

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL

OCTOBER 17-18, 1968

The Board of Directors of Southwestern At Memphis met in annual session in the Directors Room, Palmer Hall, on the campus, at 9:00 A.M. on Thursday, October 17, 1968.

The meeting was called to order by the Chairman, A.V. Pritchardt, and was opened with prayer by Dr. Millard.

The roll call showed the following members present:

Term expiring 1969

Walter P. Armstrong, Jr.
C.W. Butler, Jr.
H. Richard Copeland
Earl W. Mallick
Edmund Orgill

Term expiring 1970

Belin V. Bodie
Stanley J. Buckman
Park H. Moore, Jr.
S. Shepherd Tate
John W. Wade
Russel S. Wilkinson

Term expiring 1971

Mrs. Henry C. Collins
David H. Edington, Jr.
Ross M. Lynn
Mrs. J. Maury McIntyre
W. Neely Mallory
Sidney A. Stewart, Jr.
Mrs. David K. Wilson

Term expiring 1972

John H. Bryan, Jr.
Sterling J. Edwards, Jr.
Dan F. Goodwin, Jr.
Larry D. Kennon
Edward B. LeMaster
Robert D. McCallum
W.J. Millard
A. Van Pritchardt
Henry C. Watkins
Rene de Visme Williamson

J.D. Alexander, ex officio

Absent members were William H. Dale, Orrick Metcalfe, Edward W. Cook, William C. Rasberry, Mrs. Lee D. McLean, John B. Ricker, Jr., L. Palmer Brown III, William H. Mitchell, and Norfleet Turner.

Mrs. Erma Solomon, Assistant Secretary, was present by invitation.

The Chairman extended a warm and cordial welcome to the five new members of the Board; namely, John H. Bryan, Jr., '58, Sterling J. Edwards, Jr., Dan F. Goodwin, Jr., Larry D. Kennon, '59, and Henry C. Watkins, '35.

The Chairman read the following letter of resignation from Mr. J. Bayard Boyle:

August 14, 1968

Mr. A. Van Court Pritchardt
1331 Union Avenue
Memphis, Tennessee 38104

Dear Van:

In compliance with your advice that I write you a formal letter of resignation from the Board at Southwestern, this is it. I would be remiss if I did not tell you and my fellow Directors that this action could be a heart rendering jolt, were it not for the fact that I intend to continue almost as close a relationship with you, them, and Southwestern as in the past.

I would be remiss too if I did not admit that I had thoroughly enjoyed my long tenure on the Executive Committee, that I am inordinately proud of the college and the prospects for its future, and that I gained considerably more inspiration and benefit than I gave.

However, in my own behalf and for the record, I would like it known that during your Chairmanship, on occasions I did help hold down the length of the meetings.

All good wishes,

Sincerely,

/s/ Bayard

J. Bayard Boyle

The Chairman commented on Mr. Boyle's long and valuable service to Southwestern, and then made a motion, which was seconded by Mr. Goodwin, that the Board accept Mr. Boyle's resignation with regret.

The following resolution presented by Dr. Millard was unanimously adopted and the Chairman requested that a copy be sent to Mr. Boyle:

Mr. J. Bayard Boyle became a member of the Executive Committee of the Board of Directors of Southwestern At Memphis September 8, 1942, and has served with conspicuous fidelity and helpfulness. It is with profound regret that the Board of Directors acquiesces in his request of resignation.

His genial companionship has been an incentive to attendance. His dependable and fine sense of humor has been quick to detect tension and effectively dissipate it. He has given without reservation his marvelous business acumen to the affairs of the college. He has shown the greatest respect for the position of the Church in its relation to Southwestern. In general, he has been a most generous, helpful and satisfactory servant of the college as a member of the Executive Committee and Board of Directors.

THEREFORE BE IT RESOLVED

1. That the Board of Directors of Southwestern At Memphis is cognizant and appreciative of the full service which Mr. J. Bayard Boyle gave as a member of the Executive Committee and Board of Directors;

2. That the Board is fully aware of its loss due to the severance of his official connection with the college, and

3. That the Board takes comfort in his assured continuing interest and loyalty to Southwestern.

Upon motion by Mrs. Wilson, seconded by Mr. Bodie, the minutes of the Board of Directors meeting held April 24-25, 1968, and the minutes of the Executive Committee meetings held May 20, September 16 and 23, 1968, copies of all of which had been received by members of the Board, were approved.

The Chairman announced for information the personnel of the following Committees to serve through this meeting of the Board:

HOUSE COMMITTEE

E.B. LeMaster, Chairman
Mrs. David K. Wilson, Vice-Chairman
Mrs. Lee D. McLean
Earl W. Mallick
W.J. Millard
Park H. Moore, Jr.
Russel S. Wilkinson
C.W. Butler, Jr.
S. Shepherd Tate
Sterling J. Edwards, Jr.
Larry D. Kennon
Rene de Visme Williamson
Ross M. Lynn

FINANCE COMMITTEE

Robert D. McCallum, Chairman
W.C. Rasberry, Vice-Chairman
H. Richard Copeland
Orrick Metcalfe
Mrs. Henry C. Collins
William H. Dale
Belin V. Bodie
L. Palmer Brown III
Edward W. Cook
John H. Bryan, Jr.
Henry C. Watkins

DEVELOPMENT COMMITTEE

William H. Mitchell, Chairman
John W. Wade, Vice-Chairman
Mrs. J. Maury McIntyre
Norfleet Turner
John B. Ricker, Jr.
David H. Edington, Jr.
Sidney A. Stewart, Jr.
Edmund Orgill
W. Neely Mallory
Stanley J. Buckman
Walter P. Armstrong, Jr.
Dan F. Goodwin, Jr.

NOMINATING COMMITTEE

Earl W. Mallick, Chairman (Alabama)
H. Richard Copeland (Louisiana)
Mrs. David K. Wilson (Tennessee)
Mrs. J. Maury McIntyre (Mississippi)

A.V. Pritchardt, ex officio member of all committees.

Upon motion by President Alexander, which was seconded by Mr. Orgill, the Secretary was instructed to append to these minutes a list of degrees conferred on June 3 and August 31, 1968. (See pages 31-37).

The following paragraph in a letter dated July 24, 1968 from Mr. Tate was read, and upon motion by Dean Wade, seconded by Mr. Mallick, the request was granted:

"Incidentally, on page 4 of the Minutes of the Board of Directors held April 24-25, 1968, I notice that I was listed as voting 'No' only on the first action. I asked also to be recorded as voting 'No' on 2 and 3. I voted 'Yes' on action 4. I hope the Minutes will be changed to so reflect my vote."

Upon motion by President Alexander, seconded by Mr. Bodie, the following amendment to the By-Laws, which was presented and tabled at the meeting of the Board on April 24-25, 1968 (See minutes page 8) was unanimously adopted:

ARTICLE II - OFFICERS

The officers of the Board shall be a Chairman, a First and Second Vice-Chairman, and a Secretary. These officers shall be elected at the spring meeting of the Board, and shall hold their respective offices for one year, or until their successors are elected and qualify. Vacancies for the unexpired term in these offices may be filled at any meeting of the Board or by the Executive Committee ad interim.

Mr. Tate, Chairman of the special Committee on the College of Music (See minutes of Board meeting held April 24-25, 1968, page 8) (S. Shepherd Tate, Chairman; E.B. LeMaster, W. Neely Mallory; Advisory Committee - Mrs. Douglas H. Sprunt, Mrs. Russell Wiener, Mrs. John Rex Maxwell, Messrs. Charles P. Cobb and Vincent deFrank), made the following report, which was received for information:

At its meeting on April 25, 1968, the Board of Directors of Southwestern At Memphis requested Chairman Pritchard to appoint a committee of the Board to study means of strengthening the College of Music, Southwestern's Department of Music. Pursuant to this action, the Chairman appointed Messrs. E.B. LeMaster, W. Neely Mallory and S. Shepherd Tate as the Committee, and Mr. Tate was asked to serve as Chairman, with President Alexander and Mr. Pritchard ex officio members. Messrs. Charles P. Cobb and Vincent deFrank and Mrs. Russell Weiner, Mrs. Douglas H. Sprunt and Mrs. John Rex Maxwell were appointed as advisory members.

Two meetings of the Committee have been held. A study has been and is being made of the faculty, enrollment, income and expenses, and the physical facilities of the College of Music. This study has revealed that there are administrative problems at the College of Music and that various types of teaching arrangements exist. At the present time, the College of Music is without a Director, and Miss Gladys Cauthen is serving as Acting Director. Some of the Southwestern faculty teach at the College of Music but receive no additional compensation for these services. Other persons occupy studios at the College of Music and receive part of the fees collected by Southwestern. Still others teach at their homes and use the recital rooms at the College of Music, receiving part of the fees. There is another category of persons who merely have recitals at the College of Music and pay a stipulated sum per recital.

Although this is just a preliminary report, and no firm conclusions have been reached and no recommendations are being made at this time, the Committee is hoping that the following can be accomplished: All those who teach at the College of Music will be persons who are on the faculty of Southwestern, and that these faculty members may receive some portion of the fees paid by the students whom they teach at the College of Music, which is not now the case; the name "College of Music," which is confusing, can be eliminated so that all music instruction will be solely under the "Music Department" of Southwestern.

Before any final report can be made, it will be necessary to analyze the agreement under which the Memphis College of Music, Inc., a Tennessee non-profit corporation, transferred its assets to Southwestern.

It now appears that the Expressway will traverse Overton Park, and, according to the present plans, will take the northwest corner of the property where the College of Music is presently located. If this comes to pass, consideration is being given as to whether the College of Music should continue with the reduced area at that location - which is away from the main campus of Southwestern - or whether the remaining land could be advantageously sold for an apartment project, and the College of Music moved to the main campus of Southwestern.

A final report with recommendations will be made by the Committee at a later time.

Mr. McCallum, Chairman of the special Committee on Employment Practices for Non-Academic Employees (See minutes of Board meeting held April 24-25, 1968, page 8) (Robert D. McCallum, Chairman; Walter P. Armstrong, Jr., and Sidney A. Stewart, Jr.), made the following report:

The following areas of our employee benefits are ones in which we feel we need improvement:

WAGE INCREASE & MAJOR MEDICAL COVERAGE: Additional Annual Cost, \$25,000.

Current plans are to increase wages of our hourly employees by 15¢ per hour on January 1, 1969 and an additional 15¢ per hour on January 1, 1970. While this plan keeps us within the technical provisions of the minimum wages specified by the Fair Labor Standards Act, we are nonetheless categorized with other institutions and behind levels specified for general employers in the community. Our hourly wage range is from \$1.30 to \$1.65 per hour, with forty of our fifty hourly employees at the \$1.30 per hour level. Because of our feeling that we should treat our employees better than specified by law, coupled with a knowledge that there has been some union agitation among our lowest hourly paid employees, we recommend an increase to the proposed January 1, 1970 levels on January 1, 1969.

At the same time as this proposed increase we feel that we should place all employees on a salary basis but continue them subject to overtime provisions of the Fair Labor Standards Act. We feel that placing these employees on a salary basis will remove some of those feelings that they are being treated differently from other employees of the college. This transfer will not cost us any additional monies and may in fact provide us with some small savings as a result of reduced number of payroll checks to be prepared. We feel that the implication of equal treatment warrants this move.

The hourly employees have not had medical coverage similar to that which we provide other members of the faculty and staff. Cost for an employee with dependents is approximately \$170 per year. To cover the fifty persons who are not now covered will cost \$8,500 per year. Our recommendation is that we offer this coverage to all our employees as of November 1, 1968.

VACATION: Additional Annual Cost, \$3,000.

The pattern of paid vacations in the community is:

After one year's service - two weeks vacation

After fifteen years' service - three weeks vacation

After twenty-five years' service - four weeks vacation.

Southwestern currently provides two weeks vacation without regard for service. While some employers are much more liberal than the above scale we feel that meeting that level maintained by at least 90% of the industrial community should be our immediate goal. We feel we should bring our program in line with the rest of the community and, therefore, recommend a change in our vacation policy to:

- Two weeks vacation after one year of service.
- Three weeks vacation after fifteen years of service.
- Four weeks vacation after twenty-five years of service.

ANNUAL MEDICAL EXAMINATIONS: Additional Annual Cost, \$3,000.

At the present time we care for our employees' medical problems on an emergency basis only. Many physical problems resulting from lack of attention can be detected and handled if discovered in early stages. Such a program will result in savings to the extent that we avoid protracted illness and absence through early detection and correction of medical problems. It is, therefore, recommended that we provide annual medical examinations for all employees of the college. Such examination will consist of X-rays (to be obtained free of charge from the Shelby County Medical Department), serological tests, Pap Smear, and urinalysis, plus a good general examination. When possible we would provide such additional lab examinations as our campus facilities permit.

MEDICAL INSURANCE: Additional Annual Cost, \$3,000.

We have been notified by TIAA that we may now waive the waiting period on coverage under the hospitalization program for those persons who come to Southwestern having had comparable hospitalization coverage in the past three months. We recommend that we obligate ourselves to approximately \$80 per new staff or faculty member to continue hospitalization for these persons without the mandatory six-month waiting period.

GROUP LIFE INSURANCE FOR RETIRED EMPLOYEES: No additional cost.

TIAA has notified us that "It is now possible to amend your contract so that upon retirement a staff member may convert to an individual policy the amount of the reduction in his group life insurance resulting from his transfer to retired status. There would be no change in rates for the provision."

OTHER BENEFITS:

We are currently working on proposals for extending the pension programs and providing an election for disability insurance. We will forward recommendations on this coverage when we have completed our survey.

In summary, the additional cost to the college per year for the recommendations we are proposing will be:

Wage Increase & Major Medical for Hourly Employees..	\$25,000
Improve vacations to community level.....	3,000
Continuous hospitalization coverage (primarily	
faculty) ..	3,000
Annual Medical Examinations.....	3,000
Life insurance for retired employees.....	-
	\$34,000

It is felt that the above are necessary to bring all our employees to levels of treatment with the rest of the community and avoid differentiation against our lowest paid employees.

Upon motion by Mr. McCallum, seconded by Dr. Edwards, the report was unanimously adopted.

Mr. Armstrong, Chairman of the special Committee on Organization and Purpose of the College (See minutes of Board meeting held April 24-25, 1968, page 8) (Walter P. Armstrong, Jr., Chairman; Stanley J. Buckman, W.J. Millard, Edmund Orgill, Russel S. Wilkinson), reported the Committee's recommendations.

The meeting recessed at 10:25 A.M. and reconvened at 10:40 A.M.

The items in the report of the Committee on Organization and Purpose of the College were considered and voted upon seriatim as follows:

1. The Committee recommends that the Board empower the President to prepare an official edition of the college's by-laws, incorporating all recent changes in the by-laws.

Upon motion by Mr. Armstrong, seconded by Mr. Tate, the recommendation was adopted.

2. The Committee recommends that the by-laws be amended to revise the committee structure of the college, and to clarify the general description of the committees in Article III as follows:

In addition to such special committees as the Board or the Chairman of the Board may from time to time appoint for the discharge of particular duties there shall be the following nine committees of the Board:

Two standing committees, executive in function, the Executive Committee and the Investment Committee, which shall be nominated by the Nominating Committee and elected by the Board at the annual meeting;

Five regular standing committees, which shall be appointed by the Chairman of the Board at the annual meeting - the Committee on Faculty, the Finance Committee, the Committee on Students and Educational Program, the Committee on Buildings and Grounds, the Committee on Development and Institutional Planning;

Two special committees - the Nominating Committee and the Committee on Honorary Degrees, which shall be appointed by the Chairman of the Board at the annual meeting.

The members of these nine committees, except the Nominating Committee, shall hold office for one year or until their successors are appointed. Each of the standing committees shall have a chairman and a secretary, but the secretary need not be a member of the committee. Standing committees shall hold at least two meetings annually, other than meetings held at the time of the formal meetings of the full Board.

The secretary shall give notice of meetings of any committee when requested to do so by the chairman of the committee or the President of the College. Committee meetings shall ordinarily be held in the Directors Room at the college and the place of the meeting shall be indicated in the notice.

The Chairman of the Board and the President of the College shall each be ex officio a member of all of the above named committees, in addition to the number of members hereinafter provided for.

Amendments to page 7 of mimeographed copy of By-Laws:

FINANCE COMMITTEE

The Finance Committee shall consist of at least five members of the Board. The Treasurer of the College shall be an ex officio member without vote. It shall exercise general oversight of the receipts and disbursements of all operating funds of the college, shall examine into and report to the Board the financial condition of the college, shall consider the budget proposals of the administrative officers of the college, and shall make recommendations for the approval of the Board concerning the financial operations of the college for the ensuing year.

Insert the following committees after Finance Committee:

COMMITTEE ON FACULTY

The Committee on Faculty shall consist of at least five Board members. The Dean of the College shall be an ex officio member of this committee without vote. This committee shall be responsible for giving effective consideration to the president's recommendations of persons to be appointed to, promoted within, granted permanent tenure in, or dismissed from the faculty. Ordinarily the Board members chosen for the special committee provided for in Article V (for cases of termination for cause) shall come from this committee's membership. This committee shall consider questions relating to faculty effectiveness, compensation, morale, professional growth and development, recruitment, organization, and working conditions, and shall keep the Board informed on these matters. It shall also serve to foster good communication and friendly relationships between the members of the Board and of the faculty of the college.

COMMITTEE ON STUDENTS AND EDUCATIONAL PROGRAM

The Committee on Students and Educational Program shall consist of at least five members of the Board, two members of the faculty, and two students. The Dean of the College, the Dean of Men, and the Dean of Women shall each be an ex officio member of this committee without vote. This committee shall consider matters pertaining to the scope and effectiveness of the academic program of the college, particularly as it relates to the students. In addition, this committee shall have general oversight of matters pertaining to the welfare and well-rounded development of the students, including student organizations, athletics, admissions

and student aid, student records, housing, food, and health services, and shall keep the Board informed on these matters. It shall also serve to foster good communication and friendly relationships between the members of the Board and of the student body of the college.

COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL PLANNING

The Committee on Development and Institutional Planning shall consist of at least five members of the Board, two members of the faculty, and two students. The Dean of the College, the Treasurer of the College, the Director of Development shall each be an ex officio member of this committee without vote. This committee shall consider matters pertaining to the long-range planning for and fiscal undergirding of the college's program. It shall work closely with the officers and committees of the faculty and administration which are concerned with these matters, as well as with the Finance Committee and the Buildings and Grounds Committee of the Board. This committee shall have the general responsibility of leading the Board into and holding before it a clear picture of the directions and goals for the college, and delineating institutional priorities. This committee shall also be charged with the duty of studying the financial needs of the college, and of supplementing in every way practicable the financial resources of the college.

COMMITTEE ON BUILDINGS AND GROUNDS

The Committee on Buildings and Grounds shall consist of at least five members of the Board, two members of the faculty, and two students. The Treasurer of the College, the Director of Development, and the Superintendent of Maintenance shall each be an ex officio member of this committee without vote. This committee shall consider matters pertaining to the physical plant, and it shall exercise general oversight of all construction projects. This committee shall work closely with the president and other administrative officers in developing plans for construction, for maintenance of the campus and buildings, and for any other aspect of the physical plant of the college.

The recommendation was adopted with the following amendment:

The Committee on Faculty shall consist of five or more Board members, instead of the wording of "at least five"; the Committee on Students and Educational Program shall consist of five or more members of the Board instead of "at least five."

3. The Committee recommends that the Board change its time of meeting to early December and at the time of the commencement in the first week in June.

After discussion, this recommendation was withdrawn.

4. The Committee recommends that the Board amend Article XI of the By-Laws as follows:

These By-Laws may be amended or repealed at a stated meeting by a two-thirds vote of the entire Board, provided notice of the proposed amendment or repeal has been submitted in writing at least one month before the stated meeting at which the amendment or repeal is voted upon.

Upon motion by Mr. Armstrong, seconded by Dr. Edington, this recommendation was changed to read as follows:

These By-Laws may be amended or repealed at a stated meeting by a two-thirds vote of the entire Board, provided notice of the proposed amendment or repeal has been submitted in writing at least thirty days before the stated meeting at which the amendment or repeal is voted upon.

5. The Committee recommends that the Board amend Article X of the By-Laws to reflect the new committee structure.

Upon motion by Mr. Armstrong, seconded by Mr. Stewart, this recommendation was adopted.

6. The Committee recommends that it be continued, so that it may have more adequate time to study and prepare a statement of the mission and purpose of the college.

Upon motion by Mr. Armstrong, seconded by Mr. Stewart, this recommendation was adopted.

President Alexander called the attention of the Board to the new practices followed for the organization of the Nominating Committee and recommended the adoption of the following amendment to the By-Laws (pages 8 and 9 of mimeographed copy of By-Laws):

The Nominating Committee shall consist of four members of the Board appointed by the Chairman of the Board at the annual meeting. The members of the Board appointed to the Nominating Committee shall serve for two-year terms and are not eligible to be reappointed, except for the Chairman, whose term is for one year only and who is not eligible to be appointed to the Committee for at least one year after his term as Chairman. It shall be the duty of this committee to nominate officers of the corporation, members of the Executive Committee and Investment Committee, and new members of the Board as vacancies occur.

Upon motion by Mr. Mallick, seconded by Mr. Mallory, the above recommendation was tabled for enactment at the March 1969 meeting of the Board.

The meeting recessed for the Nominating Committee to meet, after which the members of the Board met at 12:30 P.M. in the Fellowship Hall of Evergreen Presbyterian Church for lunch.

During the luncheon period Mrs. Wilson made the following report for the Nominating Committee:

CORPORATION

Robert D. McCallum.....Chairman
Earl W. Mallick.....First Vice-Chairman
W.J. Millard.....Second Vice-Chairman
S. Shepherd Tate.....Secretary
M.J. Williams, Jr.....Treasurer
Mrs. W.E. Solomon.....Assistant Secretary

EXECUTIVE COMMITTEE

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

INVESTMENT COMMITTEE

Snowden Boyle, Chairman
Chairman of the Board, Boyle Investment Company
Brown Burch, B.A., Vice-Chairman
Early F. Mitchell, LL.B.
Executive Vice-President and Director, First
National Bank
William B. Rudner, B.A., Vice-President and Trust
Investment Officer, Union Planters National Bank
John David Alexander, Jr.
Robert D. McCallum
A.V. Pritchardt
M.J. Williams, Jr.

Upon motion by Mr. Armstrong, seconded by Mr. LeMaster, the above named officers of the Corporation and of the Executive Committee, and the membership of the Investment Committee were elected by acclamation.

Mrs. Wilson moved that the First Vice-Chairman of the Corporation be elected to membership on the Executive Committee, which was seconded by Mr. Copeland and approved.

The Nominating Committee recommended that a member of each Synod be elected to membership on the Executive Committee. Mr. McCallum moved that the Executive Committee be enlarged to a membership of 20 instead of 17, as presently provided by the By-Laws, and that a member from each of the four cooperating Synods be elected to membership on the Executive Committee. This motion was seconded by Mr. Kennon and unanimously adopted.

The Nominating Committee asked the Board for the authority to recommend to the Committee on Honorary Degrees that Mr. A.V. Pritchardt, retiring Chairman of the Board, be awarded an honorary degree at the commencement exercises in June, 1969. The motion was made by Mrs. Wilson, seconded by Mr. Orgill and passed.

Dr. Millard, Chairman, and the members of the Committee on Honorary Degrees met and moved that the degree of Doctor of Humanities be conferred upon Mr. Pritchardt in June, 1969, which was seconded by President Alexander and unanimously passed.

Mrs. Wilson made the following motion dealing with the retirement age of members of the Board and the establishment of Life Memberships on the Board, which was seconded by Dr. Buckman and unanimously adopted: (See minutes of meeting of Board of Directors held April 24-25, 1968, page 6).

Any person who is elected to the Board by the Board after October, 1968 shall not be eligible for reelection at the expiration of his term if he has attained the age of 70 prior to the expiration of his term, provided that this shall not apply to the reelection of any person who was serving on the Board during October 1968, and provided further that any person who attains the age of 70 during his term shall be eligible to complete that term. At the discretion of the Board, any Director, whether or not eligible for reelection, who has attained the age of 70 may be elected to a Life Directorship which will entitle such a person so elected to full participation in the deliberations of the Board, but such a Life Director will not have a vote and, therefore, will serve in addition to the number of Directors permitted under these By-Laws. Such Life Directorships shall be conferred as a privilege upon those whom the Board wishes to honor for their distinguished service to the college and shall remain in effect for the lifetime of the Director so elected. Directors elected by the Synods may be eligible for such election but will not be subject, except as Synods' rules require, to the mandatory retirement age as active members of the Board.

President Alexander moved that the Board express its appreciation to Dr. Lynn for his years of faithful service to the college in the capacity of Secretary of the Board and the Executive Committee, which was seconded by Dr. Millard, and unanimously passed.

Dean Wade moved that the By-Laws be amended to provide that the Board of Directors meet at least two times a year - once in the first six months of the calendar year and once in the second six months of the calendar year, and at such other times as the Board might decide to meet. This motion was seconded by Mr. Butler and adopted.

The Chairman read a letter from Mr. W.H. Mitchell, of Florence, Alabama, who was unable to attend the meeting because he had not completely recovered from a serious automobile accident, in which he expressed appreciation to the members of the Board for their prayers and letters.

The Secretary's report is contained in the minutes of the Executive Committee meetings held since the April 24-25, 1968 meeting of the Board. The following letter was read from Jas. D. Collier & Co., of Memphis, concerning bonds for the employees of the college:

October 7, 1968

Colonel Ross Lynn
Memphis University School
6191 Park Avenue
Memphis, Tennessee

Re: SOUTHWESTERN AT MEMPHIS

Dear Colonel Lynn:

This letter will confirm that Fidelity Coverage is carried as an insuring agreement, Part 7, of the package policy carried by Southwestern at Memphis under Firemen's Insurance Company of Newark, New Jersey Policy Number CBP 43352. Coverage is provided under a Blanket Crime Endorsement which covers all employees in an amount of \$75,000. The definition of employee has been amended to include Directors and Trustees while acting within the usual duties of employees and serving as a member of any committee duly elected or appointed by resolution of the board of directors or trustees to perform specific, as distinguished from general, directorial acts on behalf of the insured.

Trusting that this information will be sufficient for your requirements and holding ourselves in readiness to serve you at all times, we are with best wishes

Very truly yours,

JAS. D. COLLIER & CO.

By: Jas. D. Collier, Jr.

The Treasurer's report was presented by Mr. McCallum, and upon motion by President Alexander, seconded by Mr. Kennon, was received as information. (See pages 61-66).

In addition to the President's annual report to the Board for the 1967-68 fiscal year, copies of which were sent to the members of the Board prior to this meeting (See pages 38-60). Dr. Alexander reported orally on a number of items, such as the enrollment for the first term of the 1968-69 academic session - 975 full-time and 19 part-time, progress on construction of the new residence hall for women (See minutes of Board meeting held April 24-25, 1968, page 9), which he suggested be temporarily named East Hall, the science symposium and dedication of Frazier Jelke Science Center October 17-19, etc. He reported on the problems encountered in the projected S. DeWitt Clough Arts and Humanities Building (See minutes of Board of Directors meeting held October 18-19, 1967, page 17), stating that the college has approximately \$750,000 allocated for this building and the initial bid on it was \$1,313,000. After consultation with the architects he reported that the bid had been reduced to approximately \$1,200,000, but since the funds are not available to this extent some thought must be given to alternative arrangements for possible changes in the building.

President Alexander reported on recent changes in the financial condition of the college, citing gifts received from the Edward J. Meeman Foundation, of Memphis, the estate of Alfred C. Glassell, '11, of Shreveport, Research Corporation, National Science Foundation's College Science Improvement Program, etc., and stated that the net worth of Southwestern has reached approximately \$20,000,000, with some \$2,000,000 having been added to the endowment since June 30, 1965.

President Alexander also reported on some of the issues which had arisen as a result of the action taken by the Board at its meeting on April 24-25, 1968 (See minutes page 4) concerning sororities and fraternities, and stated that all of the groups were moving in the direction of accepting the new regulations except one fraternity. (Also see minutes of Executive Committee meetings held May 20, 1968, page 1, September 16, 1968, pages 1-4, September 23, 1968, page 1).

President Alexander recommended that the Board adopt the following proposed regulations of the faculty dealing with alcoholic beverages on the campus and at social functions, a copy of which had previously been sent to each member of the Board:

"Conduct befitting a lady or gentleman is expected of all Southwestern students. Rowdiness, drunkenness, and other improper conduct will result in disciplinary action. No intoxicants are to be served at any dance, party, or other function given by any college organization, nor are they to be brought into any building or kept anywhere (including in automobiles) on the campus. Students are not allowed to have guns on the campus or keep animals in their rooms or on the campus."

Southwestern At Memphis, Catalogue 1967-68, page 73.

Substitute:

Conduct befitting a lady or gentleman is expected of all Southwestern students. Rowdiness, drunkenness, and other improper conduct will result in disciplinary action. No intoxicants are to be served at dances, parties, or other functions given by college organizations on or off campus. No Southwestern organization or group may buy or provide alcoholic beverages for its members or guests. Students are not allowed to have guns on the campus or keep animals in their rooms or on the campus.

The following statement is for amplification of collegiate policy on alcoholic beverages and is appropriate for Student and Faculty Handbooks, etc.

College Policy on the Use of Alcoholic Beverages.

The college attempts through courses of instruction and counseling to make known the effects of the use and the misuse of alcohol. The college is subject to the laws of the State of Tennessee and the City of Memphis regulating the use of alcoholic beverages. Every member of the collegiate community has a personal responsibility in regard to these

laws, and no member can assume Southwestern provides immunity from the law.

College policy forbids any group to serve alcoholic beverages at dances and other social functions. The purpose of this ruling is to place limits so that the use or non-use of alcohol will remain an individual decision.

College policy limits drinking by individuals in that it prohibits drinking in such public areas as the refectory and the student center. The purpose of this ruling is to guard the rights of those who do not drink and to avoid over-casual and undisciplined appearance.

A student-faculty committee is authorized to interpret and apply the general policies referred to above. This same committee will sit in judgment on instances of abuse or violation of policy and on objectionable behavior associated with over-indulgence, such as destruction of property and interference with another's right to privacy and quiet. Students, faculty and staff members of the college have the responsibility to report to the committee any observed instances of the violation of these policies.

After a lengthy discussion of the above proposed regulations and a slight amendment to the wording, President Alexander's motion was seconded by Mrs. Wilson, and the following regulation was adopted but not unanimously. There was a negative vote in addition to Mr. Bodie's negative vote, which he requested be recorded:

Conduct befitting a lady or gentleman is expected of all Southwestern students. Rowdiness, drunkenness, and other improper conduct will result in disciplinary action. No intoxicants are to be served at dances, parties, or other functions given by college organizations on or off campus. No Southwestern organization or group may buy or provide alcoholic beverages for its members or guests. The college attempts through courses of instruction and counselling to make known the effects of the use and misuse of alcohol. The college is subject to the laws of the State of Tennessee and the City of Memphis, which provide that it is illegal for minors to possess or use intoxicating beverages and that it is illegal to purchase such beverages for, serve, or give them to minors. Every member of the collegiate community has a personal responsibility in regard to these laws, and no member can assume Southwestern provides immunity from the law.

Because of an important commitment in Nashville later in the day, it was necessary for Mrs. Wilson to leave the meeting at 3:30 P.M.

President Alexander discussed the manner in which he and other administrative officers felt rules and regulations governing student activities on the campus should be determined and carried out, the purpose being to allow the students to have a voice in such matters. After a discussion, action was deferred until the meeting of the Board on Friday, October 18.

The meeting recessed at 4:15 P.M. in order for the Committees of the Board to meet before dinner at 7:00 P.M. in Catherine Burrow Refectory, at which the speakers for the Symposium on Visual Perception in connection with the dedication of the Frazier Jelke Science Center would be present, as well as a large number of friends of the college, after which a lecture on "The Biology of Vision" by Dr. John E. Dowling, of Johns Hopkins University, would be delivered at 8:00 P.M. in the Frazier Jelke Science Center. In order for the members of the Board to have an opportunity to attend the lecture on "Psychological Aspects of Visual Perception" by Dr. William H. Ittelson, of Brooklyn College of The City University of New York, the Chairman announced that the meeting of the Board would reconvene at 10:45 A.M. on Friday, October 18.

The Board of Directors resumed its meeting on Friday, October 18, 1968, at 10:45 A.M., in the Directors Room, Palmer Hall, on the campus.

The meeting was called to order by the Chairman, A.V. Pritchardt, and was opened with prayer by Mr. Moore.

The roll call showed the following members present:

Term expiring 1969

Walter P. Armstrong, Jr.
H. Richard Copeland
Edmund Orgill

Term expiring 1970

Belin V. Bodie
Stanley J. Buckman
Park H. Moore, Jr.
S. Shepherd Tate

Term expiring 1971

Mrs. Henry C. Collins
David H. Edington, Jr.
Ross M. Lynn
Mrs. J. Maury McIntyre
W. Neely Mallory
Sidney A. Stewart, Jr.

Term expiring 1972

John H. Bryan, Jr.
Dan F. Goodwin, Jr.
Larry D. Kennon
Edward B. LeMaster
Robert D. McCallum
W.J. Millard
A.V. Pritchardt
Henry C. Watkins
Rene de Visme Williamson

J.D. Alexander, ex officio

Mrs. Erma Solomon, Assistant Secretary, was present by invitation.

The following members were absent: C.W. Butler, Jr., William H. Dale, Earl W. Mallick, Orrick Metcalfe, Edward W. Cook, William C. Rasberry, John W. Wade, Russel S. Wilkinson, Mrs. Lee D. McLean, John B. Ricker, Jr., Mrs. David K. Wilson, L. Palmer Brown III, Sterling J. Edwards, Jr., William H. Mitchell, Norfleet Turner.

Further consideration was given to the discussion of the regulations governing student activities on the campus (See pages 9-10 of the minutes for October 17). President Alexander moved the following resolution, which was seconded by Mr. Goodwin:

For many years utmost confidence has been reposed in the students of Southwestern for the conduct of their lives as members of the college community. Such confidence in student responsibility has proved to be not only justifiable, but it also is essential to the kind of college Southwestern seeks to be.

The Board of Directors, therefore, resolves that there shall be established a committee of students, with advisory members from the faculty and administration, which shall be charged with general responsibility for establishing and enforcing social regulations for the residence halls, the fraternity lodges, and the Thomas W. Briggs Student Center, such regulations to be subject to administrative approval.

After discussion the motion was adopted, with the Secretary voting negative.

President Alexander read the following release which had been prepared for the local newspapers, and upon motion by Mr. Orgill, seconded by Mr. Watkins, it was unanimously approved:

**SPECIAL RELEASE TO THE FACULTY, STAFF, AND STUDENT BODY OF
SOUTHWESTERN AT MEMPHIS**

The Board of Directors of Southwestern At Memphis at its regular meeting October 17-18, 1968, took the following actions:

I. Agreed to amend the By-Laws of the college in order to revise significantly the committee structure of the Board by establishing four new committees. These committees are the Committee on Faculty, the Committee on Students and Educational Program, the Committee on Development and Institutional Planning, and the Committee on Buildings and Grounds. The Dean of the College will be an ex officio member of the Committee on Faculty. Two members of the faculty and two students will serve with Board members on the Committees on Students and Educational Program, Development and Institutional Planning, and Buildings and Grounds.

II. Adopted a report of a special committee of the Board which, on recommendation of the President and Treasurer, proposed new policies in respect of non-academic employees of the college. The Board by its action raises the minimum ^{hourly} wage of the college to \$1.60 beginning January 1, 1969, although the college is technically not fully covered under minimum wage provisions of the Fair Labor Standards Act until February 1, 1971. Other recommendations adopted by the Board include authorizing the Treasurer of the College to transfer hourly employees to a salary basis, to bring vacation policy into line with general area standards, to provide annual medical examinations for all employees, and to implement other changes in the fringe benefit policies of the college. Total annual cost of these changes is estimated to be \$34,000.

III. Adopted the following catalogue regulation with respect to the use of intoxicating beverages:

Conduct befitting a lady or gentleman is expected of all Southwestern students. Rowdiness, drunkenness, and other improper conduct will result in disciplinary action. No intoxicants are to be served at dances, parties, or other functions given by college organizations on or off campus. No Southwestern organization or group may buy or provide alcoholic beverages for its members or guests. The college attempts through courses of instruction and counselling to make known the effects of the use and misuse of alcohol. The college is subject to the laws of the State of Tennessee and the City of Memphis, which provide that it is illegal for minors to possess or use intoxicating beverages and that it is illegal to purchase such beverages for, serve, or give them to minors. Every member of the collegiate community has a personal responsibility in regard to these laws, and no member can assume Southwestern provides immunity from the law.

The Board also adopted a statement which creates a student-faculty committee whose duty shall be the interpretation and enforcement of this regulation.

IV. Adopted the following resolution:

For many years utmost confidence has been reposed in the students of Southwestern for the conduct of their lives as members of the college community. Such confidence in student responsibility has proved to be not only justifiable, but it is also essential to the kind of college Southwestern seeks to be.

The Board of Directors, therefore, resolves that there shall be established a committee of students, with advisory members from the faculty and administration, which shall be charged with general responsibility for establishing and enforcing social regulations for the residence halls, the fraternity lodges, and the Thomas W. Briggs Student Center, such regulations to be subject to administrative approval.

The following report of the House Committee was made by its Chairman, Mr. LeMaster, who moved its acceptance, which was seconded by Mr. Kennon and carried:

The following members of the Committee were present: Chairman E.B. LeMaster, Professor Rene de Visme Williamson, Dr. W.J. Millard, Messrs. C.W. Butler, Jr., Russel S. Wilkinson, Park H. Moore, Jr., S. Shepherd Tate, Earl W. Mallick, Sterling J. Edwards, Jr., Ross M. Lynn, and Mr. James M. Chambers, Business Manager, by invitation.

The meeting was called to order by the Chairman, Mr. LeMaster, and was opened with prayer by Dr. Millard.

The Chairman called on Mr. Wilkinson, Chairman of the Building Committee, to give a report on the proposed S. DeWitt Clough Arts and Humanities Building. He stated he had met with other members of the Committee and the architects to see if the estimated cost of the building could be reduced. As a result of the cost of the building and the fact that the construction might be postponed, it was found necessary to change the electrical wiring system in order to provide sufficient electricity for the present facilities. It was found that a temporary electrical circuit arrangement would handle the college needs and would cost about \$1,500, which the Building Committee authorized. Mr. Wilkinson then discussed lack of adequate pipeline water capacity to service the new residence hall for fire fighting purposes and for future growth. He stated that it was imperative to have electricity and water available for the new residence hall this winter, even though it would not be occupied until September 1969.

The Chairman then called on Mr. Chambers to discuss the existing water supply on the campus. Mr. Chambers emphasized and pointed out that in the case of fire on the campus it would be entirely possible that there would not be enough water available to fight the fire. After a thorough discussion of the matter, the Building Committee recommends to the Board that immediate steps be taken to furnish water for the new building and at the same time furnish an adequate supply of water in case of fires on the campus. Estimated cost of the installations necessary is \$13,000.

Mr. Chambers called attention to the fact that there is a pressing need for additional housing facilities for the Maintenance Department. The addition of new buildings and more sophisticated equipment which has to be maintained will require additional space and equipment immediately.

The following report of the Finance Committee was read by its Chairman, Mr. McCallum, who moved its adoption, which was seconded by Mr. Copeland and passed:

The Finance Committee of the Board of Directors of Southwestern At Memphis met on Thursday afternoon, October 17, 1968, at 4:15 P.M. in the Directors Room. Those present were: Robert D. McCallum, Chairman, Henry C. Watkins, Belin V. Bodie, Mrs. Henry C. Collins, John H. Bryan, Jr., H. Richard Copeland, President David Alexander, and M.J. Williams, Jr., Treasurer.

A general discussion was held on college policies relating to audit, finance, investment, and accounting. President Alexander discussed the results of the 1967-68 fiscal year audit and made interpretative remarks relating to the accounting reports contained therein.

In an attempt to obtain more informative reports, the accounting system was changed at the beginning of the new

fiscal year on July 1, 1968. Reports which are to be mailed to the members of the Board of Directors each quarter are in preparation. Indications are that income and expense, in total, are very near their budgeted levels. One of the keys to meeting this year's budget is the Annual Sponsors' Program.

Recommendations

The Finance Committee recommends to the Board of Directors:

1. That the audit for 1967-68 be approved as published and presented by the auditing firm of Ernst and Ernst.

2. That the By-Laws be amended in the section titled "Classification of Funds" on page 7 of the mimeographed copy of the By-Laws to read:

The funds of the college shall be grouped as follows:

- a. Endowment Funds
- b. Annuity Funds
- c. Funds not included in the endowment, but functioning as endowment
- d. Funds for special purposes
- e. Plant Funds
- f. Current Funds

This recommendation to the Board of Directors is made to permit clarity in reporting previous actions of the Board relating to financing of the new women's residence hall.

Mr. Orgill introduced Mr. Loyd C. Templeton, Jr., '56, and Mr. A.P. Perkinson, Jr., Director of Development and Associate Director of Development respectively. These young men presented the following comprehensive report of the plans, procedures and goals for the Office of Development:

PROPOSED ORGANIZATION OF THE ANNUAL FUND
for
SOUTHWESTERN AT MEMPHIS
1968-1969

SOUTHWESTERN CONTINUING CHALLENGE. These words tell the story of the spirit of Southwestern. The continuing challenge to change where change is needed; to strengthen the good things given us by the past; to be critical, analytical, and truthful; to attempt in all ways to elevate the level of excellence achieved by the college.

This is the perspective from which we have developed the analysis, plans, and goals for the 1968-69 Annual Fund. The Development Office believes that the fund-raising activities of the institution evolve as a natural outgrowth of the academic and administrative programs of the college.

Therefore, the first question which had to be answered before plans could be made was: "How much annual operating money will be needed at Southwestern for the academic year 1968-1969?" It was felt that the need could be determined only by careful reflection upon past expenditures, along with consideration of the rate of annual increase in budgets during recent years. The results of that inquiry are found in exhibit A in this report, with the last column on the right being the 1968-69 projections.

Once this total need had been forecast, the next task was to take a hard look at each of the possible sources of financial support and attempt to assess the potential of each for the current year. The results of this inquiry are found in exhibit B. These goals are ambitious, yet they are attainable. Success will require the firm commitment of the total college community.

In order to implement these plans, it was essential that internal organizational procedures be thoroughly understood, carefully evaluated as to effectiveness, and altered where necessary. Efforts in the internal organization area consisted of everything from study of accounting systems, to complete re-structuring of the Alumni Association, to design and elimination of duplication in pledge cards and acknowledgment cards, to stationery requirements, and, perhaps most important, to analysis of the giving patterns during the Challenge Campaign and during the last (1965) Annual Sponsors' Program.

The background study which has led to the information contained in this report was made doubly essential by the fact that new personnel staff the Development Office. Since internal methods and past solicitation procedures were not known to the newcomers, careful analysis was a must.

Great care is being taken in the Development Office to see that fund-raising efforts are carefully coordinated with the overall public relations and publications programs of the college. For example, in order to determine the proper style, content and number of mailing pieces to the various constituencies to be solicited for funds, an analysis of the mailing lists of the past has been made. By knowing how many mailing pieces are received each year by the various groups, we can be careful to see that a proper balance is maintained between fund-raising and other informative pieces.

In evaluating the past achievements of Southwestern's fund-raising efforts, and in setting goals for the future, comparative information has been obtained from other colleges, both by attendance of our personnel at conferences and seminars, as well as by letter, telephone, and personal visits to other campuses.

Finally, because of the time required to complete the work necessary before the actual solicitation begins, it has been determined that the major thrust of this year's annual fund be from December 1, 1968 through March 31, 1969.

SOURCES OF FUNDS ANNUALLY EXPENDED 1961-62 TO 1967-68
AND PROJECTED NEEDS FOR 1968-69

Exhibit A

ITEM	1961-62	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	Projected 1968-69
ANNUAL BUDGET	1,707,340	1,847,100	2,028,171	2,229,495	2,529,440	2,797,544	3,158,282	3,410,000
1. Student Tuitions & Fees Bookstore,	608,068	682,648	767,759	923,048	1,063,805	1,177,640	1,220,714	1,500,000
2. Residence Halls, Dining Halls Other College Activities and	390,371	426,720	443,040	462,966	555,737	629,731	629,303	650,000
3. Departmental Income	202,888	209,951	213,045	222,905	243,725	239,737	271,349	290,000
4. Miscellaneous Income	1,254	2,283	4,078	3,042	2,451	7,332	8,271	9,000
5. Interest on Bank Accounts	10,768	8,445	9,729	16,953	37,700	49,034	75,792	50,000
6. Endowment Income	203,115	216,525	240,358	257,407	261,310	297,131	313,860	340,000
Sub-Total Operating Income	1,416,465	1,546,572	1,678,009	1,886,321	2,164,728	2,400,605	2,519,289	2,839,000
Lines #7 through #10 are Annual Gift Receipts								
7. Churches (Benevolences & Chairs)	149,482	162,647	183,691	183,201	190,634	203,234	199,590	200,000
8. T.I.C.F.	2,029	5,373	5,843	5,990	5,441	5,769	6,342	7,000
9. Miscellaneous Contributed Funds	5,271	4,428	4,948	7,069	29,378	22,419	25,158	23,000
10. Annual Sponsors' Program (Loyalty Fund, ASP, Alumni ASP)	136,349	141,547	168,782	154,212	*140,670	**165,517	***407,903	341,000
Total Annual Gifts	293,131	313,995	363,264	350,472	366,123	396,939	638,993	571,000
Total Cash Receipts	1,709,594	1,860,567	2,041,273	2,236,793	2,530,851	2,797,544	3,158,282	3,410,000
Surplus (Deficit)	2,256	13,467	13,102	7,298	1,411	-0-	-0-	-0-

*Includes \$100,000 Ford Funds; **Includes \$162,711 Ford Campaign Funds; ***Almost all is Ford Campaign Funds.

ALUMNI
(\$112,500)

1968-69 Goals:

\$112,500; 2,250 donors (average \$50)
Will solicit approximately 6,750 which can
produce 33 1/3% participation.

1964-65 Results:

\$81,550; 1,537 donors (average \$53.06)
Participation 24.7%

Campaign Results:

\$364,095; 1,900 donors (average \$192 per
donor -- 3 years = \$64/year)
Participation approximately 29%.

Item 1. Special Donor Club

It is contemplated that President Alexander write a selected list of alumni, asking that they join him in contributing at least \$1,000 to the annual fund at Southwestern. Perhaps a special name to designate donors of this level could be selected. Nothing would be promised these people except the satisfaction of participating to a substantial degree in the strengthening of Southwestern's educational program. However, it is contemplated that after the gifts have been received, probably late in the academic year, an appreciation dinner hosted by the President might be in order.

Participation at this level of giving for 1968-69 is difficult to predict. However if 50 alumni would participate at the \$1,000 level, and if 15 could be added each year for the succeeding four years, this degree of participation should adequately support the total alumni goal anticipated during that period, producing 110 donors and \$110,000 for 1972-73.

Item 2. Solicitation Plans

Most of the solicitation of alumni would be via mail. However, a selected list based on past giving performance would be solicited personally. This personal solicitation would be organized through the Board and its Development Committee, and will most likely be confined only to the Memphis area for the 1968-69 year.

In the future, as alumni chapters are organized throughout the country, we hope to personally solicit as large a number of alumni as possible. A Loyalty Fund Committee will be a part of each local Alumni Chapter, so that our solicitation teams should be easily assembled on a local level.

Item 3. Long-range Alumni Goals

At this time, it is felt that a maximum attainable performance would be an increase in participation at the rate of 5% per year, and an increase in giving of approximately \$35,000 per year, which achievements would result in the following fund goals:

<u>Year</u>	<u>% of Participation</u>	<u>Amount</u>
1969-70	38%	\$147,500
1970-71	43%	182,500
1971-72	48%	217,500
1972-73	53%	252,500

Thus, the results five years from now could produce approximately 4,500 gifts at an average of approximately \$56 per gift. In light of the performance of many other colleges in the country, this is not an unreasonable expectation. Of course, as conditions warrant, goals can be adjusted.

FACULTY AND STAFF
(\$10,000)

Campaign Results:

\$54,095; 140 donors

Average \$386 per donor -- 3 years = \$128/year

Participation approximately 75%

Two anonymous gifts totalling \$2,500 have already been contributed from this group this year, so we now seek only \$7,500 from 125 to 175 people. Under present circumstances, the ceiling for this category is estimated to be between \$15,000 and \$20,000 annually, and the five-year projection calls for an increase to \$17,500 for the 1972-73 campaign.

Solicitation Plans

A chairman will be selected from among the faculty. This chairman will write a letter to each member of the faculty and staff, excluding maintenance and other hourly workers, stating the case for annual support and asking each person to complete the card which will be enclosed in the letter and return it to the chairman. One or two follow-ups to this initial letter will be sent at appropriate intervals. There will be no personal solicitation, and every effort will be made to see that this matter is conducted in an unoffensive manner.

Specific information as to the identity of the donors in this category and the amount of any individual gift will be confined to the Development and Business Offices.

BOARD OF DIRECTORS
(\$75,000)

Campaign Results:

Approximately \$280,000, an average annual level of \$93,500 (old and new Board members).

The annual fund goal is 80% of campaign level.

This is a sizable amount of money. However, giving by the 38-member Board at a level of \$75,000 annually is well within average levels achieved by other institutions. Numerous institutions report that their boards of trust support the annual giving program at a level of approximately 30% of the total of the program each year. Considering all factors, not the least of which is the notable contribution made to the college by Board members in areas other than personal financial support, it is felt that 20% of the annual support program is a reasonable level for Board participation. This year of 1968-69, with goals which total \$412,500, the Board goal of \$75,000 represents only 18%.

Item 1. Solicitation Plans

Members of the Board of Directors should be solicited without undue pressure, and only by fellow Board members. It is hoped that the Development Committee will handle internal Board solicitation. The method whereby the individual Board member can be encouraged to give according to his means will need to be carefully worked out with the Development Committee. Hopefully, many of the Board members will wish to continue their financial support at the same annual level sustained during the Ford Challenge Campaign.

Item 2. Long-range Goals

In order to sustain a level of participation by the Board of 20% per year, the level of giving for the 1972-73 academic year would need to be in the range of \$130,000 to \$140,000.

ANNUAL SPONSORS' PROGRAM
(\$150,000)

This category includes all Memphis business, all parents, and non-alumni everywhere, as well as Memphis foundations, if the foundation gift is for operating purposes. This category excludes gifts from alumni, Board of Directors, and alumni businesses, even if located in Memphis.

Item 1. Parents' Fund (\$20,000)

This is a "blind" goal, which, hopefully, will produce

200 gifts at an average of \$100, a total of \$20,000. During the Challenge Campaign parents contributed a total of \$37,000 over three years.

Parents will be solicited by mail only, with the possible exception of a few parents of unusually large potential. A chairman of the Parents' Fund will be selected from among current parents, and the chairman will write letters prepared by the Development Office to each parent. If it is decided that parents of former students should be solicited, a co-chairman for that group will be selected. It is anticipated that three mailings will go to parents, beginning around November 1.

Item 2. The Memphis Community

Allowing for the Parents' Fund goal of \$20,000, the Memphis business and professional community will need to account for only \$130,000 to reach the \$150,000 goal for this category. During the 1964-65 ASP, gifts from the Memphis business and professional community, individuals who are non-alumni, and Memphis foundations for operating purposes totalled \$109,850. These "friends," as they have been termed in the past, made 504 gifts to the college during the 1964-65 ASP.

Based on an analysis of these 504 gifts during the last ASP, in addition to an analysis of contributors to the Challenge Campaign who did not contribute during the 1964-65 ASP, it is believed that the most effective method of solicitation for the 1968-69 fund will be a combination of general mail solicitation and personal calls. In the past, there has been an elaborate network of campaign workers calling on all prospects. It is felt that best results will be obtained if the few hundred better donors of the past are carefully assigned to selected and proven solicitors, with the smaller contributors being solicited by mail. Total solicitations would number approximately 1,200, excluding alumni, Board members, parents, and alumni businesses.

The organizational structure for the Memphis campaign would call for a chairman and several division leaders, with all campaign mailings being signed by the campaign chairman.

In view of the limited number of proven solicitors, it will be necessary that the Board of Directors be called upon rather extensively to solicit the "special" gifts.

In view of the fact that there were 504 gifts during the 1964-65 ASP, and 124 donors of \$100 or more to the campaign who did not make a contribution to that previous ASP, a total of 628 donors, it is hoped that 600 gifts can be obtained. At an average of \$250 per gift, 600 donors would produce \$150,000. The average of the 504 gifts in 1964-65 was \$218 per donor. The average of the 124 gifts of \$100 or more to the campaign was \$871.35, divided by 3 years, equalled \$290 per donor per year.

NATIONAL CORPORATIONS
(\$25,000)

This includes all matching gifts and all TICF gifts, which together should total over \$10,000, so the direct national corporate goal is actually only \$15,000, which is a "blind" goal.

In the records of past ASP funds, as well as the Challenge Campaign, there is a great deal of overlap between this heading and the ASP heading. Contributions solicited from Memphis branches or offices of national corporations will continue to be counted in the ASP column. Contributions from corporations that are solicited at the home office level will be under the National Corporations heading.

This heading will also include gifts made via company foundations for operating purposes.

As the business and industrial complex in the United States becomes more aware of its responsibilities to higher education, and as the Development Office learns more about the techniques of soliciting this market, it is hoped that by 1972-73, this group can contribute \$50,000 to the annual support of the college.

FOUNDATIONS
(\$40,000)

This is a "blind" goal. It is assumed that we can obtain at least four "nuisance" grants of \$10,000 each from four different foundations outside Memphis.

Particular attention will be paid to regional foundations, especially in the Chattanooga area, many of whom have supported the University of Chattanooga while it was a private institution, but who may not be so anxious to lend operating support to that institution now that it is a publicly supported institution.

A payment of \$10,000 toward a grant solicited last year from the Danforth Foundation, which payment is for the operating cost of the new Freshman Program, means that 25% of the Foundations' goal is already in hand.

Because of the changing emphasis in the direction of the programs of the major foundations, the future potential of this source for operating funds for the college is quite doubtful. Therefore, it is assumed that the level of annual support from foundations for operating purposes will remain rather static, so that the 1972-73 goal for this category should be placed at not more than \$50,000.

SUMMARY
of
PROPOSED ANNUAL FUND GOALS
for
1968-1969

Alumni.....	\$112,500
Faculty and Staff.....	10,000
Board of Directors.....	75,000
Annual Sponsors' Program.....	150,000
Parents' Fund.....	\$ 20,000
Memphis Community.....	130,000
National Corporations.....	25,000
Foundations.....	<u>40,000</u>
 Annual Operating Funds Total Goal.....	 \$412,500
 Projected annual support needed.....	 \$391,000
(\$341,000 from budget projections plus \$50,000 cushion)	

This total goal represents more than double the highest Annual Sponsors' Program in the past. The goal is ambitious, but it is necessary. Firm belief in and dedication to the purposes of Southwestern, expressed in the hard work of the Board of Directors, the Administration, and the volunteer workers, are the ingredients necessary to make the goal a reality.

TENTATIVE GOALS FOR
1972-1973

Alumni.....	\$252,500
Faculty & Staff.....	17,500
Board of Directors.....	140,000
Annual Sponsors' Program.....	200,000
Parents' Fund.....	\$ 25,000
Memphis Community.....	175,000
National Corporations.....	50,000
Foundations.....	<u>50,000</u>
 Anticipated Goals 1972-1973.....	 \$710,000

Upon motion by Mr. Orgill, seconded by Mr. Goodwin, the report of Messrs. Templeton and Perkinson was received with keen interest and anticipation.

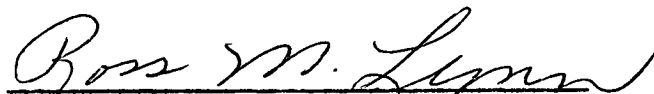
The Self-Study which the college is making for the Southern Association of Colleges and Schools (see minutes of meeting of the Board for October 18-19, 1967, page 8), particularly the section of the study dealing with the Board of Directors, was discussed. Upon motion by Mr. Goodwin, duly seconded, this matter was deferred to the March 1969 meeting of the Board. (See item 6 of minutes for October 17, page 11).

It was announced that the Committees of the Board to serve for the next year would be appointed as soon as possible and the members notified by mail. In the meantime the hope was expressed that the present Committees would continue to function.

It was announced that the spring meeting of the Board would be held on Wednesday and Thursday, March 19-20, 1969.

It was announced that the Symposium would be continued in the Frazier Jelke Science Center at 1:30 P.M. and 3:30 P.M. with lectures by Dr. Ralph M. Evans, of the Eastman Kodak Company, on "Perception of Color," and by Dr. Warren S. McCulloch, of Massachusetts Institute of Technology, on "Information Selection and Processing in Visual Systems," and that the formal dedication of the Frazier Jelke Science Center and the Berthold S. Kennedy Chemistry Hall would be held at 10:30 A.M. on Saturday, October 19, 1968, with an address by Dr. Robert A. Charpie, President, Bell and Howell Company.

The meeting adjourned with prayer at 11:45 A.M.


Secretary

DEGREES CONFERRED ON JUNE 3, 1968

BACHELOR OF ARTS

Dana Carpenter Adams	Birmingham, Alabama
Judith Kay Adams	Memphis, Tennessee
Helen Wray Anderson	Shreveport, Louisiana
Scott Allison Arnold III	Tunica, Mississippi
Elizabeth Ann Atkinson	Clarksville, Tennessee
Mary Clay Baker	Texarkana, Texas
*Nancy Aldinger Barnett	Memphis, Tennessee
Mary Elizabeth Beall	Houston, Texas
Dana Allen Bender	Memphis, Tennessee
Mary Morris Berryhill	Memphis, Tennessee
Jane Kelley Bishop	Brownsville, Tennessee
Diane Ardenne Black	Memphis, Tennessee
Patricia Ann Black	Brookhaven, Mississippi
Patricia Kaylor Botsford	Gadsden, Alabama
Rebecca Sue Bowden	Little Rock, Arkansas
Kathleen Carol Braswell	Nashville, Tennessee
Ann Lovell Bruce	Little Rock, Arkansas
Carolyn Marie Bruninga	Florence, Alabama
Mary Ellen Bryan	Memphis, Tennessee
Stephen Addison Caldwell	Milan, Tennessee
David Victor Capes	West Helena, Arkansas
Aaron Andrew Carland	Little Rock, Arkansas
Carol Sue Cato	Memphis, Tennessee
William Dean Clark	Millington, Tennessee
Stephen Harris Cole	Milan, Tennessee
Burnley Bruce Cook, Jr.	No. Little Rock, Arkansas
Joseph Perry Cowden	Birmingham, Alabama
Olive Brooks Crudup	Columbia, Tennessee
Margaret Louise Crull	Memphis, Tennessee
Mary Thach Currey	Nashville, Tennessee
Ann Lindley Darden	New Albany, Mississippi
Sarah Spence Darden	Jackson, Mississippi
Katherine Ireys Diehl	Memphis, Tennessee
Donald Blaine Dillport	Wynne, Arkansas
Margaret Lee Early	Memphis, Tennessee
Danna Jeanne Edmonds	Jackson, Tennessee
Richard Lyn Ennis	Memphis, Tennessee
William Paul Ferguson, Jr.	Millington, Tennessee
Jennifer Fey	West Helena, Arkansas
Frank Richard Fletcher	Memphis, Tennessee
Carol Ann Fong	Marianna, Arkansas
Bonnie Beth Fort - Duplicate diploma received 10/74	Little Rock, Arkansas
Gene Dianne Freeman	West Memphis, Arkansas
Timothy Lee Gastineau	Memphis, Tennessee
Leroy Clifton Gaston III	Memphis, Tennessee
Jane Marie Glass	Covington, Tennessee
Mackie Howard Gober	Memphis, Tennessee
Steven Castle Gould	Rye, New York
Alexander Lawton Greene III	Pine Bluff, Arkansas

*graduated in absentia

BACHELOR OF ARTS (Continued)

Susan Margaret Grimley	Birmingham, Alabama
Leslie Tanis Hanna	Memphis, Tennessee
Linda Harkrider	Shreveport, Louisiana
John Van Harrell	Memphis, Tennessee
Thomas Phillips Hart	Mobile, Alabama
Nora Jean Harvin	Louisville, Kentucky
Barbara Derrick Hawkes	Memphis, Tennessee
David Robert Hawkes	Memphis, Tennessee
George Stephenson Hazard, Jr.	Columbus, Mississippi
William Grover Hendrickson	Conway, Arkansas
Michael Eugene Hettinger	Memphis, Tennessee
Priscilla Weeks Hinkle	Huntsville, Alabama
Hugh Henry Hogue, Jr.	Memphis, Tennessee
*Mary Kathleen Hon	Chattanooga, Tennessee
Mary Janelle Hood	Nashville, Tennessee
William Beesley Hubbard	Jackson, Tennessee
Larry Wayne Inlow	Mexico, Missouri
Jinger Anez Jackson	No. Little Rock, Ark.
Jon Charles Jackson	Memphis, Tennessee
Mauria Klugh Jackson	Hot Springs, Arkansas
Ruth Madeleine Jappe	Memphis, Tennessee
Andrew James Johnson	Memphis, Tennessee
William Prescott Johnson	Memphis, Tennessee
John Bayless Judd	Memphis, Tennessee
David Mitchell Kilgore	Norco, Louisiana
Nathaniel Carrie Kirkland, Jr.	Richmond, Virginia
John Woodson Knox	Hernando, Mississippi
Linda McLeod Knox	Clarksville, Tennessee
Catharine Hinton Kosloski	Collierville, Tennessee
Randall Edward Kyle	Memphis, Tennessee
Sharon Ann LaPlante	Memphis, Tennessee
John William Larson	Vicksburg, Mississippi
David Albert Lehmann	Fayette, Mississippi
Johanna Margarete Leichsenring	Berlin, Germany
Chuan-Chiao Liu	Taipei, Taiwan, China
Susan Claire Lucas	Santa Rosa Beach, Fla.
Bruce Hayes McCarty	Knoxville, Tennessee
Judith Carol McDonald	Chattanooga, Tennessee
Katherine Elise McKnight	Murfreesboro, Tennessee
David Williams McMillan	Arkadelphia, Arkansas
John Bradley McMillan	Jackson, Tennessee
John Herbert McMinn III	Chattanooga, Tennessee
Julia Coral Maddox	Memphis, Tennessee
Jane Ledford Mando	Mocksville, No. Carolina
Anna McLean Mansfield	Tupelo, Mississippi
Mary Edna Martin	Memphis, Tennessee
Marilyn Moeller Mason	Memphis, Tennessee
Aurelia Jo Matthews	Athens, Georgia
William Neil May	Memphis, Tennessee
James Byron Mitchell, Jr.	Memphis, Tennessee
Harry McClellan Moffett III	Memphis, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

Paul Wilson Moore	Memphis, Tennessee
Susan Aletha Moore	Ackerman, Mississippi
Thomas Benjamin Moore, Jr.	Jackson, Mississippi
Mildred Rowlett Morgan	Lexington, Kentucky
Suzanne Morgan	Memphis, Tennessee
Robert Lee Morris II	Atlanta, Georgia
Sue Ellen Murdock	Mobile, Alabama
John Cowles Neiman	Memphis, Tennessee
Luther James Nussbaum	Cedar Rapids, Iowa
Mary Louise O'Kelly	Mason, Tennessee
Annie Taylor Olson	Greenville, Mississippi
Marian Bernice Oonk	Nashville, Tennessee
Barbara Jean Oswald	Memphis, Tennessee
Judith Rose Owen	Memphis, Tennessee
Charlotte Parmelee	Springfield, Missouri
Nancy Walton Patton	Memphis, Tennessee
Audrey Kennedy Phelps	Nashville, Tennessee
John Cyrus Pine	Berryville, Virginia
Linda Boyd Pineo	Memphis, Tennessee
Nancy McCeartney Pond	Bethesda, Maryland
Curtis Franklin Potter II	Macon, Georgia
Louis Ruffin Pounders	Memphis, Tennessee
Catherine Harriet Prouty	Florence, Alabama
Martha Elaine Rhodes	Davidson, No. Carolina
William Michael Richards	Memphis, Tennessee
James Gordon Riggan, Jr.	Memphis, Tennessee
Samuel Donnell Gwin Robbins, Jr.	Memphis, Tennessee
Edward Brett Robbs	Pine Bluff, Arkansas
Jon Hobson Robertson	Memphis, Tennessee
William Wright Robertson, Jr.	Mayfield, Kentucky
Robert Wheeler Rutherford	Nashville, Tennessee
Charles Robert Schiffman	Memphis, Tennessee
Mary Gail Seabrook	Memphis, Tennessee
Susan Elizabeth Selman	Jackson, Mississippi
Mary Jane Riegler Smith	Little Rock, Arkansas
Ronnie Kay Smith	Memphis, Tennessee
Virginia Stone Smith	Chattanooga, Tennessee
William Alvin Smith	Memphis, Tennessee
*Betsy Anne Springfield	Memphis, Tennessee
Donald Macdonald Steele	Nashville, Tennessee
James Walton Stewart III	Savannah, Georgia
Marian Ann Stockton	Augusta, Georgia
Susan Frances Storer	Memphis, Tennessee
Richard Leigh Strautman	Memphis, Tennessee
Carol Colclough Strickland	New Orleans, Louisiana
Gibson Preston Stroupe, Jr.	Helena, Arkansas
Mary Lee Sweat	Jackson, Mississippi
Adrain Lee Taylor, Jr.	Memphis, Tennessee
Jack Howard Taylor, Jr.	Memphis, Tennessee
Drucilla Vinny Thom	Baton Rouge, Louisiana
Susan Shackelford Thomas	Memphis, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

Susan Louise Thornton
 John Rodney Tisdale
 Katherine Suzanne Troth
 Rutledge Tufts, Jr.
 James Otey Walker III
 *Frances Cooper Watkins
 Ronald Eugene Watrous
 H J Weathersby
 John Elbert Weaver
 Bettye Carole Wexler
 #John Rowland Williams
 James Floyd Williamson, Jr.
 Eric Compton Wilson
 Sarah McCaa Winborn
 Kathryn Virginia Wood
 Harmon Lee Wray, Jr.
 Edward Thomas Wright, Jr.
 Thomas Sloan Young IV

Dallas, Texas
 Little Rock, Arkansas
 Memphis, Tennessee
 Atlanta, Georgia
 Franklin Tennessee
 Memphis, Tennessee
 Orlando, Florida
 Magnolia, Mississippi
 Huntsville, Alabama
 Memphis, Tennessee
 Fort Worth, Texas
 Memphis, Tennessee
 Memphis, Tennessee
 Savannah, Tennessee
 Helena, Arkansas
 Memphis, Tennessee
 Lakeland, Florida
 Memphis, Tennessee

BACHELOR OF SCIENCE

Lorenzo Childress, Jr.
 William Herbert Davis, Jr.
 Michael Henry DeShazo
 William West Ellis
 Joseph Kauffman Keesey, Jr.
 Barbara June Lesh
 Walter Edwin Lydick, Jr.
 Teackle Wallis Martin, Jr.
 Swinton Alphonse Roof, Jr.
 Charles William Shaw
 Sidney Johnston Strickland III

Memphis, Tennessee
 Memphis, Tennessee
 Memphis, Tennessee
 Athens, Georgia
 Hope, Arkansas
 Jackson, Tennessee
 Jackson, Mississippi
 Oak Ridge, Tennessee
 Memphis, Tennessee
 Memphis, Tennessee
 Memphis, Tennessee

BACHELOR OF MUSIC

Susan Diane Duke
 Michael Henry Galloway
 #John Rowland Williams

Vicksburg, Mississippi
 Memphis, Tennessee
 Fort Worth, Texas

DEGREES CONFERRED ON AUGUST 31, 1968

BACHELOR OF ARTS

Julie Maxine Bingham
Charles Wesley Blanks, Jr.
Carey Howze Bryan
Priscilla Leatherwood Chism
Clay Whitman Deacon
William Dayton Evans, Jr.
Ronald Lee Gibson
Michael Talmadge Lewis
Martha Ellen McCarty
Don Edly Munch
Verdelle Thomas Northcross
Margaret Ray Owens
Robert Valentine Redding
Sandra Olivia Thweatt

Nashville, Tennessee
Greenville, Mississippi
Lookout Mountain, Tenn.
Memphis, Tennessee
Brentwood, Tennessee
Clarksville, Tennessee
Memphis, Tennessee
Belzoni, Mississippi
Helena, Arkansas
Mobile, Alabama
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Luxora, Arkansas

BACHELOR OF SCIENCE

William Doughten Turner

Memphis, Tennessee

GRADUATED WITH HONORS

Dana Carpenter Adams
Julie Maxine Bingham
Aaron Andrew Carland
Margaret Louise Crull
Donald Blaine Dillport
Leroy Clifton Gaston III
Jinger Anez Jackson

Psychology
International Studies
International Studies
Psychology
Philosophy
History
Economics and Business
Administration
Biology
Religion and Culture
Philosophy
International Studies
International Studies
Religion and Culture
Psychology
International Studies
Music
Philosophy
Mathematics

John Bayless Judd
David Mitchell Kilgore
John Woodson Knox
Sue Ellen Murdock
Robert Valentine Redding
Donald Macdonald Steele
Marian Ann Stockton
John Rodney Tisdale
John Rowland Williams
Harmon Lee Wray, Jr.
Edward Thomas Wright, Jr.

GRADUATED WITH DISTINCTION

Helen Wray Anderson
Elizabeth Ann Atkinson
Patricia Ann Black
Rebecca Sue Bowden
Kathleen Carol Braswell
Ann Lovell Bruce
Carolyn Marie Bruninga
Mary Ellen Bryan
Carol Sue Cato
Priscilla Leatherwood Chism

Major
French
French
Psychology
English
Latin
Spanish
Spanish
Spanish
French
Psychology

GRADUATED WITH DISTINCTION (Cont'd)

Burnley Bruce Cook, Jr.	Bible and Religion
Ann Lindley Darden	Philosophy
Sarah Spence Darden	Biology
Michael Henry De Shazo	Chemistry
Katherine Ireys Diehl	English
Susan Diane Duke	School Music
Margaret Lee Early	English
Richard Lyn Ennis	Chemistry
Bonnie Beth Fort	History
Michael Henry Galloway	Music Composition
Timothy Lee Gastineau	French
Nora Jean Harvin	Biology
Joseph Kauffman Keeseey, Jr.	Chemistry
Nathaniel Carrie Kirkland, Jr.	Biology
Catharine Hinton Kosloski	Psychology
Barbara June Lesh	Chemistry
Judith Carol McDonald	History
Teackle Wallis Martin, Jr.	Biology
Mildred Rowlett Morgan	French
John Cowles Neiman	Economics and Business Administration
Luther James Nussbaum	Economics and Business Administration
Annie Taylor Olson	Art
Judith Rose Owen	Psychology
Nancy Walton Patton	History
Linda Boyd Pineo	English
William Michael Richards	Economics and Business Administration
Samuel Donnell Gwin Robbins, Jr.	English
Edward Brett Robbs	English
William Wright Robertson, Jr.	Biology
Swinton Alphonse Roof, Jr.	Physics
Robert Wheeler Rutherford	Political Science
Susan Elizabeth Selman	English
Ronnie Kay Smith	English
Virginia Stone Smith	English
William Alvin Smith	Economics and Business Administration
Richard Leigh Strautman	Economics and Business Administration
Carol Colclough Stickland	English
Sidney Johnston Strickland III	Chemistry
Gibson Preston Stroupe, Jr.	Philosophy
John Rowland Williams	Music
Sarah McCaa Winborn	English

HONORARY DEGREES CONFERRED ON JUNE 3, 1968

DOCTOR OF DIVINITY

- Thomas Robert Fulton.....Greenville, Mississippi
Minister, First Presbyterian Church
- Robert Malcolm Dickson, Sr.....Bethel Springs, Tennessee
Minister, Presbyterian Church

DOCTOR OF LETTERS

- Elizabeth Spencer.....Montreal, Canada
Author

DOCTOR OF SCIENCE

- Walter Orr Roberts.....Boulder, Colorado
Astronomer

DOCTOR OF CIVIL LAW

- Howard H. Baker, Jr.....Washington, D.C.
United States Senator

ANNUAL REPORT OF THE PRESIDENT

To Members of the Board of Directors:

I have the honor to present you my report on the year 1967-68:

The Board of Directors has now completed the first full year of operation under the new structure approved by the four Synods. The changes in the college's charter have brought the Executive Committee into a more formal relationship with the Board itself by eliminating the category of non-Board members of the Committee. Upon recommendation of the Nominating Committee all persons who had been serving on the Executive Committee were elected as Directors. The new organization will, I believe, work with increasing effectiveness as time passes.

Only three Directors have left the Board during the year. Mr. Lewis R. Donelson III, '38, after his election to the new City Council, found it necessary to relinquish his position as a Director and Treasurer because of the important responsibilities of his new office. Mr. Frank A. England, Jr., '41, of Greenville, Mississippi, elected by the Synod of Mississippi, completed his second term as a Director, and was succeeded by Mr. John H. Bryan, Jr., '58, West Point, Mississippi. The Reverend Stewart W. Yandle completed a term as Director from Louisiana, and because he had moved to Charleston, South Carolina, was not eligible for re-election.

Two of the Directors from Alabama, Louisiana, and Mississippi, who, under the former arrangement, had to be residents of Memphis, have been elected by the Board to four-year terms. Dr. W. J. Millard, '20, and Mr. Edward B. LeMaster continue to serve on the Board, but no longer represent the Synods of Mississippi and Louisiana, respectively. The Synod of Mississippi elected the Reverend Larry F. Kennon, '59, of Meridian, and the Synod of Louisiana elected Professor Rene de Visme Williamson, of Baton Rouge, and the Reverend Dan F. Goodwin, Jr., of Shreveport. The Synod of Alabama replaced Mr. Donelson with the Reverend Sterling J. Edwards, Jr., of Birmingham. Mr. Henry C. Watkins, '35, of New York, was also elected to membership on the Board at its April 1968 meeting.

To record here only a word of appreciation for the work of Messrs. Donelson, England and Yandle is inadequate to describe

the large debt the college owes these men. Mr. Donelson, for example, served diligently and at great sacrifice of his exceptionally busy time as Treasurer. The enhanced financial strength of the college and the modernization of the budget reporting system are in large measure due to his careful and unselfish labor. Mr. England's terms as a Director were characterized by his constant good sense and thoroughgoing devotion to the college and its improvement. Mr. Yandle brought to the Board a freshness of concern and was a distinguished representative of the Synod of Louisiana. We shall miss all three very much.

Four members of the faculty and staff retired at the conclusion of the fiscal year. Who can properly sing Mr. John

The Faculty and Staff A. Rollow's, '26, praises? To put it simply, as College Engineer he kept the place going! In the depths of the depression and in the financially troubled 'fifties he substituted ingenuity

for equipment and his own hard work for adequate staff. Dr. Diehl rightly described him as one of the Three Musketeers who fought so valiantly for the college's betterment. No task was impossible for Mr. Rollow, no time was inopportune when emergencies arose, and no expression of thanks was ever expected. He had a job to do, and he did it—and well did he discharge his duties. For more than forty years he was on duty for twenty-four hours a day everyday. Of such men is the greatness of Southwestern.

Mr. C. L. Springfield concluded thirty-two years of service as chief financial officer of the college. It is hard to know exactly what title he should be given as an Emeritus member of the staff, for he has borne so many different titles. Such titles as Bursar, Business Manager, Comptroller, or Assistant Treasurer can only vaguely symbolize the remarkable devotion to his work for Southwestern. Under his careful management the college's endowment grew; under his watchful eye, while expenditures rose dramatically, not a penny was diverted from the single-minded purpose he exemplified—the quest for the best in higher education. When some future historian sets down the story of Southwestern, he will write glowingly of Mr. Springfield's stewardship of Southwestern's life during more than a third of the twentieth century. All of us extend highest respect to and warmest affection for Mr. Springfield, whose indispensable labors have brought the college to the place it occupies today.

Mrs. Paul M. Watson and Professor Perry D. Scrivner also retired at the end of the year under review. Mrs. Watson, in a

graceful response to the presentation made by the faculty and staff on her retirement, called attention to her relationship with the college, a relationship going back to Clarksville days. As Resident Head she offered dignity, good cheer, and utter dependability to the young ladies under her aegis. Professor Scrivner came to the college in 1955, and he built the education department into a vital part of the curriculum. Highly respected as an educator, he assisted countless students in becoming more effective teachers. One is reminded of Henry James's tribute that "a teacher affects eternity; he can never tell where his influence stops"—the more so, one thinks, if the teacher teaches others to teach.

Two other members of the faculty and staff deserve special mention in this chronicle. Dean Alfred O. Canon, '44, resigned to become President of Drury College. For twelve years he proved himself to be an effective administrator and an inspiring teacher. The success of the Challenge Campaign is a tangible tribute to his skill and persuasiveness. Dean Anne S. Caldwell, '51, left the college after thirteen years as Assistant Dean and Dean of Women. Her tenure was a distinguished one and her departure is much lamented. With these two go the good wishes of their former colleagues.

The Committee on Research and Creative Activity reports on an unusually productive year for faculty research. The provision of funds for scholarly research is one of the highest priorities I hold for the college. The sum of \$20,000 was appropriated for this purpose this year, and the Committee allocated these funds, on written application, as grants to eighteen faculty members. I have started a shelf of recent faculty books, articles, and reviews; the collection is growing in such a happy manner as to merit highest praise for the scholarly competence of the faculty.

During 1967-68 seven professors were on full or partial sabbatical leave; during 1968-69 four will be away. The sabbatical program is administered by the Committee on Research and Creative Activity under the policies established by the Board and with the advice and consent of the Dean and the President of the College.

Enrollment data for 1967-68 are impressive. Regular students enrolled in September 1967 numbered 1004 and there were 30 others registered as part-time students. Full-time equivalent enrollment was 1014 for the first semester and 993 for the second semester. September full-time student

The Students

enrollment was 1.4% greater than the September 1966 enrollment.

The following table shows the geographical origins for the total enrollment (1004 plus 24 new enrollments second semester):

	<i>Number</i>	<i>Percent of Total</i>
Alabama	69	6.72
Louisiana	56	5.45
Mississippi	64	6.23
Tennessee (outside Memphis)	190	18.48
Memphis	373	36.28
Other states and foreign countries	276	26.84
	<u>1028</u>	<u>100.00</u>
The religious affiliations of these students are:		
Presbyterian	398	38.72
Methodist	210	20.43
Baptist	127	12.35
Episcopal	91	8.85
Other	202	19.65
	<u>1028</u>	<u>100.00</u>

At the conclusion of the 1967 summer session **eighteen** Bachelor of Arts degrees and one Bachelor of Science degree were awarded. On June 3, 1968, the degree of Bachelor of Arts was awarded to 169 candidates and 11 received Bachelor of Science degrees. There were three who were granted the Bachelor of Music degree. Sixteen members of the class read for *honors* and 50 were awarded degrees with *distinction*. A record number of students, 26, were elected to Phi Beta Kappa, three students received Woodrow Wilson Fellowships, and there were many other fellowships awarded to members of the graduating class.

Dean Ray M. Allen, '44, reports that he and his associates on the Admissions Committee and in the Admissions Office have had a busy year. For the first time a conference of secondary school counsellors from both nearby and distant cities was held in November. Counsellors from Denver, Evanston, Bethesda, Bedford, Scarsdale, Shaker Heights, Houston joined other participants from Memphis, elsewhere in Tennessee, and Arkansas. In all, thirty-six counsellors from nineteen states took part in the two-day program, which included faculty discussions, opportunities to talk with students, tours of the campus, and conversations about the new academic program. In addition to this special conference, Dean Allen and his staff made many visits to high schools and received more than one thousand visitors.

Dean Allen's report on scholarships and student aid discloses the staggering demands for assistance put upon the col-

lege's funds and on agency funds it administers. In all \$469,245 was granted 437 students from all sources. The following table analyzes these sources:

Southwestern scholarships and campus employment	\$203,710
Baker Scholarships	18,565
National Defense Loans	41,650
Educational Opportunity Grants and E.O.G. Incentive Grants	42,075
Work-Study Program	35,250
Other (outside scholarships, loan funds, etc.)	127,995
	<u>\$469,245</u>

Dean Allen describes the dimensions of the college's need for scholarships and other forms of student aid:

For the 1968-69 academic year, 623 students have applied for financial assistance. Based upon the Parents' Confidential Statement submitted to the College Scholarship Service and the financial need analysis report on these students received from the C.S.S., the financial need of these students totals \$746,837.00. The total amount of financial aid given to Southwestern students, including National Defense Student Loans, Educational Opportunity Grants, College Work-Study Programs, guaranteed loans, Southwestern scholarships, campus employment, and all other known sources was \$469,245 during the 1967-68 academic year. The difference in the amount given and the need is thus approximately \$278,000.00.

The college's endowment income for 1967-68 amounted to \$313,860; and it will be seen that the major portion, \$203,710, of the income was allocated to scholarships. Were we to do as much as we need to do, endowment income would have to double just to meet the requirements of student aid.

Two years of painstaking analysis and discussion of the college's total academic program brought forth this year some concrete results. The calendar, the curriculum, and the freshman year have all been subjected to minutest scrutiny. Animating the entire process of change has been the guiding philosophy of education which President Diehl enunciated upon the inauguration of tutorial courses in 1931-32:

It seeks today even more intensively to develop the faculties of the student, to build the mind rather than to store it with special knowledge. To help students to stand upon their own feet, to direct and stimulate them to think accurately and comprehensively, is not an easy task, but this should be the deliberate purpose of the liberal arts college. Southwestern endeavors to communicate intelligent enthusiasms to as many of its students as possible, to develop in them the capacity to appreciate, along with the power to discriminate, and to crown these gifts, if possible, by the yet higher gift of interpretation. Few entering freshmen come with an ardent thirst for knowledge of any subject. This thirst must be acquired here. The aim of all

institutions of higher education should be to achieve self-education under guidance, for the only real education is self-education. It is the constant endeavor of Southwestern to inspire undergraduates with a respect for intellectual pursuits and admiration for intellectual attainment.

Acting in the light of this philosophy and the unending search for means to promote self-education, the faculty adopted a new calendar in which an emphasis is placed on shorter terms, fewer courses per term, and greater opportunities for individualized study. There will be two terms in which only four courses are taken, so that each course by an expansion of the time available will be the equivalent of a full semester's work. By reducing the number of courses taken, the faculty hopes to limit the diffusion and distraction of attention. Moreover, by shortening the length of terms, the calendar will permit the more satisfactory arrangement of concluding the first semester before the Christmas recess. As a further, and unusual, advantage the calendar permits the addition of a third term to the academic year. In this third term, which falls within the normal nine-month academic year, the student will take only two courses so that even greater concentration and even more highly individual study may be accomplished. This short term—mini-term?—has been put at the end of the year so that off-campus, overseas, or other study programs and internships can take advantage of the adjacent summer. Placing the short term at the end makes possible a period of five consecutive months. The advantages of this plan have only just begun to be exploited, and so far there is general enthusiasm for the theory of the new calendar.

Curricular revisions were made to match the new calendar. Chief among the curricular revisions is the expansion of the Directed Inquiry Program under which a student, in a somewhat less formal way than in a tutorial, undertakes a study more or less on his own, but with the guidance and supervision of a professor. As an adjunct to the tutorial courses, the Directed Inquiry Program offers a stimulating intellectual experience to both students and faculty.

Perhaps the most interesting of the innovations in the academic program is the experimental freshman program. The rationale for this program is well expressed in these paragraphs:

How can we make college better? This question exercises faculty and students, and they try to answer it from time to time with new courses, new programs. Many students at Southwestern, looking back from the vantage point of the senior year, have said that they really began to get excited over their education during their junior and senior years.

It was then, they say, that they began to see how ideas can come together to form larger patterns. It was then that they knew sufficiently well certain professors so that they could talk with them man to man, without embarrassment, rising above considerations of grades and tests. It was then that they enjoyed the feeling that their education was not only something imposed on them by the college but that they were themselves shaping it.

Is it possible for students at college to get to this stage earlier than the junior and senior years? It may not be possible. Perhaps the first two years provide a kind of setting of the stage which is necessary before the play begins. On the other hand, when students come to college they are, most of them, eighteen years of age; they have already established a grounding in several subjects; they have read a variety of books; they have thought about and discussed the problems and the opportunities the world affords, and they are eager to find their way and to make good. The props and set are there for the first act anyway, so why not let the play begin?

The project was proposed to the Danforth Foundation, and its officers made a grant of \$20,000, to be matched by \$7,000 of the college's own funds, to help underwrite the cost of the experiment. Fifty freshmen have been invited to participate with ten faculty. If the experiment reaches the exhilarating levels of hope where its framers stand, it will be extended, perhaps in a modified form, to the entire freshman class.

For the past two years members of the departments of biology, chemistry, mathematics, physics and psychology have been hard at work preparing a comprehensive plan for the development of their departments. As I reported last year, the successful proposal to the College Science Improvement Program of the National Science Foundation was based upon these carefully prepared plans. In October the Research Corporation awarded the college \$275,000 for the implementation of other phases of the plan for science. With the \$135,000 grant from the College Science Improvement Grant and \$275,000 from the Research Corporation the sciences at Southwestern will require additional institutional commitments of some \$200,000. Thus the comprehensive plan for the sciences will require more than \$600,000 over the next three years, and the plan should yield results in terms of research and instruction of the highest standard.

To say that I am grateful to the Research Corporation, the National Science Foundation, and the members of the faculty who drew up these exciting plans would understate the extraordinary jubilation I feel at this major step forward. The sciences at Southwestern pace the sciences at almost any college in America. Our next step here must be to take stock of our

strengths and weaknesses in the humanities and the arts, and by preparing similar marching papers proceed to the development of program, equipment, and personnel.

The pursuit of the "open-campus forum" as it has been called, involved many members of the college in inviting outstanding speakers of several points of view to stimulate discussion and thought. Some of these visitors brought with them the swirl of controversy with which they are surrounded, and some of the college's friends were disturbed or angered by the presence of these speakers on the campus.

**Community
Life**

The most precious freedom we have as Americans is also the most fragile: the right to speak freely and to listen freely. Because such a freedom is basic to the values that make a democracy work it is the first freedom to be suppressed in a totalitarian context. An index to the health of our society has always been provided by the openness of discussion, debate, and consideration. These discussions of issues can be carried out by a variety of means: books, newspapers, television, and public addresses are a few. Universities and colleges have traditionally tried to supplement the books in which ideas are promoted by bringing to their campuses speakers who can articulate and defend their ideas. While few Americans are comfortable with the burning of books, more, alas, misunderstand the function of the outside speaker. Just as ideas in books are to be tested, so ideas expressed by speakers are also to be tested.

Books, it is argued, however, are passive instruments, left lying unused—or at least passively available—and they do not convey the charisma of the brilliant apologist who by his presence can attract adherents to his views. There is doubtless some merit in this argument, but there are two countervailing considerations. First, the mature college student is frequently given further tools of judgment about the rightness or consistency of a speaker and his ideas by being able to see and, above all, by being able to question the speaker. The embarrassing question and the shuffling, evasive, or phony response can undo a lot of romantic nonsense about the clever word-smith whose style of behavior does not inspire confidence or whose technique of debate fails to bear out the promise of his written ideas. Second, the basic assumption of education is not to stifle consideration of ideas, but to encourage the most careful and thorough analysis of every idea. Education demands confrontation with ideas, and a college or university cannot discharge its educa-

tional purpose by labelling *a priori* this idea or that one as unworthy and false. In this post-enlightenment era, ignorance is no defense against the unpalatable or the unworkable notion, and the full light of reason is more to be trusted than censorship. To allow reason to prevail is often more difficult than to impose cloture, censorship, and repression. Moreover, this terrible triad is the way of totalitarianism, not of democracy.

For my part, I have great faith in the good sense of Southwestern students and in the American insistence on full discussion, an insistence sturdily proposed by Thomas Jefferson in his famous first inaugural address and demanded of all who love America. Thus I join those here and throughout the United States who believe in the open forum of ideas, and I support the many programs at the college which bring an impressive roster of speakers to discuss with us the difficult issues of the day.

To demonstrate the breadth of opinion propounded by speakers during the past year, I append as full a list as possible:

Mr. Brian F. MacDona, Director, Barclay's Bank, London
The Honorable Ivor Richard, M.P., Labor Party
Dr. Eleanor Lansing Dulles, Research Principal, Center for Strategic Studies, Georgetown University, and Professor, Georgetown University
The Honorable Andrew H. Berding, Executive Director, Washington International Center; former Assistant Secretary of State
Norman St. John-Stevas, M.P., under the auspices of the Arts Program of the Association of American Colleges
President Robert LeFevre, Rampart College, Colorado
Dr. Nuri Eren, Deputy Ambassador of Turkey to U.N.
U.S. Ambassador John D. Jernegan, recently assigned to Iraq and Algeria, currently Diplomat-in-Residence, Emory University
Dr. Charles Issawi, Professor of Economics, Columbia University
The Honorable Dan Kuykendall, Member of Congress, 9th District, Tennessee
The Honorable Gerald Ford, Congressman and Minority Leader of the House
Mr. Robert Short, author of *The Gospel According to Peanuts*, of Chicago
The Reverend Malcolm Boyd, Episcopal clergyman and author, of Washington, D.C.
Dr. Ashley Montagu, anthropologist, social biologist and author, of Princeton, New Jersey
Mr. Joseph Papp, theatrical director and producer, of New York
Mr. Vance Packard, author and social critic, of New Canaan, Connecticut
Mr. Dan Howard, artist, Chairman of the Arkansas State University Division of Art at Jonesboro, Arkansas
Professor George Kelsey, Drew University, under the auspices of the Arts Program of the Association of American Colleges
Professor Huston Smith, M.I.T., Phi Beta Kappa Lecturer
Professor Arthur E. Bryson, Jr., Professor of Mechanical

Engineering, Harvard University
Dr. William H. Cartwright, Chairman, Department of Education, Duke University
Dean Francis A. Allen, School of Law, University of Michigan
Dr. Lucien M. Brush, Associate Professor of Civil and Geological Engineering, Princeton University
Dr. Milton Colvin, Professor of Political Science, Washington and Lee University
Dr. Robert R. Newton, Professor of Applied Physics, Johns Hopkins University
Dr. Nelson Glueck, President of Hebrew Union College, Cincinnati, Ohio

In addition there were other speakers in programs sponsored by the Adult Education Center.

We have had an open campus forum, I submit, and the presence of any person on the campus must be judged in the light of the entire program.

The major project occupying all members of the college in 1967-68 has been a self-study. Once in each decade the Southern Association of Colleges and Schools requires a self-analysis of every aspect of its member colleges' operation, philosophy, and program. While we have been engaged in studies of many phases of Southwestern's life—self-study must be a constant process—it will be good next year to have these studies gathered into one volume and on the basis of our findings and the recommendations of the visiting team from the Southern Association, Directors, faculty, students, and administration can put new plans and procedures into effect. Organization of the Board, investment management, organization of the administration, the academic program, the role and function of fraternities and sororities, the extracurriculum, admissions policies and practices, and long-range plans will be covered in the final report submitted to the Southern Association. The growth of the college inwardly and outwardly will largely depend on how well we articulate our problems, how clearly we analyze them, how we see our purpose, how energetic we are in pursuing our goals, and how rapidly we seize our opportunities. The self-study will provide us the opportunity to ask searching questions and to seek meaningful answers.

Three programs of especial interest to the city are examples of Southwestern's continuing mission to bring its resources to bear on the intellectual growth of Memphis. For the second summer the college has sponsored a special program for rising high school seniors in cooperation with the Opportunity Foundation and the Memphis Board of Education. Se-

lected students from six Memphis high schools were given college-level instruction in seminars, tutorials, and independent study opportunities. The Southwestern High School Scholars Program has stated its purpose:

The program helps students to be better prepared to make a successful transition from high school to college, take greater advantage of opportunities while there, and therefore be more likely to be accepted into graduate schools and fields requiring special training.

A provisional assessment of the results is very favorable indeed. One can only regret that the effectiveness of such a program is so severely limited by the paucity of resources.

A second program of note is the continuing project of year-round tutoring and social service called the Kinney Program. Originally assisted by a grant from the Danforth Foundation, the Kinney Program is now underwritten by the college and stands as a living memorial to the late Professor Laurence F. Kinney. This year the special emphasis of the Kinney Program was what the students called the Educational Improvement Program. The Educational Improvement Program sought to expand the intellectual horizons of disadvantaged junior and senior high school students by bringing them into small, meaningful group experiences with Southwestern students who acted as their tutors, guides and teachers. Both classroom and field-trip experiences were provided, and a broad range of cultural and academic subjects was studied. The program is a tribute to the zeal and humanity of Southwestern students who work in the Kinney Program on a completely voluntary basis, and the success of the Program bears witness to the validity of the idea.

The third program of community significance was the second Summer Youth Theatre sponsored jointly by the Front St. Theatre and the college. A grant from the Rockefeller Foundation established this Theatre, and its goal has been to give professional theatrical experience to the participants and to share the benefits of these experiences in public performances. The local press has praised the effort, and, again, its impact has been limited only by the scale of available financial and staff resources.

In athletics, although the college lost the Bell Trophy belonging to the overall champion of the College Athletic Conference, teams fielded by Southwestern won 50 games, lost 39 games, and tied one. The track team was undefeated, and the

basketball team had an unusually good year, winning 14 and losing 9 games. Golf, tennis, and track also had winning seasons. Year-end records for the several sports are as follows:

Football: won 4, lost 4
 (Sewanee was defeated for the first time in seven years)
 Cross-country: won 6, lost 6
 Basketball: won 14, lost 9
 Wrestling: (first year of competition, with 10 Provisional awards)
 Golf: won 7, lost 2, tied 1
 Tennis: won 10, lost 4
 Baseball: won 4, lost 14
 Track: won 5, lost 0

Perhaps even more impressive than game results is the widespread interest and participation in varsity sports by men at Southwestern. The Director of Athletics, William R. Maybry, '42, reports that 134 men, or 23% of the male enrollment, participated in varsity sports, and that 461 men, or 79%, took part in all sports, e.g., intramurals, physical education, and varsity sports. Mrs. Madelyn Brock, nee Richardson, resigned in January, and she was succeeded by Miss Camille Deaderick, '57, who in one semester won the confidence and friendship of the undergraduate women. The Ruth Sherman Hyde Gymnasium for Women, provided by the generosity of Mr. and Mrs. J. R. Hyde, Miss Margaret Hyde, '34, and other members of the Hyde family, is now being planned, and its construction will be a great boon to the women's athletic program.

Mr. Albert M. Johnson, '30, reports that he and his staff have been much occupied during the past year. The decision taken in 1967 to reclassify all books according to the Library of Congress classification system has doubled the burden of cataloguing.

The Burrow Library In 1966-67 a total of 5,346 books was catalogued; in 1967-68 there were 6,344 new acquisitions catalogued and 5,802 volumes were reclassified into the L.C. System, bringing the total volumes processed to 12,146. The Burrow Library now houses 115,500 volumes, 4,322 phonograph records, and continuing files of 683 periodicals.

The Librarian reports on another important development. In response to requests from students, reading room hours of opening were extended to midnight every night except Saturday. The use made of the reading room by the students was sufficient to warrant the continuation of the schedule on a permanent basis. The library is now open a total of ninety-nine hours a week.

Mr. Johnson continues his report:

A special effort has been made to secure and catalogue the publications of faculty and alumni in the Southwestern collection. Some one hundred published works by Southwestern alumni which are in the collection were listed in the Southwestern *News* of March, 1968. Titles range from Henry M. Doak's *The Needs of the Hour and the Perils of the Hour*, published in 1882, to Supreme Court Justice Abe Fortas's, '30, recently released *Concerning Dissent and Civil Disobedience*. Dr. Burnet C. Tuthill, Professor Emeritus of Music, has already made possible the inclusion of seventy-one of his vocal and instrumental compositions.

GIFTS

The library has again been fortunate in the receipt of numerous gifts of books and of funds. The Trustees of the Board for Presbyterian Publications of the Synod of Louisiana made its third contribution of \$2,500. A basic grant of \$5,000 was again received from the U.S. Department of Health, Education, and Welfare under its College Library Resources Program. Mrs. R. M. McRae, of Memphis, made a contribution of \$2,000 in memory of her husband, the late Robert Malcolm McRae. The Princeton Alumni Association of Memphis made a substantial gift in honor of the former Dean of Alumni and Development, Dr. Alfred O. Canon. Over two hundred individual donations were made to the Burrow Library Memorial Fund.

Mr. Walter Pistole, of Boca Raton, Florida, presented the library with one thousand volumes from his personal library. Outstanding items in the collection are first editions of W. H. Auden, William Faulkner, F. Scott Fitzgerald, Gertrude Stein, Dylan Thomas, and Virginia Woolf. A fine 1754 folio edition of the Bible came from Mrs. M. A. Gilmartin, Jr., of New York, as a memorial to Mrs. Annah Robinson Watson. A bequest of books from his library of architecture came from the late Mr. H. Clinton Parrent, Jr., who was Southwestern's architect over the past two decades. An autographed edition of Walt Whitman's *Leaves of Grass* came from the Meeman Foundation. Among numerous gifts from Mr. Erle Howry, '31, were two letters from Eudora Welty. The recorded edition of *The Speeches and Memoirs* of Winston Churchill was presented by the Memphis Chapter of the English Speaking Union. Gifts too numerous to mention were gratefully received through the generosity of faculty, alumni, and friends of Southwestern.

In a spirit of sharing, the Burrow Library presented duplicate files of *Classical Journal* to Millsaps College, *Transactions of the American Philological Association* to Belhaven College, and *Princeton Review* to Harding College Graduate School of Religion.

The Adult Education Center has enjoyed an extraordinary year, a year crowned by the gift of \$500,000 made by the Trustees of the Edward J. Meeman Foundation for both endowment and new facilities. Dean Granville D. Davis reports on the Center's activities:

Adult Education Center

Staff

The staff of the Adult Education Center consists of Granville D. Davis, Dean of Continuing Education; Alfred

O. Canon, '44, Dean of Alumni and Development; Raymond S. Hill, Coordinator of Mass Media; Miss May Maury Harding, '48, Director of Programs; Frank E. Faux, Associate in Continuing Education; and Miss Vivian Wallis, Secretary.

Members of the staff also have served in other capacities at the Center: Dean Davis as Director of the Urban Policy Institute, Mr. Faux as its Associate Director, and Miss Harding as its Secretary; and Dean Davis and Mr. Faux as Directors of the Institute for Executive Leadership.

Members of the Southwestern faculty and trained discussion leaders from the community round out the faculty of the Adult Center.

Registrations

During the year a total of 2,470 registered in 101 study-discussion programs offered by the Adult Center. Twenty of these groups met outside of Memphis in communities in Alabama, Arkansas, Mississippi, and West Tennessee.

Programs and Special Activities

As in the past, most participants enrolled in such familiar programs as "Great Books," "Man's Search for Meaning," and "Books, Ideas, and Youth"; and fall registrations were also recorded in a wide variety of new offerings.

"Human Values in the New Technological Society"

(coordinated with television programs)

"Issues of Our Time"

"Man's Search for Himself"

"Moral Issues in Modern Media"

"Our Oriental Heritage"

"Patterns That Persist"

"Politics 1968"

"Religion and Philosophy of the East"

"Situation Ethics"

"The Angry and the Absurd"

"Theatre as a Reflection of Society"

"The Protestant Reformation"

Special groups for which programs were organized included: American Association of University Women, Campbell Clinic Residents' Wives, Friday Club, Gallery Study Group, and a wide variety of church groups.

Two week-end seminars were well attended: The Mid-South Seminar on the writings of Marshall McLuhan and a conference using essays that looked toward the year 2000.

The University Lecturers, arranged by Dean Canon, again drew large audiences to the Southwestern campus. A different type of lecture was presented by William Glensky, describing his utilization of the living arts in his church services.

A new undertaking was the co-sponsorship with the Dance Workshop of Memphis of a Festival of Oriental Dance. Dance programs were performed by Bhaskar and Shala of India, Yass Hakoshima of Japan, Sophia Delza of China and Won Kyung-Cho of Korea. A "Festival of Oriental Films" also was presented, featuring three films from India, one from Japan, and one from Korea. The dance and film programs were coordinated with the study-dis-

cussions of "Oriental Literature," "Our Oriental Heritage," and "The Religion and Philosophy of the East."

The Center's Browsing Corner received \$12,649 from the sale of paperback books.

The Institute for Executive Leadership

The twelfth class of business executives, registered for a year of humanistic study, was graduated in May from the Institute for Executive Leadership. Speakers during the year were: Professors W. Larry Lacy, '59, James E. Roper, '48, and Vernon H. Taylor of Southwestern; Walk Jones III, Memphis architect; Professor Kenneth Crook of the University of Oklahoma; and John Osman of the Brookings Institution.

The University Council

For a second year Southwestern furnished leadership for the University Council on Education for Public Responsibility. President Alexander served as Council president and Dean Davis as the chairman of its program committee.

The Urban Policy Institute

The Urban Policy Institute held four two-day conferences dealing with the "Generation and Utilization of Urban Technology." These conferences were financed in part by a grant of \$5,000 from the federal government under Title I of the Higher Education Act of 1965. The eight seminars of the conferences were presented in cooperation with the Brookings Institution and one of its senior staff, John Osman; and two Southwestern faculty members, Professor George Harmon, '56, and Professor Carl Walters, '56, served as resource leaders.

An outline of the topics covered in the seminars, together with a listing of the special speakers, follows:

Understanding Urbanization as a Technological Process

William L. Garrison, Director, Center for Urban Studies, University of Illinois, Chicago Circle
Leo Molinaro, President, The West Philadelphia Corporation
Dort F. Tikker, Director, New Ventures, Monsanto Company, St. Louis

Technological Foundations for the Future Mid-South

Lynton K. Caldwell, Professor of Government, Indiana University
Max Feldman, Staff Member, Tempo, Center for Advanced Studies, General Electric Company, Santa Barbara, California
John Paul Mather, Executive Vice President, University City Science Center, Philadelphia

Technology and a Mid-South Regional Health Service System

John Dyckman, Professor of City and Regional Planning, University of California, Berkeley
Dr. Charles D. Flagle, Professor of Operations Research and Public Health, Johns Hopkins University
Dr. William L. Kissick, Executive Director, National Advisory Commission on Health Facilities, Washington, D.C.
Roger C. Mellem, Director, Division of Design and Construction, American Hospital Association, Chicago

John W. Reese, Chief of Architectural Section, Division of Hospital and Medical Facilities, U.S. Public Health Service, Washington, D.C.

A Manpower Policy for the Mid-South in a Technological Age

Garth L. Mangum, Research Professor of Economics and Co-Director, Center for Manpower Policy Studies
George Washington University
F. Ray Marshall, Professor of Economics and Director,
Department of Economics, University of Kentucky

In October and November of 1967, the citizens of Memphis elected the city's first officials for a newly chartered Mayor-Council form of government. At the request of the new members of the City Council, Southwestern's Urban Policy Institute, in alliance with the Brookings Institution, held a three-day conference on fiscal policy. The purpose of these seminars was to provide an orientation on urban problems for the new public officials prior to their taking office.

The speakers for these sessions, December 14-16, were:

Alan K. Campbell, Director, Metropolitan Studies Program, Maxwell Graduate School, Syracuse University
Darwin W. Daicoff, Associate Professor of Economics, University of Kansas
Wilbur R. Thompson, Professor of Economics, Wayne State University

Edward J. Meeman Foundation Grant

As the year closed, an announcement of great significance was made by the members of the Edward J. Meeman Foundation; two grants totaling \$500,000 were allocated to Southwestern for its adult education program. Half of this grant is to endow the Edward J. Meeman Fund for Civic Education; the remainder is to be used in constructing the Edward J. Meeman Continuing Education Center.

This generous gift will help finance the conferences of the Urban Policy Institute, assuring the expansion of the current civic education seminars; and new quarters will be provided, freeing the Adult Center from its present cramped space.

Surely the grant by the Meeman Foundation and the confidence reposed in the Center by the new City Council call for special notice and inspire fervent gratitude in all who admire the unceasing achievements of Dean Davis and his associates. In many ways the Adult Education Center is the cynosure of the college.

Professor Fred D. Pultz, Director of the Presbyterian Guidance Center, reports that the move to Stewart Hall must be considered temporary. While facilities are somewhat more adequate, they "leave much **Presbyterian Guidance Center** to be desired," as he understates the Center's needs. Especially to be noted is his service as placement officer for college students; this vital responsibility

ought to be more adequately supported by the college, and I hope that placement can become a more significant aspect of the college's relationship with its students. Professor Pultz further reports that the Presbyterian Guidance Center's counseling services were extended to 381 individuals, as follows:

<i>Synods</i>	<i>Churches</i>	<i>Counselees</i>
Alabama	19	85
Arkansas	4	15
Louisiana	14	78
Mississippi	14	68
Tennessee	23	135
	74	381

Beyond any doubt the Frazier Jelke Science Center has been the focal point of attention of students, faculty, staff and visitors this year. An idea of its immensity began to intrude on our consciousness when the excavation took away more than an acre of earth to an average depth of eight feet.

The Campus

The spoils from the excavation changed the drainage and contours of the back campus. During the closing phases of its construction, the building, or buildings as they are designed, began to delight one with unexpected felicities and to overpower one with its height and width and indeed its whole concept. The large open spaces in the principal corridor giving on the unusually handsome exhedra have become for me one of the loveliest places on the campus, and the view of the Richard Halliburton Tower up across the rim of the exhedra is unsurpassed. The Center's lavish spaces are an investment in the future, for the facilities were planned to be flexible and adaptable to the needs of the college for a long time to come.

One of the loveliest buildings—perhaps the masterpiece of Tudor architecture on the campus—is the science building. Constructed as the first of three buildings for the sciences under the Klaunder-Hibbs master plan, it was originally intended for chemistry, and its plumbing and ventilating systems were designed according to the latest specifications in 1924. With the Departments of Biology and Physics moving to the new construction, the science building has at last realized its intended use. Forty years of use have brought wear and tear to the fabric of the building, and forty years of technical advances have rendered plumbing, ventilation and wiring obsolete and inadequate. Thus, more than \$200,000 has been appropriated for the renovation of the chemistry building.

This renovation was made possible by the generosity of

Dr. and Mrs. Berthold S. Kennedy, '12, and in recognition of their life-long faithfulness to the college's needs, the building has been named the Berthold S. Kennedy Chemistry Hall. Integrally connected with the new construction, equipped as elaborately as possible, renovated from boiler to water cooler, and air-conditioned and generally refurbished, the Kennedy Chemistry Hall will become, like the Frazier Jelke Science Center in its entirety, a facility worthy of a large university.

After several false starts, the new residence hall for women was begun this year. Designed to arrange the young women in "houses" of sixteen with lounges, carrels, and kitchens in each "house," the residence hall tries to take advantage of newer concepts of dormitory planning. It will be connected with the Trezevant and Townsend Hall cloister by a similar enclosed passage, so that there can be circulation throughout the women's residence quadrangle at all times. Construction began in June and the building will be open for occupancy by September 1969, thus relieving the problems of overcrowding and undercapacity and the concomitant problem of being forced to limit the intake of new students.

The dislocation of campus utilities and amenities by the construction of the Science Center will require careful attention to landscaping, walks, and campus lighting. For the past two years mud has been more than just an annoyance; grit and dirt tracked in have created maintenance problems in all buildings, and one can be happy that the dust and mud problem will soon be alleviated by grass and sidewalks. Renovation of the older residence halls and buildings continues. The plumbing in Robb and White Halls was completely replaced and these residences painted throughout. Ellett Hall is scheduled for the same treatment next summer. Two boilers were replaced; one in the science building, now the Kennedy Chemistry Hall, and the other in Palmer Hall. After forty-three years of faithful warmth (in Palmer Hall, at least, a warmth all too faithful), these boilers have been replaced by modern units which will be compatible with central air-conditioning systems. In the final analysis, I suppose that on plumbing and boilers, walks and wires the college's future depends.

Critical needs for space afflict the college right now. The areas furnished art and psychology are a standing disgrace. Called by the students "the shacks," a term more of frustrated contempt than amused scorn, these buildings have reached the point of decrepitude beyond repair, dysfunction beyond make-

shift. It is a tribute to the ingenuity, **good cheer** and long-suffering of the departments that they **have** such effective programs despite the handicaps of their **surroundings**. What could they accomplish if they were given **adequate** space and up-to-date facilities? The proposed Clough **Humanities Hall** will, I believe, help, and every delay in its **construction** is an impediment to making Southwestern better. **The** need for faculty offices will also be alleviated by the **Clough Hall**, so that its construction must be of the highest **priority**.

One of the questions exercising **many** persons around the world is how can those under thirty **be** trusted. A burning passion to bring about **change** through any means, evolutionary **or** revolutionary, seems now to characterize **students** everywhere, and anxiety seems to characterize everybody else.

Conclusion We here at Southwestern have not **lost** faith in the young. To be sure, Southwestern's sole reason **for** being is to give its students and the society in which it **exists** the rational means of building our common life in better **ways**. Great amounts of money and time have been invested in **Southwestern** so that the students here might work with the **best** teachers using the best equipment in the best **surroundings**. To lose faith in students would be to admit failure of the **high** purpose for which the college has been established and **maintained**. Consequently, Southwestern, all its senior members, **all** its alumni and friends, must continue working to the end that **education** may flourish in an environment in which the **intellect** and the spirit of man are cultivated with unflagging energy **and** unswerving integrity.

What an extraordinary year 1967-68 has been! Most remarkable is the splendid success of the **Southwestern Challenge Campaign** which enabled the college to **qualify** for the matching grant offered by the Ford Foundation. **Results** of the campaign are as follows:

Total matching funds received by June 30, 1968	\$4,693,525
Unpaid pledges (as of August 30, 1968) and commitments by the Synods of Alabama, Louisiana, Tennessee (to be paid by 1969)	206,665
Grant by the Edward J. Meeman Foundation	500,000
Bequest from Alfred C. Glassell, '11 (book value of securities)	644,000
	<u>\$6,044,190</u>
Ford Foundation Grant	1,900,000
	<u>\$7,944,190</u>

Mr. Glassell's bequest is the highest flowering of alumni loyalty in the history of Southwestern. **His** concern for the col-

lege set for him the goal of personally adding \$1,000,000 to the endowment. With his bequest, and with trusts established by him during his lifetime, his goal was reached. Southwestern is only what it is through the devotion of its sons and its friends. Mr. Glassell's benefaction has impressed his stamp on the college, and his name will be memorialized for as long as the college stands.

Many others came forward with great generosity to assist the college during the campaign. Mrs. Rachel Clough Littler has never ceased in her concern for the arts and humanities here, and by her open-hearted generosity the college will have in the S. DeWitt Clough Humanities Hall a magnificent center for the artistic and humanistic heritage of our civilization. I am certain that the Clough Gallery will be one of the glories of Memphis.

Mr. Hugo N. Dixon has made possible the construction of a fine arts wing in Clough Hall to house the growing art department. Dr. and Mrs. Berthold S. Kennedy have established a trust fund through which the science hall has become the up-to-date Kennedy Chemistry Hall and an essential part of the Frazier Jelke Science Center. The Hyde family has made possible the long-postponed addition to the Neely Mallory Memorial Gymnasium. Bearing the name of the late Ruth Sherman Hyde, the women's gymnasium will offer badly needed facilities and will be a handsome addition to the campus. Mr. E. H. Little made provision for the residence hall for women which now stands as a memorial to his late wife, the former Suzanne Trezevant of Memphis. Mr. and Mrs. C. M. Gooch, who for so many years have helped Mid-South students through scholarships, have gone even further in magnanimously helping Southwestern; true philanthropists they. The Trustees of the Frazier Jelke Foundation, especially Mr. Hallam Boyd, their president, have placed here a memorial to Mr. Jelke which is the center of the campus and one of the centers of highest intellectual achievement in this region. The Trustees of the Edward J. Meeman Foundation have assured the future of the Continuing Education Center, so that the college's mission in education for public responsibility will remain a source of stability and progress in Memphis and its environs.

Like the author of the letter to the Hebrews, I am moved to write: "And what more shall I say? For time would fail me." Alumni, friends, the Synods and individual Presbyterians, corporations and local businesses, parents and students, and faculty

and staff have all made possible the addition of approximately \$6,500,000 in capital funds to Southwestern's assets. What use is made of these assets is now our real challenge.

This challenge we corporately pledge ourselves to meet.

David Alexander

October 18, 1968

APPENDIX TO THE PRESIDENT'S REPORT

RESIGNATIONS

J. C. Anthony, *Assistant Coach of Football*
 Anne S. Caldwell, *Dean of Women*
 Alfred O. Canon, *Dean of Alumni and Development*
 W. Donald Fattig, *Associate Professor of Biology*
 John M. Hemphill, *Associate Professor of History*
 Lawrence E. Noble, Jr., *Professor of Political Science*
 Clyde Dale Nunley, *Assistant Professor of Mathematics*
 Mrs. Elaine Rees, *Instructor in Romance Languages*
 Mrs. Madelyn Richardson Brock, *Director of Physical Education for Women*
 Dolph Smith, *Instructor in Art (Part-time)*
 Mrs. Bonita B. Thompson, R.N., *Resident Nurse*
 Mrs. Lilli Volkov, *Instructor in Russian (Part-time)*
 Thomas J. White, M.D., *College Physician*

ASSIGNMENT COMPLETED

Patrick G. Buckley, *Instructor in German*
 Frederick P. Latimer, Jr., *Visiting Professor in International Studies*
 Paul Schmidt, *Instructor in Anthropology*
 Marcel Texier, *Visiting Lecturer in French Language and Literature*
 David E. Whisnant, *National Foundation on the Arts and the Humanities Fellow in English*

RETIREMENTS

John A. Rollow, *College Engineer*
 Perry D. Scrivner, *Professor of Education*
 C. L. Springfield, *Comptroller*
 Mrs. Paul M. Watson, *Resident Head of Townsend Hall*

ON SABBATICAL LEAVE 1968-69

Jack D. Farris, *Professor of English (Summers of 1968 and 1969)*
 Richard D. Gilliom, *Associate Professor of Chemistry*
 Fred W. Neal, *Professor of Philosophy and Religion (Summers of 1968 and 1969)*
 Arlo I. Smith, *Professor of Biology (Terms II and III)*

PROMOTIONS

(Effective with 1968-69 Session)

Richard A. Batey to *Associate Professor of Bible and Religion*
 Milton P. Brown, Jr. to *Professor of Bible, The Albert Bruce Curry Chair*
 Horst R. Dinkelacker to *Assistant Professor of German*
 James R. McQuiston to *Associate Professor of English*
 Carl Franklin Walters, Jr. to *Associate Professor of Bible and Religion and to Associate in Continuing Education*

APPOINTMENTS

(1968-69 Session)

William Bryant Bretherick, *Assistant Football Coach*
 John Alois Bruhwiler, *Associate Professor of German*
 Camille Deaderick, '57, *Director of Physical Education for Women*
 Gernot Franz Dworschak, *Visiting Lecturer in German*
 Randolph Fleming, *Instructor in Sociology (Part-time)*
 Mrs. Larissa Foster, *Instructor in Russian (Part-time)*
 Carl E. Johnson, *Instructor in Biology and Supervisor of Laboratories*

Bobby R. Jones, *Assistant Professor of Biology*
Alys H. Lipscomb, M.D., *College Physician*
John T. McCall, Jr., *Assistant Professor of Mathematics*
Jack R. Mankin, *Technician, Department of Biology*
Angelo Margaritis, *Associate Professor of Mathematics*
Mrs. Charles Mosby, '53, *Instructor in Spanish (Part-time)*
George E. Odom, *Instructor in French*
Richard J. Olcott, *Assistant Professor of Chemistry*
A. P. Perkinson, Jr., *Associate Director of Development*
Mrs. Sandra B. Priddy, R.N., *Resident Nurse*
Mrs. Mary Radakovic, *Instructor in Art (Part-time)*
Abu Tayeb Rafiqur Rahman, *Assistant Professor of International Studies*
Michael Ashley Rotenberg, *Associate Professor of Mathematics*
Perry D. Scrivner, *Visiting Lecturer in Education (Part-time)*
Sidney D. Selvidge, Jr., '65, *Instructor in Anthropology*
Paul C. Shaw, *Assistant Professor of Political Science*
Herbert W. Smith, *Associate Professor of Psychology and Consultant in Computer Science*
Loyd C. Templeton, Jr., '56, *Director of Development*
Mrs. James P. Willett, *Assistant in Conversational German (Part-time)*
G. Kenneth Williams, *Associate Professor of Mathematics*
M. J. Williams, Jr., *Treasurer*
Mrs. Anne Marie Williford, *Dean of Women*
James D. Witherspoon, *Associate Professor of Biology*

ANNUAL REPORT OF THE TREASURER

For Fiscal Year Ended June 30, 1968

To the Board of Directors of Southwestern At Memphis:

The Treasurer submits herewith a report of operations for the fiscal year ended June 30, 1968; a condensed balance sheet; a condensed statement of income and expense, with a comparison of the previous fiscal year, and a copy of the audit report of Ernst and Ernst, Certified Public Accountants.

The year's operating statement was balanced by applying \$407,402.97 of receipts from the Challenge Campaign, since no appeal for annual support funds has been made the last three years. This is, in essence, a deficit for the year.

Operating income was received from the following sources:

	<i>In Thousands of Dollars</i>	<i>Percent of Total</i>
Students—Tuition & Fees	\$ 1221	54%
Endowment—Net	314	14
Interest on Bank Accounts and Miscellaneous	84	4
Benevolences and Contributions in support of Chairs, from Synods & Individual Churches	200	9
Sponsors Program, Alumni Loyalty Fund, Parents, Memorials & Challenge Campaign	422	19
Other Contributions:		
The Jules B. Rozier Trust (for scholarships)	15	—
Tennessee Independent Colleges Fund	6	—
	\$ 2262	100%

A condensed statement of operating expense is shown below:

	<i>In Thousands of Dollars</i>
Instructional	\$ 1158
General, Administrative, and Promotional	310
Physical Plant & Grounds	186
Social Security, Retirement, and Major Medical Insurance	135
Scholarships and Grants-in-Aid	162
Residence Halls, Dining Halls, Bookstore, & Other College Activities—Net	311
Total.....	\$ 2262

As stated previously, the budget was balanced by including \$407,402.97 of Challenge Campaign funds, the necessity for which was stated in the Treasurer's reports in previous years.

Endowment income of \$313,860.11 is an increase of

FOUR-YEAR STUDY OF DEGREES CONFERRED

	Bachelor of Arts			Bachelor of Science			Bachelor of Music			Totals		
	M	W	T	M	W	T	M	W	T	M	W	T
8/15/64	7	6	13	0	0	0	0	1	1	7	7	14
5/31/65	62	76	138	15	6	21	2	4	6	79	86	165
8/14/65	9	7	16	2	0	2	0	1	1	11	8	19
6/ 6/66	72	72	144	10	3	13	0	2	2	82	77	159
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

STUDENTS GRADUATING WITH HONORS AND DISTINCTION

	<u>Number in Class</u>	<u>Honors</u>	<u>Distinction</u>	<u>Percentage</u>
8/15/64	14	0	2	
5/31/65	165	14	37	29.6
8/14/65	19	1	2	
6/ 6/66	159	13	34	28.1
8/20/66	16	1	4	
6/ 5/67	139	8	28	26.4
8/19/67	19	1	3	
6/ 3/68	183	16	51	34.6

Total number of graduates from 1848 to and including June, 1968

4,359

REPORT OF ANNUAL ENROLLMENT
(Special Students Excluded)

	<u>Resident</u>	<u>Percent</u>	<u>Commuting</u>	<u>Percent</u>	<u>Total</u>
Session 1956-57	354	59.1	245	40.9	599
Session 1957-58	354	57.3	264	42.7	618
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

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	1964-65			1965-66			1966-67			1967-68			Number of students approved to read for Honors 1968-69
	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	
Anthropology and Sociology.....	7			6		1	4		2	15			2
Art.....	3			6			1			4		1	
Basic Engineering.....				1									
Bible and Religion....	6		1	5		1	3			7	2	1	1
Biology.....	15	1	5	17	2	3	12		2	20	1	5	1
Chemistry.....	13	2	2	8	3	1	6	1		5		5	
Classics.....	2	1		2	1		2		2	2		1	
Economics.....	7		4	19	1	2	12		2	17	1	5	
English.....	31	2	6	34	1	7	37	2	10	39		12	2
French.....	12		6	6		3	6		2	9		5	
German.....	2		1	2	1		2		1				
History.....	18	2	3	14		1	12		3	13	1	3	3
International Studies.	4	3		1			2	2		5	3		2
Mathematics.....	8	1		5	1	1	4			5	1		
Music.....	7		3	4		1	5		2	4	1	3	
Philosophy.....	3		1	4		3	3		1	9	3	3	2
Physics.....	5	3		4	2		6	3	1	4		1	2
Political Science.....	12			9		1	13		2	6		1	
Psychology.....	22	1	5	23		10	20		2	33	3	4	1
Spanish.....	6		2	11	2	2	6	1	1	5		3	
	183**	16	39	181***	14	37*	156*	9	33	202#	16	53	16

* Includes one double major

** Includes four double majors

*** Includes three double majors

Includes two double majors

\$16,729.45. The net yield on book value was approximately 5.1%; on market value about 3.9%.

The sum of \$199,589.56 received from benevolences and contributions in support of chairs is a small decrease from the previous year.

Mounting costs continue to put an extra strain on the budget and, early in 1968, additional expenses were incurred in furnishing utilities and maintenance for the Science Center.

Since 1965 more than two million dollars have been added to the endowment and other funds for income production. The college still urgently needs at least ten million dollars in new endowment in the next two years to increase stability and provide additional income to meet rising costs.

M. J. Williams, Jr.
Treasurer

CONDENSED BALANCE SHEET

June 30, 1968

ASSETS

Current Funds:

Cash.....	\$ 1,705,069.88	
Accounts & Notes Receivable.....	6,521.37	
Investments:		
Common Stocks—Cost....	98,481.72	
Bond and Interest Sinking Fund Accounts:.....	194,217.18	
Federal Student Aid Funds	10,544.56	
Inventories	22,844.68	\$ 2,037,679.39

Plant Funds:

Cash.....	\$ 61,745.49	
Land.....	169,579.91	
Buildings.....	10,120,517.64	
Furniture, Fixtures & Equipment.....	504,631.46	
Library Books.....	375,000.00	
Athletic Facilities (Tennis Courts, Football Field, Track, Stands).....	94,000.00	
Roads, Walks, Parking Facilities.....	30,000.00	\$11,355,474.50

Endowment Funds:

Cash.....	\$ 126,463.97	
Investments:		
Unrestricted.....	\$4,441,540.98	
Restricted:		
Scholarships.....	839,959.79	
Annuities.....	514,548.00	
Adult Education Center	300,000.00	\$ 6,096,048.77

TOTAL ASSETS.....		\$19,615,666.63
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CONDENSED BALANCE SHEET

June 30, 1968

LIABILITIES

General Fund:

Accounts Payable.....		\$	27,214.59
Advance Deposits by Students.....			75,450.59
Reserve Funds — Restricted:			
Scholarship Funds.....	\$	67,813.43	
Loan Funds.....		1,621.25	
Bond & Interest Sinking Fund.....		194,217.18	
Challenge Campaign Fund.....		936,495.20	
Federal Student Aid Funds.....		10,544.56	
Other Reserves.....		645,028.44	\$ 1,855,720.06
Reserve Funds — Unrestricted:			
Bellingrath-Morse Foundation.....	\$	2,716.51	
For Capital Improvements, New Equipment, & Contingencies.....		17,694.85	
Fund Balance.....		78,798.02	
Other		4,284.77	\$ 103,494.15
			<u>\$ 2,061,879.39</u>

Plant Fund:

Long Term Debt:			
President's Home—Payable			
\$2,000 per year, 4% interest.....		\$	18,000.00
Dormitory Bonds of 1960—3½%, payable serially to year 2000.....		\$	544,000.00
Dormitory Bonds of 1964—3½%, payable serially to year 2004.....			582,000.00
			<u>\$ 1,144,000.00</u>
Fund Balance.....	\$10,211,474.50		10,211,474.50
			<u>\$11,355,474.50</u>

Endowment Fund:

Adult Education Fund.....		\$	300,000.00
Annuities			514,548.00
Fund Balance.....			5,383,764.74
			<u>\$ 6,198,312.74</u>
TOTAL LIABILITIES & FUNDS.....			<u>\$19,615,666.63</u>

Comparative Condensed Statement
Income and Expense
Fiscal Years 1967 and 1968

	YEAR ENDED June 30, 1968	YEAR ENDED June 30, 1967
INCOME:		
Tuition, Registration & Recording Fees.....	\$1,188,780.45	\$1,146,479.55
Special Students, Extra Courses, etc.....	31,933.18	31,160.65
	<u>\$1,220,713.63</u>	<u>\$1,177,640.20</u>
Endowment Income—Net.....	313,860.11	297,130.66
Residence Halls, Dining Halls & Bookstore..	625,769.97	629,731.28
Interest on Bank Accounts.....	75,792.44	49,033.63
Other College Activities & Departmental Income.....	271,349.42	239,736.74
Miscellaneous	8,271.35	7,332.35
	<u>\$2,515,756.92</u>	<u>\$2,400,604.86</u>
Total Operating Income.....	\$2,515,756.92	\$2,400,604.86
EXPENSE:		
Instructional	\$1,157,594.42	\$ 978,597.82
Scholarships & Grants-In-Aid.....	161,937.50	155,034.00
Physical Plant & Grounds.....	186,072.16	171,005.34
General & Administrative.....	309,978.08	265,204.18
Social Security, Retirement & Major Medical Insurance.....	135,082.10	129,360.30
Residence Halls, Dining Halls & Bookstore..	580,567.44	552,875.53
Capital Improvements, New Equipment and Remodeling.....	—0—	24,365.00
Other College Activities & Departmental Expense.....	627,049.96	521,101.81
	<u>\$3,158,281.66</u>	<u>\$2,797,543.98</u>
Total Operating Expense.....	\$3,158,281.66	\$2,797,543.98
Operating Deficit.....	(642,524.74)	(396,939.12)
CONTRIBUTIONS:		
Benevolences—Cooperating Synods:		
Alabama	\$ 24,001.06	\$ 24,082.25
Louisiana	30,549.64	29,512.30
Mississippi	8,910.51	9,486.32
Tennessee	97,838.35	111,293.79
Louisiana-Mississippi	—0—	—0—
Second Presbyterian Church—Special.....	300.00	300.00
Shady Grove Presbyterian Church—Special	190.00	—0—
	<u>\$ 161,789.56</u>	<u>\$ 174,674.66</u>
	\$ 161,789.56	\$ 174,674.66

Evergreen Presbyterian Church, Memphis The W. J. Millard Chair.....	\$ 8,400.00	\$ 9,716.00
Idlewild Presbyterian Church, Memphis The T. K. Young Chair.....	11,000.00	3,610.00
Second Presbyterian Church, Memphis The A. B. Curry Chair.....	8,400.00	4,900.00
First Presbyterian Church, Florence, Alabama The D. W. Hollingsworth Chair.....	4,000.00	4,000.00
First Presbyterian Church, Greenville, Mississippi, Chair.....	2,000.00	2,000.00
Westminster Presbyterian Church, Nashville, Tennessee, Chair.....	4,000.00	4,333.34
Total Church Contributions.....	\$ 199,589.56	\$ 203,234.00
Friends of Southwestern.....	1,562.00	501.00
Tennessee Independent Colleges Fund.....	6,341.96	5,769.19
Alumni Gifts—Loyalty Fund.....	—0—	130.50
Annual Sponsors' Program.....	500.00	2,125.00
Annual Sponsors' Program—Alumni.....	—0—	550.00
Jules B. Rozier Trust.....	15,157.52	20,149.10
Sears, Roebuck Foundation.....	10,000.00	—0—
Miscellaneous Memorials & Parents Fund..	1,970.73	1,769.20
Challenge Campaign Receipts Applied to Current Funds.....	407,402.97	162,711.13
Total Contributed Income.....	\$ 642,524.74	\$ 396,939.12
Net Income.....	—0—	—0—

STUDENT GOVERNMENT ASSOCIATION

Session 1967-1968

Executive Council

President.....William Beesley Hubbard, Jackson, Tenn.
 Vice-President.....David Ernest Adcock, Jackson, Miss.
 Secretary-Treasurer.....Patricia Ann Black, Brookhaven, Miss.
 Commissioners:
 Athletics.....James Money Vardaman, Jr., Fort Lauderdale, Fla.
 Education.....Charles Bradford Foster III, Shreveport, La.
 Elections.....Catherine Harriet Prouty, Florence, Ala.
 Intercollegiate Relations.....Kenneth Lyle Stanley, East Point, Ga.
 Publications.....David Bell McGuire, Shreveport, La.
 Religious Activities.....Mary Elizabeth Beall, Houston, Texas
 Social Activities.....David Albert Lehmann, Fayette, Miss.
 Undergraduate Men.....John Rodney Tisdale, Little Rock, Ark.
 Undergraduate Women.....Susan Louise Thornton, Dallas, Texas
 Welfare.....Donald Macdonald Steele, Nashville, Tenn.
 Senior Class President.....Frank Richard Fletcher, Memphis, Tenn.
 Junior Class President.....James Wilburn Johnson, Jr., Memphis, Tenn.
 Sophomore Class President.....John Marvin Purvis, Jackson, Miss.
 Freshman Class President.....Joseph Michael Ripski, Millington, Tenn.
 Senior Class Senators.....Jane Kelley Bishop, Brownsville, Tenn.
 Burnley Bruce Cook, Jr., Little Rock, Ark.
 Bruce Hayes McCarty, Knoxville, Tenn.
 Judith Carol McDonald, Chattanooga, Tenn.
 Curtis Franklin Potter, Macon, Ga.
 Junior Class Senators.....Carolyn Ann Carter, McLean, Va.
 John Alden Howell, Jr., Malden, Mo.
 James Logan McElroy, Camden, Tenn.
 Walker Lelon McGinnis, Huntsville, Ala.
 Craig William Murray, Upper St. Clair, Pa.
 Sophomore Class Senators.....Gregg Allen Charbonnet, New Orleans, La.
 Neva Jean Gibson, Forrest City, Ark.
 Martha Gay House, Springfield, Tenn.
 Mark Clarence Houston, Jackson, Tenn.
 Emily Susan Scarbrough, McKenzie, Tenn.
 Freshman Class Senators.....John Jefferson Carter, Florence, Ala.
 Mary Faith Grymes, Memphis, Tenn.
 Elizabeth Marsh Hubbard, Jackson, Tenn.
 Charles William McNeal, Walnut Ridge, Ark.
 Marcia Jeanine Swett, Memphis, Tenn.

HONOR COUNCIL

Session 1967-1968

President.....Harmon Lee Wray, Memphis
 Vice-President.....Mildred Rowlett Morgan, Lexington, Ky.
 Other Members:
 Carolyn Marie Bruninga.....Florence, Ala.
 Carol Lynn Caldwell.....Memphis
 Charles Madison Durham.....Hot Springs, Ark
 Frank Richard Fletcher.....Memphis
 Marcus Clarence Houston.....Jackson, Tenn.
 James Wilburn Johnson, Jr.....Memphis
 Kittie Ligon Johnson.....Chattanooga, Tenn.
 Sarah Keith Koelling.....Dallas, Texas
 Elizabeth Agnes McKenzie.....Mexico City, Mexico
 William Jeter Michaelcheck.....Tiptonville, Tenn.
 Gibson Preston Stroupe.....Helena, Ark.
 Charles Thompson Tuggle.....Memphis
 Rosemary Wood.....Nashville, Tenn.

SOUTHWESTERN INTERFAITH COUNCIL

Session 1967-1968

President.....	Mary Elizabeth Beall
Vice-President.....	Larry Wayne Inlow
Secretary.....	Judith Rose Owen
Treasurer.....	Elizabeth Rita Ridings
Publicity Chairman.....	Carole Louise Bandy
Baptist Student Union	
President.....	Patricia Gray
Representative.....	Mary Janelle Hood
Christian Science Organization	
President.....	Gloria Beatrice Brown
Representative.....	John Altrock Dietrichs
Fellowship of Christian Athletes	
President.....	Stephen Addison Caldwell
Representative.....	Samuel Taylor Cooper, Jr.
Methodist Student Movement	
President.....	Judith Kay Adams
Representative.....	Judith Ann Gordon
United Campus Christian Fellowship	
President.....	Carlton Margaret Avery
Representative.....	Ann Elizabeth Barber
Members-at-Large.....	James Alton Brinson
	Ruth Carolyn Duck
	Sharon Anne Forrest
	Joseph Alexander Hebert
	James Clarke Murphy
	Frances Elizabeth Shipp

SOUTHWESTERN ALUMNI ASSOCIATION

Session 1967-1968

<i>Executive Council</i>	
President.....	Wallace H. Mayton, Jr., '40
President-elect.....	Harry Hill, Jr., '41
Secretary.....	Mrs. Robert O. Blecken (Ann DeWar), '50
Members-at-Large	
Memphis and Shelby County.....	Charles H. Freeburg, '39
	Sam H. Mays, '39
	Elder Shearon, '42
Outside Shelby County.....	William V. Alexander, Jr., '57
	Erskine B. Falls, '38
Dean of Alumni and Development.....	Alfred O. Canon, '44
Director of Alumni Affairs.....	Goodbar Morgan, '31

SOUTHWESTERN MEN OF MEMPHIS

Session 1967-1968

President.....	John W. Gray, Jr., '53
Vice-President.....	J. Lester Crain, Jr., '51
Secretary.....	David L. Simpson III, '59
Treasurer.....	Allen Reynolds, '60

SOUTHWESTERN WOMEN OF MEMPHIS

Session 1967-1968

President.....	Mrs. Wendell Whittemore (Annabelle Paine), '42
Vice-President.....	Mrs. Harland Smith (Betty Bouton), '47
Secretary.....	Mrs. Gavin Gentry (Mary Jane Coleman), '61
Treasurer.....	Miss Margaret Hyde, '34
Historian.....	Mrs. Walker L. Wellford, Jr. (Minnie Lundy), '29
Publicity Chairman.....	Mrs. Leigh MacQueen (Geraldine Dozier), '56