

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL
APRIL 24-25, 1968

The Board of Directors of Southwestern At Memphis met in the Directors Room, Palmer Hall, on the campus at 2:00 P.M. on Wednesday, April 24, 1968.

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

The roll call showed the following members present: A.V. Pritchardt, Chairman; L. Palmer Brown III, Lewis R. Donelson III, E.B. LeMaster, W.J. Millard, William H. Mitchell, Norfleet Turner, Stewart W. Yandle, C.W. Butler, Jr., William H. Dale, Earl W. Mallick, Orrick Metcalfe, Edmund Orgill, Belin V. Bodie, Stanley J. Buckman, Park H. Moore, Jr., S. Shepherd Tate, John W. Wade, Russel S. Wilkinson, David H. Edington, Jr., W. Neely Mallory, John B. Ricker, Jr., Mrs. Lee D. McLean, Mrs. David K. Wilson, David Alexander, and Ross M. Lynn.

The following members were absent: J. Bayard Boyle, Frank A. England, Jr., Walter P. Armstrong, Jr., H. Richard Copeland, Edward W. Cook, Robert D. McCallum, W.C. Rasberry, Mrs. Henry C. Collins, Mrs. J. Maury McIntyre, and Sidney A. Stewart, Jr.

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

Upon motion by Dr. Edington, which was duly seconded, the minutes of the meeting of the Board of Directors held October 18-19, 1967, and the minutes of the Executive Committee meetings held November 20 and December 18, 1967, January 22 and 25, February 26, and March 18, 1968, copies of all of which had been received by the Board members, were approved.

The Chairman announced for information the personnel of the following Committees to serve through the meeting in October, 1968:

HOUSE COMMITTEE

E.B. LeMaster, Chairman
Mrs. David K. Wilson, Vice-Chairman
Mrs. Lee D. McLean
Earl W. Mallick
Frank A. England, Jr.
W.J. Millard
Park H. Moore, Jr.
Russel S. Wilkinson
C.W. Butler, Jr.
S. Shepherd Tate
J. Bayard Boyle
Ross M. Lynn

FINANCE COMMITTEE

Robert D. McCallum, Chairman
W.C. Rasberry, Vice-Chairman
H. Richard Copeland
Stewart W. Yandle
Lewis R. Donelson III
Orrick Metcalfe
Mrs. Henry C. Collins
William H. Dale
Belin V. Bodie
L. Palmer Brown III
Edward W. Cook

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.
 A.O. Canon, Dean of Alumni and Development

HONORARY DEGREES COMMITTEE

W.J. Millard, Chairman
 J.D. Alexander
 A.V. Pritchardt
 Jameson M. Jones)
 Granville D. Davis) Faculty members

NOMINATING COMMITTEE

Earl W. Mallick (Alabama), Chairman
 H. Richard Copeland (Louisiana)
 Frank A. England, Jr. (Mississippi)
 Mrs. David K. Wilson (Tennessee)

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

Since three members of the Nominating Committee were absent, the Chairman requested Mr. Bodie to serve on the Committee.

The Chairman, Dr. Millard, made the following report for the Committee on Honorary Degrees:

The Committee on Honorary Degrees met on January 25 and on February 12, 1968, with all members present except Mr. Pritchardt, who was out of the city on both dates. The Committee voted unanimously to recommend to the Board of Directors that the following honorary degrees be conferred at the commencement exercises on Monday, June 3, 1968:

DOCTOR OF DIVINITY

Thomas Robert Fulton, Minister, First Presbyterian Church, Greenville, Miss.
 Robert Malcolm Dickson, Sr., Minister, Presbyterian Church, Bethel Springs, Tenn.

DOCTOR OF CIVIL LAW

Howard H. Baker, Jr., United States Senator from Tennessee, Washington, D.C.
 (Senator Baker will be the commencement speaker)

DOCTOR OF SCIENCE

Walter Orr Roberts, Director, High Altitude Observatory, Boulder, Colorado

DOCTOR OF LETTERS

Elizabeth Spencer, Author, Montreal, Canada

Since the spring meeting of the Board of Directors would not be held until late April, a confidential memorandum was sent to each Board member on March 8, 1968, listing the recommendations of the Committee on Honorary Degrees, and no dissenting vote was received. Therefore, the nominees were informed that the Board of Directors had voted to confer an honorary degree upon them, and acceptances have been received from each of them.

Upon motion by Dr. Millard, seconded by Mr. Bodie, the report was unanimously adopted.

President Alexander reported the following additional faculty appointments for the academic session of 1968-69: (See minutes of Executive Committee meetings held 12/18/67 and 3/18/68).

- Herbert W. Smith, Associate Professor of Psychology and Consultant in Computer
- Abu Tayeb Rafiqur Rahman, Assistant Professor of International Studies(Science
- Sidney D. Selvidge, Jr., Instructor in Anthropology
- Giliane Morell, Assistant Professor of French
- John Alois Bruhwiler, Associate Professor of German

Upon motion by Dean Wade, seconded by Mr. Tate, these appointments were approved.

President Alexander reported that Carl E. Johnson would be invited to join the faculty of Southwestern for the academic session of 1968-69 as an Instructor in Biology and Supervisor of Laboratories, stating that since he would be the first Negro faculty member in Southwestern's history the Board should be fully cognizant of the appointment. After a discussion of the matter, upon motion by Mr. Orgill, seconded by Dr. Millard, the appointment was unanimously approved.

The meeting recessed at 2:45 P.M. for the Nominating Committee to meet, after which the members of the Board were invited to the East Lounge of the Briggs Student Center at 3:00 P.M. for coffee as guests of the Student Government Association, and thereafter at 3:30 P.M. the respective Committees of the Board would hold their meetings.

The members of the Board and their wives, members of the Investment Committee and their wives, a few local ministers and their wives, and members of the administrative staff and their wives, attended dinner in the Catherine Burrow Refectory at 6:30 P.M., after which President Alexander made his report and an inspection of the Frazier Jelke Science Center was made.

The Board of Directors resumed its meeting on Thursday, April 25, 1968, at 9:00 A.M., in the Directors Room, Palmer Hall, on the campus.

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

The roll call showed the following members present:

- | | |
|-----------------------|------------------------|
| L. Palmer Brown III | Belin V. Bodie |
| Lewis R. Donelson III | Stanley J. Buckman |
| Edward B. LeMaster | Park H. Moore, Jr. |
| W.J. Millard | S. Shepherd Tate |
| William H. Mitchell | John W. Wade |
| A.V. Pritchardt | Russel S. Wilkinson |
| Stewart W. Yandle | David H. Edington, Jr. |
| C.W. Butler, Jr. | Mrs. Lee D. McLean |
| Earl W. Mallick | W. Neely Mallory |
| Orrick Metcalfe | Mrs. David K. Wilson |
| Edmund Orgill | Ross M. Lynn |

David Alexander, ex officio

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

The following members were absent: J. Bayard Boyle, Frank A. England, Jr., Norfleet Turner, Walter P. Armstrong, Jr., H. Richard Copeland, William H. Dale, Edward W. Cook, Robert D. McCallum, William C. Rasberry, Mrs. Henry C. Collins, Mrs. J. Maury McIntyre, John B. Ricker, Jr., and Sidney A. Stewart, Jr.

President Alexander presented a report from the Special Committee on Fraternities (see minutes of Board of Directors' meeting held 10/18-19/67, page 8, and minutes of Executive Committee meeting held 11/20/67, page 2). After a careful examination of the six specific alterations in the present fraternity system at Southwestern recommended by the Special Committee on Fraternities, the following actions, upon motion by Dr. Buckman, seconded by Mr. Orgill, were approved:

1. By September 1969 every social club, fraternity and sorority at Southwestern At Memphis must present clear evidence that its membership is not closed to any male or female student respectively. By September 1968 the local chapter of every social club, fraternity and sorority which presently has restrictive clauses must furnish written evidence of the measures it is undertaking to secure the abolition without reservation or evasion of any restrictive clauses. (Messrs. Brown and Tate voted "No").

2. Election to membership in any social club, fraternity and sorority at Southwestern At Memphis shall require no more than an affirmative vote of ninety percent (90%) of the active membership. This provision will take effect by September 1969, and by September 1968 every social club, fraternity and sorority must furnish written evidence of the measures it is undertaking to secure the operation of this principle. (Mr. Tate voted "No" - see minutes of meeting of Board of Directors for 10/17-18/68, page 4).

3. Membership in any social club, fraternity or sorority at Southwestern At Memphis is not to be contingent upon recommendations from persons outside the active membership of the chapter. page 4).
(Mr. Tate voted "No" - See minutes of meeting of Board of Directors for 10/17-/68, /

4. Beginning in September 1968 rushing activities (including the issuing of bids) of fraternities and sororities shall be limited to students with sophomore or more advanced collegiate status.

Two representatives of the firm of Ernst & Ernst (Thomas F. Ashworth, of Memphis, and K.V. Atwell, Jr., of Houston, Texas) were introduced to the Board and presented a recommendation, showing slides of various forms, etc., for a new budgeting and accounting system. The Board received the recommendation with interest but no action was taken on the proposal, the matter being left to the President and the Treasurer for implementation. (see minutes of Board of Directors' meeting held 10/19-20/66, pages 2-5, and minutes of Board of Directors' meeting held 10/18-19/67, page 16).

The following letter from Mr. Donelson was presented:

February 13, 1968

Mr. David Alexander
Southwestern At Memphis
Memphis, Tennessee 38112

Dear David:

It is with deep regret that I write you to request that I not be considered for re-election to the Board of Southwestern when my term expires in March of this year. I have reached this decision after a long and thoughtful consideration, but in view of my present obligations to the City of Memphis and the demands of my profession, I do not feel that I can give to the job the time and interest which it deserves.

Let me say that I have derived a great deal of pride and pleasure from this opportunity to serve on this Southwestern Board and my loyalty to and interest in the college will continue undiminished. I hope that you will not think it presumptuous if I make some suggestions in regard to my successor. I have long felt that one of Southwestern's weaknesses was its failure to engage the loyalty and support of its alumni, and I certainly hope that my successor will be an outstanding Southwestern alumnus. While I recognize that under the present method of operation, it is not necessary that he be a Presbyterian, I do have several outstanding Presbyterian alumni in mind whom I hope will be considered. They are Jimmy Collier, Frank Jemison, Charles Freeburg and perhaps Al Wunderlich would be willing to return to the Board now that his other personal commitments have diminished.

In conclusion let me say how much I have enjoyed working with you on Southwestern's problems. I am sure that the college has a great future under your leadership.

Yours very truly,

/s/ Lewis

Lewis Donelson

Upon motion by President Alexander, seconded by Mr. Tate, Mr. Donelson's resignation was accepted with genuine regret, and the Chairman requested Dr. Millard to write Mr. Donelson a letter expressing the deep appreciation of the Board for his unselfish and helpful service through the years.

The Chairman requested Mr. Orgill to take the chair and receive the report of the Nominating Committee, which was made by its Chairman, Mr. Mallick, and is as follows:

The Nominating Committee met on Wednesday, April 24, 1968 and unanimously recommends

1. that the Board re-elect J. Bayard Boyle, L. Palmer Brown III, and Norfleet Turner, of Memphis, for the term expiring in 1972;

2. that the Board elect, under the provisions of the amended Charter and By-Laws (see minutes of meeting of Board of Directors held 10/18-19/67, pages 2-3), E.B. LeMaster and W.J. Millard, of Memphis, who previously have represented the Synods of Louisiana and Mississippi respectively, for the term expiring in 1972 (Lewis R. Donelson III, of Memphis, having resigned as a Director representing the Synod of Alabama);

3. that A.V. Pritchardt be elected to a term expiring in 1972 because, under the standing rules of the Synod of Tennessee, he is not eligible to succeed himself as a Director elected by the Synod, and

4. that Henry C. Watkins, '35, President of Universal C.I.T. Credit Corporation, New York, be elected to a term expiring in 1972, subject to the Synod of Tennessee's having elected Robert D. McCallum, of Memphis, a Director at its meeting in June, 1968.

Upon motion by Mr. Metcalfe, which was duly seconded, the report of the Nominating Committee was unanimously adopted.

Mr. Mallick reported the Committee's discussion of the possibility and advisability of establishing a category of Life Membership on the Board of Directors.

Mr. Pritchardt resumed the chair and requested the Nominating Committee to study the suggestion made by Mr. Mallick concerning Life Membership on the Board of Directors and make a recommendation to the Board at its meeting in October, 1968.

Upon motion by President Alexander, seconded by Dr. Buckman, the following amendments to the By-Laws, which were presented and tabled at the meeting of the Board of Directors on 10/18-19/67 (see minutes pages 2, 6 and 16) were unanimously adopted:

That Article I (mimeographed edition) be amended to read as follows:

MEMBERSHIP

In accordance with the provisions of the Charter as amended, the Board shall consist of thirty-nine members, one of whom shall be the President of the college. Twenty Directors shall be elected by the Synods of Tennessee, Louisiana, Mississippi, and Alabama of the Presbyterian Church in the United States, each Synod electing five members to said Board of Directors, and each Synod having the right to elect its own representatives upon the Board and to fill vacancies as may be created in the membership of those whom it has

elected. Each Synod shall elect a member each year for a term of four years, thus preserving a four-year rotation in office of the members of the Board. Of the five members elected by each of the four Synods at least one shall be an outstanding Presbyterian woman, who, along with another member, shall be elected in the same year. While it is recognized that the Synods are not bound by the recommendations of the Board, in order to aid the Synods in electing the most valuable Presbyterians for this responsible office, the Board may make recommendations with the consent of the respective Synods.

The Board of Directors shall elect to its own membership eighteen additional members, at least three of whom shall be alumni of the college, for terms of four years. The terms of office of Directors elected by the Board shall expire at the conclusion of its stated spring meeting. Elections to vacancies thus occurring will take place at the same stated spring meeting of the Board, it being understood that Directors elected by the Board may succeed themselves.

Article IV (mimeographed copy) - Other Executive or Administrative
Officers - VICE-PRESIDENT

The Board may appoint a Vice-President or Vice-Presidents, who shall hold office at the will of the Board. In the absence of the President, or in his inability to act, the Academic Vice-President shall be vested with the powers and perform the duties of the President, subject to the provisions made below for countersigning checks. The Vice-President or Vice-Presidents shall perform such specific duties as may be assigned by the President.

TREASURER

The Treasurer of the college shall be elected by the Board of Directors. The Treasurer shall have the custody of funds and securities of the corporation. He shall give bond with sufficient surety in such amount as the Board may determine. The premium for this bond, as for all other required bonds, shall be paid by the corporation. This bond shall be deposited with the Secretary of the Board. The Treasurer shall, with the approval of the Board or its Executive Committee, designate the depositories of the corporation. He may, by written appointment to be filed with the Secretary of the Board, designate some person who shall represent him in obtaining access to the securities of the college as provided for in these By-Laws, but the Treasurer shall be responsible for all acts of his representative. He shall keep accurate accounts of all receipts and disbursements which shall at all reasonable times be subject to the inspection of any member of the Board. He shall present annually to the Board in writing a summary of his receipts and disbursements and an exhibit showing all the liabilities of the corporation. He shall pay out no money except as authorized by the Board, or by the Executive Committee. The acts of the Board fixing the annual salary of the members of the faculty and other budget items shall be considered sufficient warrants for the payment of these items without any order from the Executive Committee, but

emergency or extra-budget expenditures must be authorized by the Executive Committee. He shall sign all notes or other obligations, and when necessary or proper he shall endorse on behalf of the corporation for the collection of checks, notes and other obligations, and shall in general perform all acts necessary to the position of Treasurer.

President Alexander moved that Article II of the By-Laws - "Officers" - (mimeographed copy) be amended to provide for the election at the spring meeting of the Board of Directors ^{of officers} of the corporation, which motion was seconded by Mr. Orgill and tabled for enactment by the Board at its meeting in October, 1968.

President Alexander reported orally on a number of items, including the reduced annual income from the Bellingrath-Morse Foundation, which he stated is due to a number of factors, one of which is a reduction in the income from the Gardens; an unrestricted bequest of \$100,000 by the late C.W. Kempkau, of Nashville; the dedication of Alfred C. Glassell Hall, a residence for men, on Thursday, May 2, 1968, and the dedication of Frazier Jelke Science Center October 17-19, 1968.

Upon motion by President Alexander, seconded by Mr. Brown, it was unanimously voted to change the date of the October meeting of the Board from October 16-17 to October 17-18, 1968 so that members of the Board could attend the dedication of Frazier Jelke Science Center.

President Alexander requested that the Chairman appoint a committee to study the salaries and fringe benefits of employees who work on an hourly basis.

The President also requested the Chairman to appoint a self-study committee of the Board which is to be charged with (1) an analysis of the purpose of the college, (2) an analysis of the organization of the Board, especially its committee structure and the frequency of its meetings, and (3) any other matters appropriate to the self-study.

President Alexander reported on the Memphis College of Music, its purpose and relationship to the college. He further requested the Chairman to appoint a committee to undertake a study of the College of Music in view of its problems of location, personnel, and program. (Coincidentally with the Self-Study required by the Southern Association of Colleges and Schools, a Self-Study of the College of Music is required by the National Association of Schools of Music).

The meeting recessed for lunch at 12:30 P.M. in the Brooks Room of Catherine Burrow Refectory.

The luncheon meeting was opened with prayer by Dr. Millard.

Mr. Yandle, whose removal from the Synod of Louisiana makes it necessary for him to relinquish membership on the Board, expressed deep appreciation for having had the privilege and honor of serving Southwestern on its Board of Directors.

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

The House Committee met on Wednesday, April 24, 1968, with the following members present: E.B. LeMaster, Chairman; W.J. Millard, Park H. Moore, Jr., Mrs. Lee D. McLean, C.W. Butler, Jr., Mrs. David K. Wilson, S. Shepherd Tate, Ross M. Lynn, and Russel S. Wilkinson. Roy R. Twaddle, Superintendent of Maintenance, and John A. Rollow, Engineer, were present by invitation.

The Chairman discussed the report on "The Electrical Distribution System Analysis" recently submitted to the college by Griffith C. Burr, Inc., Consulting Engineers. The report points out the fact that the college will have to spend approximately \$200,000 to update its present electrical system and to provide for future needs.

The Committee recommends to the Board that Griffith C. Burr, Inc. be employed to determine immediate needs and costs of the needed electrical systems in the new buildings and additional facilities, and that authority be given the Executive Committee to act on the recommendations of this firm. (see minutes of meeting of Board of Directors held 10/18-19/67), page 14).

The projected parking areas were also discussed. The Committee recommends that further study be made with reference to the parking areas on the campus and that a definite plan, with costs, be submitted.

The Committee feels that these two items are urgent and need immediate attention.

The Chairman called on Mr. Wilkinson to report on the progress made to date on the construction of the new residence hall for women. (see minutes of meeting of Board of Directors held 10/18-19/67, page 7, and minutes of meeting of the Executive Committee held 2/26/68, page 1). He related that a contract had been made with Allen and O'Hara, Inc. to design and construct the building, which will provide quarters for 120 women students, and the total cost of the building, completed, will be about \$838,000. The contractors have agreed to have the building ready for the opening of the 1969-70 academic session and a penalty date has been set if they do not meet the deadline.

The Committee recommends that the bathrooms in Robb, White, and Ellett Halls be renovated as soon as possible.

Since the Acting Chairman, Mr. Bodie, had to leave the meeting early, the following report of the Finance Committee was presented by Mr. Brown, who moved its adoption, which was seconded by Dr. Buckman and carried:

The Finance Committee of the Board of Directors of Southwestern At Memphis met on Wednesday afternoon, April 24, 1968, at 3:30 o'clock in the Directors Room.

Acting Chairman Bodie presided and the following were present: A.V. Pritchardt, Chairman of the Board; President Alexander, L. Palmer Brown III, William H. Dale, Lewis R. Donelson III, Earl W. Mallick, Orrick Metcalfe, Stewart W. Yandle, J.M. Chambers, Business Manager, and C.L. Springfield, Assistant Treasurer.

President Alexander read the minutes of the Investment Committee meeting held on Monday, April 22, 1968, recommending that the contract with Maury Wade & Co., Investment Counselor for the college for some thirty years, not be renewed in August, 1968, and that the United States Trust Company of New York be employed to handle the endowment fund of the college. Dr. Alexander pointed out that Mr. Wade operates independently and is semi-retired, and explained that the Investment Committee feels that corporate counsel would be more effective. After a full discussion, it was moved by Mr. Metcalfe, seconded by Mr. Donelson, that the Committee recommend to the Board that the Investment Committee be authorized to contract with the United States Trust Company for its services as investment counselors, and that the matter of custodial care and discretionary powers of the Trust Company be determined by the Investment Committee. The motion carried.

The Assistant Treasurer presented the budget for 1968-69, previously approved by the Executive Committee (see minutes of Executive Committee meeting held 2/26/68, pages 1-3), pointing out that the budget showed a deficit of approximately \$125,000, after taking into account \$150,000 expected to be provided by the 1969 Annual Sponsors' Program. The Assistant Treasurer stated that this would be the third straight year for an unbalanced budget and emphasized that the college could not afford to continue along this line. He stated further that if the endowment fund could be increased to \$15,000,000 and tuition be increased to \$1,700 per year, beginning in 1969, the budget could be balanced and the financial position of the college would be more stable. As an alternative, \$500,000 per year in additional gifts for operating purposes would have the same result.

Mr. Donelson strongly recommended since the most serious problem facing the college is recurring deficits that plans should be developed as soon as possible to assure sufficient income to pay operating costs.

After a discussion of all financial aspects of the college and the women's residence hall to be built as authorized by the Executive Committee (see minutes of Executive Committee meeting held 2/26/68, page 1), Mr. Donelson moved that future budgets include amounts sufficient to pay 5% on funds used to build the residence hall and to amortize the entire amount within 25 years after completion of the building, such principal payments to go directly into the endowment fund. The motion was seconded by Mr. Metcalfe and carried.

President Alexander said he had information that two sizeable gifts to the college were expected within the next year but that he could not elaborate on them at this time.

Adjourned at 5:17 P.M.

The Chairman, Mr. Mitchell, presented the following report of the Development Committee and moved its adoption, which was seconded by Dr. Buckman and carried:

The Development Committee met in Palmer Hall at 3:30 P.M. on Wednesday, April 24, 1968, with the following present: John W. Wade, William H. Mitchell, Chairman; David H. Edington, Jr., Edmund Orgill, Stanley J. Buckman, W. Neely Mallory, and A.O. Canon, Dean of Alumni and Development.

The following report of Dean Canon was heard and adopted:

I. The Challenge Campaign and Beyond

As President Alexander will be presenting a detailed report on the final stages of the Challenge Campaign, this report will be confined to a summary of progress in the three areas of contributed income and the future implications for the college as it looks beyond the campaign.

A. Loyalty Fund

The trends in alumni giving can be seen from the following figures:

	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>
Donors	964	1345	1287	1355	1762	1484
Amount	\$36,612	\$65,804	\$44,426	\$66,068	\$81,493	\$75,599
Participation	17.8%	29.8%	22.7%	22.7%	28.1%	23.0%

The Loyalty Fund was merged with the campaign in 1966-68 and final figures are not complete at this point for total alumni contributions.

B. Annual Sponsors' Program

	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>
Donors	410	569	650	941	921	986
Amount	\$110,884	\$110,671	\$120,656	\$166,210	\$148,286	\$144,889

The ASP was also discontinued during 1966-68 for purposes of the campaign.

C. Presbyterian Church in Synods of Alabama, Louisiana, Mississippi and Tennessee

	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>	<u>1966</u>	<u>1967</u>
*\$	\$120,840	\$130,274	\$133,281	\$143,964	\$151,649	\$151,601	\$155,218	\$174,675
**	18,702	19,200	16,200	18,683	32,042	31,600	35,416	28,559

*Benevolences

**Chairs

It may be noted that benevolences have increased by approximately 40% in this period and that the anticipated income from chairs has more than doubled, with \$36,100 due in 1968 from this source.

<u>CHURCH CHAIRS 1968</u>	
Second Presbyterian Church, Memphis A.B. Curry Chair	\$10,000
Evergreen Presbyterian Church, Memphis W.J. Millard Chair	8,400
Idlewild Presbyterian Church, Memphis T.K. Young Chair	7,200
First Presbyterian Church, Florence, Ala. D.W. Hollingsworth Chair	4,000
Westminster Presbyterian Church, Nashville, Tenn.	4,500
First Presbyterian Church, Greenville, Miss.	<u>2,000</u>
Total	\$36,100

Although some churches will not complete payment of pledges before 1969, this is the strategic time to approach them to encourage retention of this campaign item for the college in their 1969 budget and beyond as a chair in memory of a former pastor, etc.

As the college moves into the second phase of its ten-year development projection, it would seem reasonable to expect contributed income to reach \$200,000 in church support, \$100,000 from alumni, and \$175,000 from the business community in 1968-69.

A much greater emphasis on bequests and deferred gifts programs will be needed in order to motivate gifts to the endowment and scholarship funds.

A series of progress reports should be made to contributors - alumni, corporate and Presbyterians - to keep them informed on developments at the college. The bi-monthly newsletter recently initiated might serve this purpose.

It would also be strongly recommended that the President's Council be reactivated and given a more significant place in the activities of the college. Such a group, for example, could serve in an advisory capacity for the Adult Education Program, the development of business seminars, etc.

II. Staff and Office Requirements

As one or two new persons are brought into the development operations, it is extremely desirable that they attend professional seminars and institutes which will provide some thorough insights into fund-raising techniques and the experiences of other institutions. It may also be the appropriate time to engage a consultant on at least a limited trial basis to "look over the shoulder" of the new development officers and to offer long-range planning assistance to the President and the Board.

As soon as final Challenge Campaign figures (pledges and payments) are recorded, the development and alumni office records will be in excellent condition for the resumption of annual campaigns. It is strongly urged that this data be put on IBM cards and tape as soon as feasible - preferably in the summer of 1968.

Helen Adamo, Norma Laster and Mary Ann Vollmer furnish excellent secretarial support not only for development functions but also for many other administrators and faculty members. The philosophy of this office has been that it is a service operation for the total college community and that the investment in personnel and equipment could only be justified if both were put to maximum use for the benefit of the whole campus.

III. Public Relations

The University Lecturer Series has just concluded its tenth year. In this period sixty-three faculty members from twelve of the nation's leading universities have been presented to Southwestern and community audiences. Responsibility for this series in the future will be transferred to Dean Granville D. Davis.

A Southwestern Newsletter was initiated this winter to keep friends of the college informed of current campus events and developments. It has been under the editorial supervision of Professor Harvey Irlen, of the Department of English.

Mrs. Arthur Birge continues to do a splendid job with the writing and editing of the News, which receives many favorable comments from alumni. She, along with Goodbar Morgan, has given many hours of advice and counsel to the leaders of Southwestern alumni groups in planning programs, Homecoming, Alumni Day, etc. Alumni are much better informed and, hopefully, interested in the college today as a result of their dedicated efforts.

Ken Berryhill lost a very efficient assistant, Mrs. Wallace Maroney, at the beginning of the current semester, but has managed in spite of this handicap to provide the usual routine press releases and some excellent publicity on the recent choir tour through Tennessee and Alabama.

IV. The Directors

In closing this final report to the Directors, may I express appreciation for the splendid cooperation which you have given the college over the past few years as we have worked together in many projects for Southwestern. It has been a richly rewarding experience to know a dedicated group of individuals who unselfishly give so fully of themselves and their substance for this institution. Southwestern is most fortunate to have such conscientious and energetic Directors to guide it and to chart its future course.

It is also blessed to have a President of such ability, character and personality who represents the college both in personal relationships and on ceremonial occasions with wit, poise and dignity. President Alexander is a rare man for all seasons who has quickly established the finest relationships with students, staff and faculty and has earned the respect and confidence of alumni and church leaders, as well as corporate and foundation executives.

As a result of Dean Canon's report and the Committee's discussion of it, the following recommendations are made:

1. That the Board of Directors recognize the outstanding service of Dean Canon to Southwestern and commend him for the substantial contribution which he has made to the life and growth of the college as we note with regret his departure from our midst;
2. That the urgent need for additional funds from all possible sources be noted again, to the end that all facets of the college community may be impressed with the burden upon us all to maintain and improve our level of operations in the face of increasing costs and inflationary pressures;
3. That in the light of the foregoing we take special note of the program on bequests and deferred gifts and that major emphasis be placed thereon;
4. That the President's Council be reactivated;
5. That concerted effort be made no later than the late summer or early fall to establish contact with churches in the four cooperating Synods to urge establishment of chairs and scholarships;
6. That serious consideration be given to allocating to endowment special contributions from the churches in order to combat the theory of equalization prevalent in some Synods, and
7. That study be given toward the adoption of a plan presently in effect at such schools as Yale whereby graduating classes are insured under group policies for the benefit of the college in future years.

President Alexander brought to the attention of the Board the matter of renovating Hardie Auditorium in Palmer Hall, and the Chairman requested him to proceed with a study of the necessary repairs, alterations, etc., and make a report to the Executive Committee as soon as possible.

The creation of a medal which could be presented from time to time for distinguished service to the college was discussed. Upon motion by Dr. Edington, seconded by Mrs. Wilson, President Alexander was authorized to develop an appropriate and attractive medal or medallion, and to present it to Mr. Maury Wade, who has been Southwestern's Investment Counsellor since 1940.

The meeting adjourned with prayer at 2:15 P.M.


Secretary