
4. It was moved by Dr. Buckman and seconded by Mrs. McLean that there be prepared for and recommended to the Board a resolution of appreciation for the service of retiring Professors John Quincy Wolf and Clinton L. Baker. The motion carried unanimously. (See EC minutes 5/10/71)
5. There was a considerable amount of discussion concerning ways of maintaining the quality of the college's educational program at a time when fiscal pressures are forcing an increase in the student-to-faculty ratio.
6. There was discussion concerning the possible connections between tenure and academic rank.
7. Chairman Wade adjourned the meeting at 4:10 P.M.

Recommended for Tenure:

Charles O. Warren, Jr. Associate Professor of Biology. B.S. and M.S.,
Virginia Polytechnic Institute; Ph.D., University of Florida.
Southwestern 1966.

James Carpenter Lanier. Assistant Professor of History. B.A., Stetson
University; M.S. and Ph.D., Emory University. Southwestern 1967.

George M. Apperson, Jr. Assistant Professor of History. B.S., Davidson
College; B.D., Th.M. and Th.D., Union Theological Seminary (Virginia).
Southwestern 1965.

Carl Franklin Walters, Jr. Associate Professor of Bible and Religion.
Counselor. B.A., Southwestern At Memphis; B.D., Th.M. and Th.D., Union
Theological Seminary (Virginia). Southwestern 1966.

Recommended for Advancement in Rank:

To the rank of Assistant Professor:

Sidney D. Selvidge, Jr. Instructor in Anthropology. B.A., Southwestern
At Memphis; M.A., Washington University. Southwestern 1968

To the rank of Associate Professor:

Edward A. Barnhardt. Assistant Professor of Physics. B.S., Southwestern
At Memphis; M.S., Vanderbilt University. Southwestern 1965.

To the rank of Professor:

Raymond S. Hill. Associate Professor of Speech and Dramatics. Coordinator
of Mass Media. B.F.A. and M.F.A., State University of Iowa. Southwestern
1949.

Richard D. Gilliom. Associate Professor of Chemistry. B.S., Southwestern
At Memphis; Ph.D., Massachusetts Institute of Technology. Southwestern 1961.

Angelo Margaris. Associate Professor of Mathematics. B.E.E., Cornell
University; M.A., Syracuse University; Ph.D., Cornell University.
Southwestern 1968.

Donald W. Tucker. Associate Professor of Spanish. Director of The
Emily Simpson Courtenay Modern Language Center. B.S., Davidson College;
M.A. and Ph.D., University of North Carolina. Southwestern 1964.

Julian T. Darlington. Associate Professor of Biology. A.B. and M.S.,
Emory University; Ph.D., University of Florida. Southwestern 1964.

William Larry Lacy. Associate Professor of Philosophy. B.A., Southwestern
At Memphis; Ph.D., University of Virginia. Southwestern 1962.

Report of the Committee on Students and Educational Program:

The committee met at 2:30 P.M. on Wednesday, March 17, 1971, in Room 114 Palmer Hall. The following members were present: (From the Board) Mr. Walter Armstrong, Mr. W. C. Rasberry, Mrs. Frank M. Mitchener, Jr.; (From the faculty and administration) Professor Fred Neal, Chairman of the Committee on Community Life, Professor James Lanier, Chairman of the Committee on Educational Development, Mrs. Anne Marie Williford, Dean of Women, Professor Charles Diehl, Dean of Men, Professor Julius Melton, Vice President for Student Affairs; (From the student body), Mr. Chuck McNeal, President of the Student Government Association, Mr. Hershel Lipow, Commissioner of Education.

In the absence of the chairman, Mr. Walter Armstrong served as acting chairman, at the request of the chairman of the Board.

No business had been referred specifically to the committee, although some suggestions for topics for discussion had been made by President Bowden prior to the time for committees to meet. One of the topics discussed was the new arrangement for counseling service at the college. The Southwestern Counseling Service, which came into being in the fall of 1970, incorporates the services of the former guidance and placement department, which in turn had as its basis the Presbyterian Guidance Center staff and facilities. The major addition this year has been a full-time counselor for personal problems of college students. All campus representatives agreed that the present occupant of that position, Dr. Frances Redmond, had performed exceedingly well and made a valuable contribution to the campus. There was unanimity in the feeling that this service should be continued, due to its beneficial effects on individual students and on the feeling of community on campus. There was some discussion as to the ways in which this service and other personnel at the college could work to foster a better spirit of community among the several segments of the college: students, faculty and administration. Although this matter has been worked on during the year, there was feeling from students that there was still much room for improvement.

Another major subject which was discussed was the proposal that some members of the Board be students at the college. Questions were raised as to the intention and the benefits or difficulties of this proposal. It was admitted that the idea is backed by campus leaders, but shares the fate of most new ideas in that it does not have the zealous backing or interest of a clear majority of students. Benefits which were mentioned included allowing the Board to have a more immediate contact with student concerns as it considers questions of college policy, giving the students a more sympathetic and immediate awareness of the Board's role and activities, and diversifying the age and experience of the Board. Difficulties which were mentioned included possible problems in Tennessee law related to minors occupying positions as directors of corporations, conflict of interest, lack of continuity. It was mentioned that further discussion of this question would occur at the next morning's Board meeting after a presentation by the incoming president of the Student Government Association, Jackie Rutledge, who would give his ideas on the subject of student representation on the Board.

These two topics constituted the bulk of the discussion in the committee. The committee adjourned at 3:45 P.M.