

WASHINGTON AND LEE UNIVERSITY
LEXINGTON, VIRGINIA
OFFICE OF THE PRESIDENT

July 5, 1984

Mr. James M. Ballengee
Chairman and President
Enterra Corporation
[REDACTED]
Radnor, PA 19087

Dear Jim:

I am writing this hurriedly on Tuesday, just as you depart for London. Tomorrow is a holiday and I will be at two meetings which will take me through next Tuesday. I know what your own schedule will look like by the time you return.

In any event, I want you to have this note and enclosures for the weekend if possible. Farris and Frank will manage to get the packet to you by Friday and you can take it from there. We can discuss any and all aspects next Thursday night or Friday morning.

The key documents for your review are the twinned pairs of communications:

- (a) A Board statement announcing an all-male decision
- (b) A Board statement announcing a coed decision
- (c) The Rector's letter to 16,500 alumni announcing an all-male decision
- (d) The Rector's letter to 16,500 alumni announcing a coed decision

There could easily be a third pair dealing with a decision to delay (though I share your view on that option).

Also included are some sample questions put together by Jeff Hanna to aid us in thinking through any press conference we have on Saturday following the meeting (I trust the prepared statement will cover most points). I don't know all the answers to the questions and I don't feel any obligation to be able to answer them all on Saturday. But the checklist has its useful side and I think you will profit from looking at it.

Frank is the chief author of the Board statements and Farris and Frank worked on your draft letters. My drafts were set aside as sounding too much "like me"--which I believe they did.

I'm not in the slightest uptight about the meeting. Let's let it flow, safe in the knowledge that the subject is important and has been responsibly investigated. I'm not at all concerned about how I survive or prosper or whatever as a consequence. That, too, will come out all right in the end.

I think you might consider for Friday touching the following bases:

- (a) The South Committee financial forecasts
- (b) Summary statements from the other chairmen

- (c) An open discussion of alumni disaffection (Reid cannot be right on this question, at least not according to Gordon Leggett).
- (d) The pros and cons of the argument for delay (see Waller, John Newton, Dick Turrell and, I expect, Charlie Hurt and the Atlanta alums).

Then we ought to reaffirm the decision to unite behind the vote once it is made (see the language in Frank's statement).

Then we ought to get statements of opinion or concern from anyone who cares to speak on the wisdom of the motion (for a simple motion, see Frank's paper).

Then we ought to sort through the voting in absentia rule (call Hal Clarke at this point).

Then we ought to vote by hand.


Then we ought to get Board approval of the relevant statement. We should also discuss how each trustee will handle his own communications problems. (We will have prepared packets of relevant information for easy access.)

Somewhere along the way (early on) we should swear in Tom Wolfe.

I believe we should vote in executive session, but I don't feel strongly on the matter. I believe also that we should not reveal the nature of the vote.

Think about these things and we can discuss them next week.

Sincerely,


John D. Wilson
President

JDW:mah