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FREDERICK R. MATTHEWS, CPA
B. DAVIS JACKSON, CPA

November 28, 1983

Dr. John D. Wilson, President
Washington and Lee University
Lexington, Virginia 24450

Dear Dr. Wilson:

You asked in San Antonio whether, by how much, and how, the loyalty of alumni would be affected if W&L admitted women as undergraduates. After much contemplation I have not changed my instinctive answers, which are, "Yes, most and negatively."

To admit women is to alter the very essence and identity of the institution. There is no gender discrimination in saying that. Rather, it acknowledges that the values and heritage of W&L are gentlemen's.

To admit women is to sever the link between alumni and the university. It shows alumni that what we experienced at W&L no longer exists. While the quality of education may thereafter persist or even improve, the fundamental nature of W&L will have changed.

What will tie alumni to W&L when it is no longer unique but becomes merely one of dozens of "good schools"?

In an effort to be helpful instead of merely alarming, I enclose a list of questions and steps I would entertain if I were studying the long-range prospects of the university.

I enjoyed meeting and hearing you, and wish you well.

Respectfully,

Davis Jackson

Davis Jackson, '76

/sj
Enclosure

What is the least number of students which contains the "critical mass" required to sustain W&L as a community?

What is the greatest number which preserves that property?

These questions involve class size; encounters among students, faculty and townspeople; participation in activities; club size; dormitory vacancies, etc., but not financial considerations.

Can we obtain the minimum with current policies?

If so, will that sustain the university financially?

If so but unsound financially, can we augment our finances?

If every way to preserve current policies proves fruitless, then can we obtain the minimum by changing policies?

If so, by which changes?

Of each of these changes, ask the two financial questions above.

Might this change compel us somehow to exceed the maximum we desire? (i.e., 1300 men and 1300 women?)

Consider these alternatives as well:

- 1) Carving out a niche through aggressive marketing, to tell prospects what we will do for them and why that is better than our competitors; for example, "W&L offers real education, challenge and stimulus; we will teach you sound moral values of honor, trust, responsibility, courage, cooperation, pride, humility and striving even after failing. If you merely feel obliged to buy four years of a common collegiate experience, then go elsewhere."
- 2) Inculcating the values and heritage of W&L in students through a required course in those subjects; your remarks about Lee enlightened me and deepened my respect for W&L. I think this course would improve loyalty.
- 3) Present this issue to alumni with "Save Our School" entreaties to donate more effort and money.
- 4) Increase real long-term earnings by offering student loans repaid not in fixed dollar amounts but in a percentage of the graduate's earnings for a fixed period.

WASHINGTON AND LEE UNIVERSITY
LEXINGTON, VIRGINIA
OFFICE OF THE PRESIDENT

December 7, 1983

Mr. Davis Jackson
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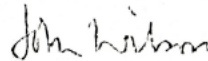
Dear Mr. Jackson:

I so much appreciate your letter and want to thank you for taking time to write. In many ways I regret the way the issue has arisen, but I am deeply grateful for the advantage of hearing from alumni who can articulate what it is about Washington and Lee that binds them so closely.

I know the Board will profit from having your views placed before it when it meets over the winter and spring to give further thought to this matter. And I have profited a good deal in the meantime.

Every best wish.

Most sincerely,



John D. Wilson
President

JDW/bcb