

MINUTES OF THE BOARD OF TRUSTEES

SOUTHWESTERN AT MEMPHIS

April 18, 1979

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79-4-1 The annual meeting of the Board of Trustees of Southwestern At Memphis was called to order on Wednesday, April 18, 1979 at 9:30 A.M. by Chairman Robert D. McCallum.

79-4-2 The following were present:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '81	Walter P. Armstrong, Jr. '80	Edward M. Carmouche, '80
Walk C. Jones III, '80	Winton M. Blount, '80	Evelyn Christman, '79
Robert D. McCallum, '79	L. Palmer Brown, '79	Jessie Falls, '80
Judith Mitchener, '81	Charles P. Cobb, '80	W. Maynard Fountain, Jr., '79
Jere Nash, Jr., '80	Margaret Hyde, '80	Henry Goodrich, '81
M. D. Prouty, Jr., '79	Paul T. Jones, '79	Murray O. Raspberry, '81
S. Herbert Rhea, '79	Michael McDonnell, '79	
Henry B. Strock, Jr., '80	Wayne W. Pyeatt, '81	<u>Student Trustees</u>
Richard A. Trippeer, Jr., '81	P. K. Seidman, '80	Daniel H. Cogswell
John W. Wade, '81	Martin B. Sereteau, '81	Carolyn Crenshaw
	Sidney A. Stewart, Jr., '79	Wm. Ralph Jones III
<u>Faculty Members</u>	S. Shepherd Tate, '81	
*Marshall P. Jones, '79	John M. Tully, '81	<u>Ex Officio Members</u>
Bernice White, '81	Anne Wilson, '81	James H. Daughdrill, Jr.
G. Kenneth Williams, '80	Spence L. Wilson, '80	Frank M. Mitchener, Jr.

*elected by faculty to replace Dr. Jack Russell who is ill.

Present by Invitation

Ray M. Allen	Robert Mason	Charles Warren
Peggy Arnold	Mary Jo Miller	Anne Marie Williford
Josephine Hall	Winton Smith	Lewis Wilkins
Tom Kepple	Loyd Templeton	Ron Yarbrough
Don Lineback	Wayne Todd	

Life Trustees

C. Raspberry

79-4-3 The following were absent:

Synod of the Mid-South

Hewitt Tomlin, Jr., '80
Henry P. Watson, Jr., '79

Elected by Trustees

William B. Dunavant, '81
W. Neely Mallory, '79
William W. Mitchell, '79

79-4-4 Dr. Maynard Fountain led the meeting in prayer.

79-4-5 Secretary Rhea stated that he had received communications of concern regarding the censorship of Southwestern TODAY, the resignation of Dean Charles Warren, the tenure question, and lack of community on campus. Because most of the communications had been sent to all Board members, he suggested that members take a few moments during the day to check his file for any they had not received.

79-4-5 Chairman McCallum introduced Dr. Wayne Todd, Chairman of Institutions Committee and Mr. Lewis Wilkins, Executive, Synod of Mid-South. Dr. Todd stated that they were pleased to have the opportunity to meet with the Board, and they were here to open up discussions rather than solve problems, concerning what it means to be a church-related college today, what it means to be a Synod-elected trustee, and communication problems that exist between Synod and its institutions. He complimented Southwestern in several areas, especially in its response to relating its program in certain specific ways in identified and stated goals of Synod. (Ex. A, pp. 9-12)

He stated that many of the problems that have surfaced are a result of the proposed closing of King College, the first PCUS college to close its doors. It is the hope of the Institutions Committee to serve all of Synod's institutions with as much leadership as possible to prevent future closings, and to strengthen the relationship between them. It is the consensus of all concerned that the donors' desires and intentions should be protected.

The Institutions Committee hopes to meet with the boards of all Synod's institutions. A full discussion followed with many questions asked by members of the Board. Dr. Todd thanked the Chairman for allowing them the opportunity to meet with the Board.

79-4-6 The Board adjourned to go into committee meetings. (Ex. B, p.13)

79-4-7 The Board resumed its meeting at 1:00 p.m. with an executive session with the President.

79-4-8 The full board was called into session at 1:30.

79-4-9 A motion was made, seconded and passed that the action of the Executive Committee on March 12, 1979 to sell Southwestern's radio station WSWM-FM be ratified. (Ex. C, p. 14)

79-4-10 A motion was made, seconded and passed that the minutes of the Board of Trustees meeting of January 18 & 19, 1979 be approved as mailed.

79-4-11 A motion was made, seconded and passed that the minutes of the Executive Committee of March 26, 1979, April 2, 1979 and April 12, 1979 be approved.

79-4-12 - A motion was made seconded & passed that the following be adopted: (see 79-10-4)

That the candidates for graduation of this and each succeeding class year, who are duly certified as having met all degree and major requirements and who are recommended by the Faculty, be awarded the appropriate degrees.

and

That the President be empowered to act for the Board in granting permission to graduate in absentia for those degree candidates who present valid reasons for not attending commencement exercises.

79-4-13 Secretary Rhea read the following communication from the Executive Board of the Alumni Council dated April 11, 1979.

The Executive Board of the Alumni Council commends and appreciates the work of the Administration and Trustees in achieving and maintaining a sound financial position for Southwestern. The Board further recognizes and is fully appreciative of the role of the faculty, past and present, in achieving and maintaining Southwestern's academic excellence and prestige. Like others who love and admire Southwestern, we believe that harmony and unity can be achieved only through mutual respect and understanding of the duties and roles of all concerned. The Alumni Board thanks all who have participated and are participating in reconciliation and encourages continuing efforts in the future.

79-4-14 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM, Dean John Wade, chairman. (Exs. D, E, & F. pp. 15-19)

79-4-15 A motion was made seconded and passed that the following promotions be made effective as of September 1, 1979: (Ex. F, pp. 18 & 19)

Rebecca Sue Legge, from Assistant to Associate Professor of Economics and Business Administration

Betty M. Ruffin, from Assistant to Associate Professor of Communication Arts

Douglas W. Hatfield, from Associate to Professor of History

79-4-16 A motion was made, seconded and passed that the draft submitted to the Faculty and the Executive Committee of the Board, dated April 12, 1979, from Dr. Marshall Jones, Dr. Larry Lacy, President James Daughdrill, Dr. Paul Tudor Jones and Mr. Wayne Pyeatt regarding Tenure as Officers of Instruction for Administrators be approved with the changes recommended by the Committee on Faculty and Educational Program - I.B.3 from "would" to "will" and IV, 2nd paragraph, "should" to "will." (Ex. E, pp. 16 & 17)

79-4-17 A motion was made seconded and passed that the motion made by the Faculty at its March 28, 1979 meeting:

"The Faculty urges the Board of Trustees to make every possible effort to persuade Dean Charles O. Warren, Jr., to reconsider his resignation."

be referred to the newly appointed "Executive Vice President and Dean Search Committee."

79-4-18 A motion was made, seconded and passed that a committee be established consisting of:

- (a) Two installed trustees, neither of whom is an officer or committee chairperson, appointed by the Chairman of the Board of Trustees, one of whom shall serve as chairperson of the committee; and
- (b) Two faculty members, neither of whom is an officer or chairperson of a faculty committee, selected by the faculty; and

- (c) Two students, neither of whom is an officer or chairperson of the Student Government Association, appointed by the SGA, and
- (d) Two alumni, neither of whom is an officer or chairperson of the Alumni Association, appointed by the Alumni Association, and

that this committee study and recommend ways and means of bettering communications within the Southwestern community, and

that the committee report and make interim recommendations to the Executive Committee of the Board by May 25.

79-4-19 Mr. Frank Mitchener stated that the practice of having faculty elected trustees has proved to be a good one. New insights, perspectives, and understandings have developed. Through the years this practice should be beneficial to the college in many important ways. He made a motion that

"To increase this two-way communication and understanding, if acceptable to the faculty and to the students, three trustees be designated each month on a rotating basis to be available to the faculty and students. This should include, but not be limited to, attendance at faculty meetings with privileges of the floor but with no vote. This would also include, but not be limited to, meetings of the Student Government Association with privileges of the floor, but no vote."

The motion was seconded and passed.

79-4-20 REPORT OF THE COMMITTEE ON FINANCE, Palmer Brown, Chairman (Ex. G, p. 20) Mr. Brown stated that the budget has been approved by the Budget Committee and studied and approved by the Finance Committee, and therefore, he moved that the budget be adopted. The motion was seconded and carried. (Ex. H, pp. 21-25)

79-4-21 Upon the recommendation of the Investment Committee and the Finance Committee, Mr. Brown moved that the property, an apartment building, located at 23-25 South McLean be sold. The motion was seconded and carried. (Ex. J, p.26)

79-4-22 A motion was made seconded and carried that Southwestern's contribution to the regular retirement program be increased by one percent (1%). (Ex. K, p.27)

79-4-23 A motion was made, seconded and carried that the proposed amendment which will bring Southwestern into compliance with the Mandatory Retirement Age Law be adopted and be effective as of January 1, 1979. (Ex. L, pp. 28 & 29)

79-4-24 Mr. Sidney Stewart, Chairman of the Investment Committee, reported that our investments are yielding 6.7%. He said that our present advisers are working with us very satisfactorily.

79-4-25 At the request of Mr. Brown, Chairman of the Finance Committee, Chairman McCallum asked that President Daughdrill and Mr. Mason check into the responsibility of the Finance Committee with regard to expenditure of Capital Fund monies and report this to the Finance Committee.

79-4-26 REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE, Edgar Bailey, Chairman (Ex. M, pp. 30 & 31)

79-4-27 Mr. Bailey made a motion that a contract be approved in the amount of \$206,902, and that the amount over the \$143,036 Frances Falls Austin bequest, be appropriated from funds other than the "Annual Fund" and \$20 Million Capital Funds Campaign monies. The motion was seconded and after a full discussion as to the high cost per square foot versus departing from the traditional design of the buildings on campus, the motion passed.

79-4-28 A motion was made, seconded and passed that an additional \$15,000 be advanced to cover the preliminary work performed by the architects and engineers in connection with the plans for renovating Robb, White, Ellett and Bellingrath, with the understanding that H.U.D. funds will be used to repay college funds. (see 78-10-30)

79-4-29 REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT, Charles Cobb, Chairman. (Ex. N. p. 32)

79-4-30 Mr. Cobb stated that the Committee adopted a resolution asking that the administration verify or check the fund accounting for the college to see that restricted gifts do carry out the principal's intentions. This is in line with the directive from the Synod of Mid-South representatives.

Mr. Cobb presented two reports to the Board - A Preliminary Marketing Plan for Southwestern At Memphis and a Proposal: An Alumni Relations Plan, 1979-81, Southwestern At Memphis. He emphasized the importance of each document. He said that the documents had been distributed to the campus community and now to the Board. He urged everyone to read them and send to him comments s/he wishes to make before the documents are finalized. (Ex. O, pp. 33-56 & Ex. P, pp. 57-74)

79-4-31 Mr. Cobb presented a report on the Southwestern Fund, Estate Planning Progress Report and a Church Relations Report. (Ex. Q, pp. 75-77)

79-4-32 Chairman McCallum requested that a full report be made at the October Board meeting giving an accounting for Capital Funds to date.

79-4-33 REPORT OF THE COMMITTEE ON ADMISSIONS AND FINANCIAL AID, Maynard Fountain, Chairman. Report received. No action requested. (Ex. R, p. 78 & 79)

79-4-34 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE, Paul Tudor Jones, Chairman. Report received. No action requested. (Ex. S, p. 80)

79-4-35 REPORT OF THE COMMITTEE ON HONORARY DEGREES, Walter P. Armstrong, Jr., Chairman.

The following honorary degrees are to be awarded on June 2, 1979: (see 79-1-28)

DOCTOR OF HUMANE LETTERS: James Thomas Laney, President, Emory University
Atlanta, GA.

DOCTOR OF HUMANITIES: Frances Edgar Coe, Member, Memphis Board of Education,
Memphis, TN., and Peyton Nalle Rhodes, President Emeritus, Southwestern At
Memphis, Memphis, TN.

DOCTOR OF LAWS: John H. Bryan, Jr., Chairman of the Board, Consolidated Foods
Corporation, Chicago, Illinois.

DOCTOR OF DIVINITY: George Austin Chauncey, Executive Washington Communications
Office, Presbyterian Church in the United States, Washington, D.C., and
Robert Henry Crumby, Minister, Donelson Presbyterian Church, Nashville, TN.

79-4-36 Chairman McCallum thanked the three Trustees who are completing their terms with this meeting. Mrs. Evelyn Christman, Mr. Neely Mallory and Mr. Sidney Stewart were thanked for their interest, work and counsel. Mr. Stewart will continue to serve Southwestern as Chairman of the Investment Committee and Mr. Mallory will also continue to serve as a member of that committee. All members will be eligible for re-election after one year.

Dr. Maynard Fountain, Synod of Red River Representative, who is moving to Charlotte, North Carolina and therefore unable to stand for re-election, was thanked for his many contributions.

Mr. McCallum also thanked Mr. William W. Mitchell who asked not to be considered for re-election due to health reasons. Appropriate plaques of appreciation will be sent to all leaving the Board.

Chairman McCallum also thanked the three student representatives and Dr. Marshall Jones.

79-4-37 REPORT OF BOARD DIRECTIONS AND LEADERSHIP COMMITTEE, Walter P. Armstrong, Jr., Chairman. (Ex. T, pp. 81-82)

The following persons were recommended to the Nominating Committee of the Synod of the Mid-South for re-election to the Class of 1982:

Mr. Robert D. McCallum, Mr. Morton D. Prouty, Jr., Mr. S. Herbert Rhea,
and Mr. Henri P. Watson, Jr.

It was moved, seconded and passed that Mr. Robert Seal, of San Antonio, Texas, and Dr. Robert Boynton Smith, of Midland, Texas, be recommended to the Nominating Committee of the Synod of Red River for election as its representatives to the Board of Trustees of Southwestern At Memphis to the Class of 1982.

It was moved, seconded and passed that Messrs. L. Palmer Brown, Paul Tudor Jones and Michael McDonnell be re-elected as Board-elected representatives and that Messrs. Norfleet R. Turner, William B. Rudner, and John C. Whitsitt be elected as Board representatives to the Class of 1982.

It was moved, seconded and passed that the following members be elected officers of the Board of Trustees for the coming year:

Chairman -	Mr. Robert D. McCallum
Vice Chairman -	Mr. Wayne W. Pyeatt
Secretary -	Mr. S. Herbert Rhea
Treasurer -	Mr. L. Palmer Brown

79-4-38 Chairman Armstrong stated that the evaluation of the performance of President Daughdrill revealed that the overall average rating was 10.56 which fell within the "excellent rating" of 10-12.

It was moved, seconded and passed that the following resolution be adopted:

WHEREAS many of the actions for which President James H. Daughdrill, Jr. has recently borne the brunt of criticism occurred in his carrying out policies and/or directives of this Board of Trustees, and

WHEREAS it is the consensus of this Board that he has consistently been motivated by the desire to serve for the best interest of Southwestern;

THEREFORE BE IT RESOLVED that President Daughdrill's posture of dignity and restraint has revealed him to be a man of stature.

BE IT FURTHER RESOLVED that this Board of Trustees reaffirms its full and complete confidence in the competence of President Daughdrill and in his desire and ability to discharge the duties of his office to the best interest of all segments of the Southwestern community.

79-4-39 Chairman Armstrong encouraged each member to read the SACS Self-Study, which had been placed at each member's chair during the noon break, and to send any comments to him in order for his committee to meet again on May 9 to consider all suggestions so that a report could be made to the accreditation committee when it visits the college next month.

79-4-40 Chairman Armstrong encouraged all trustees to submit names for any potential trustees.

79-4-41 It was moved, seconded and passed that the following be designated meeting dates for the coming year:

October 18 and 19, 1979 (Thursday and Friday - noon to noon)
January 17 & 18, 1980 (Thursday and Friday - noon to noon)
April 23, 1980 (Wednesday - all day)

79-4-42 Dr. Marshall Jones stated that he would be remiss in his responsibility to the Board and to the Faculty if he did not express certain concerns surrounding the resignation of Dr. Warren and the rift between the faculty and the President and Board.

Chairman McCallum replied that the Board feels that every segment of the Southwestern community should approach the situation now in a positive spirit of working together.

A full discussion followed. Mr. Blount made the following motion which was seconded and passed:

Acknowledging the various difficulties that we have been experiencing on the campus the Board urges the President to take the initiative in making an effort to broaden the lines of communication between the administration and the faculty so that the educational program can go forward in an excellent manner.

79-4-43 It was moved, seconded and passed

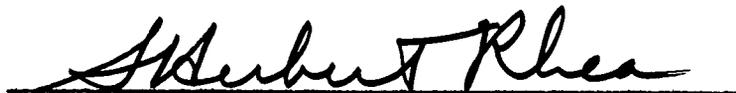
"That the Board of Trustees expresses its confidence in the ability of the faculty to carry out the educational requirements of this college and assumes that the faculty will continue to do this."

79-4-44 A motion was made, seconded and passed that

"It is the Board of Trustees' function and duty to hear the viewpoint of faculty, students, and administration and give due consideration to the interests of these three groups."

79-4-45 It was the unanimous consensus of the Board that a resolution of condolence be sent to Mrs. Adolph Dubbs, widow of a former Southwestern professor, who was killed while serving as a foreign ambassador for the United States. (Ex. U, p. 83)

79-4-46 The meeting went into Executive Session and all non-voting members were excused. The meeting adjourned around 5:30 P.M.


S. Herbert Rhea, Secretary

HOW DOES A COLLEGE SERVE THE CHURCH?

SOUTHWESTERN AT MEMPHIS IMPLEMENTS THE GOALS OF THE SYNOD OF THE MID-SOUTH

Synod Goal No. 1: To Provide Theological Training and Continuing Education for the Church's Professional Ministers.

Present - Southwestern offers summer symposia for ministers.

1979-80

- Objectives
- A. To offer a Summer Institute for Pastors in 1980 through Southwestern's Department of Continuing Education.
 - B. To co-ordinate our planning of similar activities with other PCUS colleges and seminaries.

Synod Goal No. 2: To Enable Presbyteries to Assist Small Churches in Developing Effective Ministries.

- Present
- Nine Southwestern faculty members and administrators serve such churches on an interim or supply basis, both in preaching and teaching.
 - Mr. Winton Smith is conducting Planned Giving Programs for such groups as The John Knox Fellowship of West Tennessee, and Deferred Giving Presentations for Presbyteries.

1979-80

- Objectives
- A. To offer leadership to hold Deferred Giving Seminars. Donors are increasingly aware that good stewardship involves consideration of "taxwise" giving. Many Presbyterians realize that wise estate planning often enables them to provide for the church as an alternative to the Internal Revenue Service. Other donors learn how they can reduce their current tax liability, increase their yield on current investments, and provide for the church through a taxwise charitable trust. Southwestern has an attorney on its staff who is an expert in taxwise giving. He also is a Presbyterian seminary graduate. Southwestern offers the services of Mr. Winton Smith to the Presbyteries of Synod who are interested in Deferred Giving Presentations.
 - B. To staff Presbytery workshops for small churches in How To Plan. Southwestern's Center For the Study of Alternative Futures has provided leadership for such events to government, business and church organizations. The college provides the planning process. It is applicable to all groups and churches. Ms. May Maury Harding, Director of Southwestern's Future's Center is a respected leader in the field of "inventing the future."

Synod Goal No. 3: To Offer Quality Presbyterian Church-Related Higher Education to Students in the Synod of The Mid-South.

- Present
- Southwestern was founded to provide quality Presbyterian Church-related higher education. This is done throughout the curriculum, extra curricular program, and in student services such as counseling, Chaplain's office, etc. 30% of Southwestern students are Presbyterian, 592 are from the Synod of the Mid South.

Southwestern has a special scholarship program called The Presbyterian Partnership. It is one tangible way Southwestern seeks to strengthen its two-way ties with the Church. The Presbyterian Partnership is a program through which the college and local churches in The Synod cooperate to provide a lower tuition cost for a student at Southwestern. The Session of a church in The Synod nominates a student to receive a Partnership grant of \$200, \$500, or \$1,000. The church contributes a half share of the Partnership to Southwestern At Memphis, and the college will then match it, dollar for dollar, and apply the total to the student's account. The eligibility requirements for a Presbyterian Partnership Scholarship are as follows:

1. The student must be nominated by the Session of a local Presbyterian Church in the Synod of the Mid-South.
2. Freshmen and transfer students who enroll at Southwestern At Memphis in the fall term of 1979 and any time thereafter, are eligible for a Partnership.
3. The recipient must meet all requirements for admission to Southwestern At Memphis as a full-time student and maintain a satisfactory performance throughout the academic year.

1979-80

Objectives

- A. To increase the number of Presbyterian Partnerships.
- B. To offer three new courses in the "Values and Ethics of the Professions." The courses will be interdisciplinary in nature.

Synod Goal No. 4: To Develop and Coordinate a System for Leadership Training and Resourcing that will Strengthen Presbyteries in their Ministries with Local Churches.

Present

- The Southwestern faculty and staff are available for Leadership Training events and workshops in such areas as Bible Study, counseling, ethics, long range planning, etc.
- Southwestern's campus facilities are frequently used by Synod and Presbytery groups for Leadership Training and Resourcing. In the summer, Southwestern's tennis courts and the Alburty Swimming Pool offer especially attractive options for conferences, in addition to the Burrow Library, Briggs Student Center and a variety of classroom and meeting room facilities.
- Two Southwestern professors serve as supervisors for area ministers who are working in D. Min. programs.

1979-80

Objectives

- A. To offer a Leadership Training Program for Pastors. Southwestern will seek the assistance of Synod and Presbytery executives and local pastors in designing and implementing this program.
- B. To invite ministers to participate with leaders from other professions and business in Southwestern's Institute for Executive Leadership.

Synod Goal No. 5: To Engage in Special Ministries for Particular Areas of Human Need in the Synod of the Mid South.

Present

- Southwestern's Kinney Program is the pride of our campus. Over one-fourth of our students work on a volunteer basis with the following institutions:

LeBonheur Children's Hospital
City of Memphis Hospital
Chrippled Children's School & Hospital
Home for Incurables
Memphis Association for Retarded Citizens
Buntyn Presbyterian Special Sunday Evening Fellowship
Clown Ministry to Day Care Centers and Nursing Homes
Crisis Center
Holy Name Elderly Visitation Program
Methodist Neighborhood Center After-School Program
First Presbyterian Ministry to Inner-City Children
Boy Scouts - Girl Scouts
Pink Palace Museum
Southwestern Radio Readers (to blind)
Big Brothers & Sisters
Porter-Leath Children's Center
Youth Services, Inc.
Birthright, Inc.
Memphis Literacy Council
Tutoring Students at Snowden and Central High (Memphis City Schools)

The Kinney Program is an important part of a Southwestern education, and it might be a model which many churches can adopt or adapt.

A Church-related liberal education helps develop a special sensitivity to human need. An example: Under the auspices of the Chaplain's Office, more than 75 per cent of Southwestern At Memphis students participated in World Hunger Week by fasting for all of one day and contributed the cost of the meals not eaten (\$1,330) to CROP, the Community Hunger Appeal of Church World Service. The college's graduates continue throughout life to work in particular areas of justice and mercy.

- Southwestern's radio station WLYX-FM broadcasts three programs each Sunday: two are programs of religious music and commentary, and one is a live church worship service. Both are prepared by local Presbyterian churches.
- Station WLYX-FM airs other religious programs including: SCAN, produced by the American Lutheran and United Methodist Churches; an interview and rock music program. CINEMA SOUND, produced by the Communication Commission of the Lutheran Council in the U.S.A., and the Episcopal Church; a review of new films with commentary on their social and moral implications, and JOY, WOMEN OF FAITH. The station also broadcasts a variety of public service announcements made available by religious denominations.

1979-80

Objectives

- A. To invite church leaders to see how Southwestern's Kinney Program works and to suggest ways to implement such programs in local churches. To offer Enrichment Workshops through Southwestern's Counseling Center by advertising them in the Churches.

Synod Goal No. 6: To Develop and Support a Variety of Ministries to Persons in Higher Education.

Present and Ongoing

This goal is one of the very reasons for Southwestern's existence. Activities that grow out of "who we are" include: weekly vespers service, pastoral counseling, Symposia on World Hunger and Alternative Lifestyles, transportation to local churches, Connecting students with activities of area churches.

- B. To begin an experimental program with additional Presbyterian churches. Regular 11:00 A.M. worship services will be recorded for broadcasting the following week at 8:30 A.M. Area Presbyterian churches will be invited to participate in this program on a rotation basis.

Synod Goal No. 7: To Provide Career and Vocational Counseling for Youth and Adults in all Parts of the Synod.

Present

- Southwestern provides service to all our students through the Office of Chaplain and Career Counselor. Chaplain Robert Norfleet, an ordained Presbyterian minister, is doing an excellent job of vocational counseling.

1979-80 Objectives

- A. To provide Career Counseling Workshops for Presbyteries during the summer months.

Synod Goal No. 8: To Develop a Sense of Belonging Together in the Synod of the Mid South by Informing Church Members about the Life and Work of the Church at all Levels.

Present

- Southwestern publishes a monthly newspaper entitled Southwestern Today which describes the life and work of the college and we send this paper to all Synod executives, Presbytery executives, and pastors in The Synod of the Mid-South.

1979-80 Objectives

- A. To provide 6 articles during the year for possible use in the Mid-South New Times and the Presbytery newsletters. These publications are a valuable way to inform church members about the life and work of the church at all levels.
- B. To make six personal presentations on the work of Southwestern to Presbyteries of the Synod.
- C. To continue our planning in coordination with Synod's Institutions Committee.

Admissions & Fin. AidFaculty MembersStudent MembersStaff

*Maynard Fountain, Chmn.
 [redacted] Nash, Jr.
 Murray O. Rasberry
 [redacted] Seidman
 Arne Wilson

#Marshall P. Jones
 William Larry Lacy

Thomas Edward Wheatley
 +Deck P. Reeks
 +Leslie Ross Higman

Ray M. Allen
 Mary Jo Miller

Board Dir. & Leadership

*W.P. Armstrong, Jr., Chmn. Robert L. Amy
 Neely Mallory
 Judith Mitchener
 *S. Herbert Rhea
 Hewitt Tomlin, Jr.
 *J.H. Daughdrill, Jr., ex officio
 Robert D. McCallum, ex officio

Josephine Hall (Sec'y)

Buildings & Grounds

*Edgar H. Bailey, Chmn.
 William B. Dunavant
 *Margaret Hyde
 Walk C. Jones III
 Henry B. Strock, Jr.

Edward A. Barnhardt
 William T. Jolly

Gary Bruce Minor
 +Myron J. Cash

Thomas R. Kepple, Jr.
 Roy R. Twaddle, Jr.

Dev. & Inst. Advancement

*Charles P. Cobb, Chmn.
 Winton M. Blount
 Edward M. Carmouche
 [redacted] Falls
 *Frank M. Mitchener, Jr.

#G. Kenneth Williams
 #William Ralph Jones III
 +Catherine E. Caldwell

Donald J. Lineback
 L.C. Templeton, Jr.
 Ron A. Yarbrough

Fac. & Educa. Program

*John W. Wade, Chmn.
 Michael McDonnell
 Morton B. Prouty, Jr.
 Richard A. Trippeer, Jr.
 John Tully

E. H. Anderson, Jr.
 Milton P. Brown, Jr.

#Daniel Herbert Cogswell
 +Keith S. Thompson

Charles O. Warren
 Robert Llewellyn

Finance

*L. Palmer Brown, Chmn.
 Henry Goodrich
 William W. Mitchell
 *Wayne W. Pyeatt
 Martin B. Sereteau
 *Sidney A. Stewart, Jr.

#Bernice White
 David Jeter

Robert Edward Burnside
 +Anne D. McKee
 +Janet L. Olson

Robert A. Mason
 JoAnn Haley

Students & Campus Life

*Paul Tudor Jones, Chmn. Fred W. Neal
 Evelyn Christman
 S. Shepherd Tate
 Henri P. Watson, Jr.
 Spence L. Wilson

#Carolyn Crenshaw
 M. Christian King
 +Gregory Louis Yeatman

A.M. Williford
 C.V. Scarborough

Honorary Degrees

W.P. Armstrong, Jr., Chmn. Robert L. Amy
 L. Palmer Brown Granville D. Davis
 Paul Tudor Jones

Alice Jackson Smith

*Robert D. McCallum, ex officio
 *J.H. Daughdrill, Jr., ex officio

*Executive Committee Member

#Trustee

+Non-voting member

March 12, 1979

MEMORANDUM

TO: The Executive Committee of the Southwestern Board of Trustees

FROM: Robert D. McCallum

RE: Sale of Southwestern's radio station WSWM-FM

This memo is a recap of significant matters relating to the sale of WSWM-FM to Memphis State University.

1. WSWM-FM is a 165-watt educational FM-radio station licensed to Southwestern At Memphis. It is the smaller of two such stations licensed to Southwestern; our other station is WLYX-FM.
2. Southwestern's application for a power increase for WLYX-FM and Memphis State's application to establish a radio station are mutually exclusive, as declared by the FCC.
3. If Southwestern sells WSWM-FM to Memphis State it would enable them to have a radio station to support their work in Communication Arts and would permit Southwestern to increase power for WLYX-FM. The sale price of \$35,000 represents approximately \$10,000 in equipment and services to be rendered; the remaining amount for the license.
4. This sale enhances Southwestern's broadcasting services in two very important ways: (a) We reduce the scope of our services, enabling us to focus attention, both personnel and management, on the quality of the programming of one station. (b) We derive needed financial support for the continuance of our broadcasting services.
5. The sale of WSWM-FM is conditional on the approval of the FCC. A minimum of 45-60 days are expected to lapse from the time of the signing the contract and the actual transfer of title and the payment of the selling price. The longer we delay in signing the contract, the later we derive benefit from the sale and the more we jeopardize the continuance of Southwestern's Broadcast Services.
6. Copies of all contracts have been reviewed by the Chairman of the Board and have been approved by the college attorney.

The college administration recommends this sale. If you need further information, Jim Daughdrill will be able to get it for you.

Please complete and return the enclosed ballot.

REPORT OF THE COMMITTEE OF FACULTY AND EDUCATIONAL PROGRAM - April 18, 1979

Attending: Trustees, Chairman Wade, Messrs. Prouty, Tully, Trippeer, McDonnell and Pyeatt (invited guest); Faculty, Professors Anderson and Brown; Students, Messrs. Thompson and Cogswell; Deans Warren and Llewellyn.

Dean Wade called the meeting to order and introduced Trustee Wayne Pyeatt to begin the discussion regarding the proposal on tenure for officers of instruction serving as administrators. Mr. Pyeatt outlined the background of the negotiations among the President, Trustees Wayne Pyeatt and Paul Tudor Jones, and Professors Marshall Jones and Larry Lacy that led to the proposal before us (jointly supported by the Executive Committee of the Trustees, the President and the Faculty). Dean Wade then read through the proposal (see attached), allowing for comments and discussions.

Following careful consideration, the committee unanimously approved the proposal (note two minor changes of would or should to will).

Dean Warren submitted the administrative recommendations for Faculty promotions (see attached). The committee approved the following promotions (effective September 1, 1979):

Sue Legge--to Associate Professor of Economics and Business Administration

Betty Ruffin--to Associate Professor of Communication Arts

Douglas Hatfield--to Professor of History

Statistical reports on the Southwestern Faculty and national faculty salaries were distributed for information.

Dr. Yvonne Hooks (ACE Fellow) reported on a community survey regarding possible interest in a Master of Arts in Liberal Studies program.

The meeting was adjourned at 12:10 P.M.

April 18, 1979

TO: The Board Committee on Faculty and Educational Program Committee

FROM: The Faculty, The Executive Committee of the Board, the President.

We recommend that the Board of Trustees adopt the following to replace policy #3 adopted by the Board 1/19/79 (page 9 of Minutes).

RE: Tenure as Officers of Instruction for Administrators

The following are recommended to the Board of Trustees by the Faculty and by the Executive Committee of the Board

I. CONCERNING THE EXECUTIVE VICE PRESIDENT AND DEAN OF THE COLLEGE:

- A. If the Executive Vice President and Dean of the College should come from the Faculty of Southwestern At Memphis as a tenured officer of instruction--
1. He or she shall retain tenure as an officer of instruction during the entire time as EVP-Dean.
 2. Appointment as the EVP-Dean shall be for five-year renewable terms (subject to annual reappointment).
 3. Renewal after each term shall be by the Board of Trustees after receiving recommendations from the President and the Faculty. Normally the Board of Trustees will not approve renewal without the positive recommendation of the President and of the faculty.
 4. Unless the EVP-Dean has clearly remained active in his or her academic area and in teaching, there shall be a limit of two five-year terms.
- B. If the Executive Vice President and Dean of the College comes from outside the Faculty of Southwestern At Memphis--
1. He or she shall be an experienced college teacher, and, in principle, tenurable as an officer of instruction under Southwestern standards.
 2. It is expected that he or she would be given tenure as an officer of instruction. The EVP-Dean will normally be considered for tenure after two years, and will not remain in that position if he or she does not receive tenure after three years.
 3. Terms as the EVP-Dean ~~would~~^{will} be five-year terms with renewal subject to the same provisions as stated in I.A.2,3,4 above.

II. CONCERNING THE ASSOCIATE DEAN OF THE COLLEGE:

If the Associate Dean of the College comes from the Faculty of Southwestern At Memphis as a tenured officer of instruction, he or she shall retain tenure for one five-year term (subject to annual reappointment).

III. CONCERNING OTHER ADMINISTRATORS WHO HAVE TENURE AS OFFICERS OF INSTRUCTION

If tenured officers of instruction in Southwestern At Memphis are appointed to administrative positions other than Executive Vice President and Dean of the College or Associate Dean of the College, such persons shall retain

tenure for one five-year term and may retain tenure without time-limit if beginning with the sixth year they teach at least two courses per year (All administrative appointments are subject to annual reappointment).

IV. GENERAL PROVISIONS

Teaching positions in the College will be held open for all administrators as long as they retain faculty tenure. Such positions may A) Be unfilled, B) Be filled with a non-tenure track person(s) within that Department (i.e., the administrators' former departments). or C) Be filled with a non-tenure track person(s) in another Department. Such non-tenure track appointments shall be for not in excess of seven years for any one person. It is expected that the person(s) in non-tenure track positions will be replaced by administrator(s) with faculty tenure who return to full-time teaching.

No policy revisions ^{WILL} ~~should~~ change agreements or contracts already in existence between the College and individual administrators.

Re: EVP-Dean Search Committee

The Search Committee shall recommend a candidate (or candidates) to the Board of Trustees for election. If the candidate (or candidates) are unacceptable to the Board, the Search Committee will propose additional name(s).

Any person considered by the Board for appointment to the EVP-Dean position will have received prior approval of the President, and of the faculty (by a majority vote at a regular or called meeting).

ADMINISTRATIVE RECOMMENDATIONS

TO: The Board of Trustees Committee on Faculty and Educational Program

The following faculty members are recommended for promotion from Assistant Professor to Associate Professor, effective September 1, 1979:

- *Sue Legge--B.B.A. and M.B.A., University of Mississippi (Accounting and Finance)

Professor Legge joined the Southwestern Faculty in 1975. She has over fifteen years experience in banking and accounting, and, in addition to being a C.P.A. and a C.M.A., Mrs. Legge has completed all coursework requirements for the Ph.D. from the University of Mississippi. She is one of the most highly respected teachers at Southwestern. Other activities include membership on the Self-Study Steering Committee, conducting advanced accounting seminars for local insurance people and the preparation of a history of women in accounting for two professional organizations.

- *Betty M. Ruffin--B.S. and M.A., Memphis State University (Communication Arts, Drama)

Professor Ruffin is a tenured Faculty member who joined us in the fall of 1970. She has served as Chairperson of the Communication Arts department for the last five years. Betty is a well-respected teacher and director. She is a member of the Faculty Executive Committee, the McCoy Visiting Artists Committee, and the Faculty Development Committee. Her community involvement is strong and includes outside performances by the Southwestern Players and personal appearances in local productions. She is quite active in regional and national professional groups and, last summer, she studied at the London Academy of Music and Dramatic Art.

The following Faculty member is recommended for promotion from Associate Professor to Professor of History:

- *Douglas Hatfield--B.A., Baylor University; M.A. and Ph.D., University of Kentucky (Modern Europe; German History)

Dr. Hatfield is one of the most active, capable and highly respected Faculty members at Southwestern. He was first a member of our Faculty for the 1965-66 academic and summer sessions. After one year on the faculty at Baylor University, he rejoined us in the fall of 1967. He has been Associate Professor and Chairman of the History department for the past nine years. He is a highly competent teacher, an active scholar in modern European history, and an invaluable thinker and educational leader. His committee participation and leadership is exemplary, and he is currently serving on the Faculty Development Committee, the Subcommittee on Educational Program, and the Self-Study Steering Committee.

He was selected for participation in a National Endowment for the Humanities summer workshop in 1977, and he routinely writes for publications and delivers papers at professional meetings.

REPORT OF THE FINANCE COMMITTEE - APRIL 18, 1979

The meeting of the Finance Committee of the Board convened at 10:40 A.M. in the Directors Room of Palmer Hall with Chairman Palmer Brown presiding. Other members present were Mr. Robert Burnside, Mr. Henry Goodrich, Ms. JoAnn Haley, Prof. David Jeter, Mr. Robert Mason, Ms. Janet Olsen, Mr. M.B. Seretean, Mr. Sidney Stewart and Prof. Bernice White.

Mr. Robert Mason presented a report on the current financial status. The month of March 1979 was compared to the month of March 1978. Mr. Mason indicated that income should slightly exceed expenses at the fiscal year end.

Mr. Sidney Stewart reported on the dispensation of the college's endowment fund. The current yield is 6.7%. The portfolio is divided into 50.4% equities, 31.0% bonds, 18.6% cash and equivalents. Compared to other funds evaluated by Becker Securities, Southwestern's fund ranked in the upper one third. Mr. Mason then went over the endowment-managed funds explaining the additions and withdrawals. The market value as of December 31, 1978 was \$9,174,210.

Mr. Mason requested the committee vote on whether or not to sell the apartments owned by the college on 23-25 South McLean. The investment Committee recommends the sale of this property. After considering an analysis of the property by Mr. Carrington Jones, it was moved, seconded and passed to recommend the sale of this real estate which is valued from \$100,000 to \$125,000.

Two resolutions dealing with the authority to assign and transfer college property were presented to the committee for consideration. As there was some duplication and contradiction in these two resolutions the committee moved to refer them to the Audit Committee for further clarification.

Mr. Mason went over the income and expense detail for the 1979-80 budget. The committee considered all aspects of the budget and then moved to approve the adoption of the 1979-80 budget. The motion was seconded and passed.

An amendment to change the mandatory retirement age from 65 to 70 as required by law was presented to the committee by Mr. Mason. It was moved, seconded and passed to recommend this amendment to the Board for its approval.

A motion was made and approved to increase the college's contribution to the retirement plan by 1% and to decrease the employee's contribution by 1%.

The committee decided to request the Board of Trustees to define the responsibility of the Finance Committee regarding Capital Funds and to clarify the procedure for motions from other board committees involving financial matters which must be considered simultaneously.

There being no further business this committee adjourned at 12:10 P.M.

SUMMARY

	<u>1977-78</u> <u>Actual</u>	<u>1978-79</u> <u>Budget</u>	<u>1979-80</u> <u>Budget</u>
INCOME:			
Tuition & Fees	\$ 3,138,311	\$ 3,533,400	\$ 3,903,900
Room & Board	1,095,118	1,171,875	1,292,100
Gifts & Grants	749,286	784,000	818,000
Endowment Income	612,547	585,000	612,500
Other Inc. & Transfers	436,242	235,200	354,427
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TOTAL INCOME	\$ <u>6,031,504</u>	\$ <u>6,309,475</u>	\$ <u>6,980,927</u>
EXPENSE:			
Instruction & Research	\$ 2,095,881	\$ 2,217,395	\$ 2,377,719
Library	234,569	253,227	275,857
Athletics	232,380	235,910	269,828
Student Services	481,702	488,021	544,078
Plant Oper. & Maint.	781,429	835,682	891,354
General Administration	476,588	504,252	600,148
Gen. Institutional	282,805	326,547	357,264
Auxiliary Enterprises	789,650	790,141	886,209
Student Financial Aid	497,102	643,300	722,000
Budget Team Cont. Fund		15,000	56,470
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TOTAL EXPENSE	\$ <u>5,872,106</u>	\$ <u>6,309,475</u>	\$ <u>6,980,927</u>

EXPENSE BUDGET DETAIL

	<u>1977-78</u> <u>Actual</u>	<u>1978-79</u> <u>Budget</u>	<u>1979-80</u> <u>Budget</u>
<u>Instruction and Research:</u>			
Art	\$ 55,177	\$ 64,389	\$ 69,805
Religion	114,307	128,136	138,363
English	181,760	197,160	214,107
Foreign Languages	167,108	182,181	195,600
Language Center	10,564	10,960	11,847
Music	179,151	152,677	163,919
Philosophy	61,197	67,425	58,707
Communication Arts	40,070	39,178	43,778
Anthropology/Sociology	74,062	79,932	86,890
Economics & Business	113,255	149,295	162,931
Education	32,541	35,701	38,583
History	97,813	107,177	116,934
International Studies	45,319	47,069	51,329
Political Science	48,665	74,171	64,576
Psychology	122,492	133,058	142,192
Biology	138,542	165,467	176,861
Chemistry	145,585	151,196	163,110
Mathematics	149,696	164,261	178,972
Physics	97,433	107,298	116,022
Interdisciplinary		31,503	33,846
Computer Center	74,775	77,036	83,556
Man Course	1,041	875	941
Freshman Program	1,022	1,250	1,350
Continuing Education	76,988	20,000	33,500
Summer School	67,318	30,000	30,000
	<hr/>		
	\$2,095,881	\$2,217,395	\$2,377,719
<u>Library</u>	\$ 234,569	\$ 253,227	\$ 275,857
<u>Athletics</u>	\$ 232,380	\$ 235,910	\$ 269,828

Expense Budget Detail

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	<u>1977-78</u> <u>Actual</u>	<u>1978-79</u> <u>Budget</u>	<u>1979-80</u> <u>Budget</u>
<u>Student Services:</u>			
Admissions	\$ 187,822	\$ 186,878	\$ 217,535
Registrar	46,438	48,729	53,304
Financial Aid Office	42,373	43,049	47,981
Dean of Students	91,393	73,021	78,990
Infirmery	18,516	18,666	18,621
Counseling Center	20,151	40,854	54,803
Student Center	13,121	10,253	10,720
Publications Board	22,213	24,000	24,000
Student Govern. Assoc.	18,661	17,600	17,800
Orientation	714	1,050	1,050
Kinney Program	1,000	6,063	6,643
Swimming Pool	19,300	17,858	12,631
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Total Student Ser.	\$ 481,702	\$ 488,021	\$ 544,078
<u>Plant Operation & Maintenance:</u>			
Administrative Serv.	\$ 55,090	\$ 56,975	\$ 61,344
Custodial Services	235,980	260,809	286,522
Security	104,148	106,173	116,209
Repairs & Maintenance	225,193	211,670	225,245
Grounds	66,587	74,705	76,684
Utilities	94,431	125,350	125,350
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Total Plant Oper.	\$ 781,429	\$ 835,682	\$ 891,354
<u>General Administration:</u>			
Board Meetings	\$ 5,422	\$ 6,500	\$ 6,825
President's Office	115,186	116,393	148,644
Exec. V.P. - Dean	169,232	151,269	172,600
Finance Office	156,016	179,784	203,414
Exec. V.P. - Administration	30,732	50,306	68,665
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Total Gen. Admin.	\$ 476,588	\$ 504,252	\$ 600,148

Expense Budget Detail

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	<u>1977-78</u> <u>Actual</u>	<u>1978-79</u> <u>Budget</u>	<u>1979-80</u> <u>Budget</u>
<u>General Institutional Expense:</u>			
Development Office	\$ 103,154	\$ 110,297	\$ 121,349
Institutional Advance.	129,625	158,499	160,335
Interest Expense	10,422	8,171	8,580
Insurance	39,604	49,580	67,000
Total Gen. Instit.	\$ 282,805	\$ 326,547	\$ 357,264
<u>Auxiliary Enterprises:</u>			
Residence Halls	\$ 150,808	\$ 187,388	\$ 214,228
Food Service	445,759	457,935	516,283
Bookstore	184,216	138,868	149,266
Apartments	8,867	5,950	6,432
Total Auxiliary	\$ 789,650	\$ 790,141	\$ 886,209
<u>Student Financial Aid:</u>	\$ 497,102	\$ 643,300	\$ 722,000
<u>Budget Team Contingency Fund:</u>		\$ 15,000	\$ 56,470
<u>TOTAL EXPENSE BUDGET</u>	<u>\$5,872,106</u>	<u>\$6,309,475</u>	<u>\$6,980,927</u>

	<u>1977-78</u> <u>Actual</u>	<u>1978-79</u> <u>Budget</u>	<u>1979-80</u> <u>Estimate</u>
<u>Tuition and Fees:</u>			
Tuition	\$2,981,889	\$3,403,400	\$3,744,900 (A)
Tuition-Summer School	30,735	30,000	30,000
Applied Music Fees	69,027	53,500	69,000
Special Course Fees	35,448	25,000	35,000
Application Fees	8,005	9,500	12,000
Extra Hours	4,220	3,000	4,000
Graduation & Misc. Fees	6,551	6,500	6,500
Registration & Transcripts	<u>2,436</u>	<u>2,500</u>	<u>2,500</u>
Total	\$3,138,311	\$3,533,400	\$3,903,900
<u>Room and Board:</u>			
Room	484,206	505,875	580,350 (B)
Board	<u>610,912</u>	<u>666,000</u>	<u>711,750 (C)</u>
Total	\$1,095,118	1,171,875	1,292,100
<u>Gifts and Grants:</u>			
Church	118,075	130,000	110,000
Annual Support Program	552,899	585,000	638,000
Other Gifts & Grants	<u>78,312</u>	<u>69,000</u>	<u>70,000</u>
Total	\$ 749,286	\$ 784,000	\$ 818,000
<u>Endowment Income:</u>	\$ 612,547	\$ 585,000	\$ 612,500
<u>Other Income:</u>			
Bookstore	167,111	152,000	185,000
Interest	57,356	45,000	70,000
Swimming Pool	4,805	6,000	6,000
Indirect Cost Recovery	36,588	10,000	35,000
Work Orders Income	3,876	5,000	5,000
Summer Conference	9,375	6,000	9,000
Miscellaneous Income	36,092	1,000	10,000
Traffic Fines	2,874	3,000	3,000
Discounts	1,224	1,000	1,000
Dividends, Royalties & Commissions	35,136	-0-	23,427
Apartments	6,305	5,200	6,000
Athletic Concessions	-0-	1,000	1,000
Total	\$ 360,742	\$ 235,200	\$ 354,427
<u>Transfers</u>			
From Restricted Funds	\$ 75,500	\$ -0-	\$ -0-
Grant Total	\$6,031,504	\$6,309,475	\$6,980,927

(A) Tuition at \$3,650, up \$250

(B) Room at \$795, up \$100

(C) Board at \$975, up \$50

April 13, 1979

TO: Finance Committee
Board of Trustees
Southwestern At Memphis

FROM: James H. Daughdrill, Jr.

The Will of Mr. W.C. Johnson created a charitable trust involving an apartment building at 23-25 South McLean. Rental income from the apartments was to be paid to Mrs. Johnson and others during the life of Mrs. Johnson, and at her death, the college would own the apartments.

Since the recent death of Mrs. Johnson, ownership has passed to Southwestern.

It is recommended that Southwestern be authorized to sell this apartment building and that the costs of appraisals and other fees incident to the sale be covered by the proceeds.

AMENDMENT

The following is the amended wording to propose an increase in the Institutional Contribution of 1% in the regular retirement program:

AMENDED FROM:VI. Plan Contributions

Plan Contributions as a Per Cent of Regular Salary
(for amounts earned on or after July 1, 1976)

	<u>By the Participant</u>	<u>By the Institution</u>	<u>Total</u>
Salary Within the Social Security Earnings Base	<u>4%</u>	<u>6%</u>	<u>10%</u>
Salary Above the Social Security Earnings Base	<u>4%</u>	<u>11%</u>	<u>15%</u>

AMENDED TO:VI. Plan Contributions

Plan Contributions as a Per Cent of Regular Salary
(for amounts earned on or after July 1, 1979)

	<u>By the Participant</u>	<u>By the Institution</u>	<u>Total</u>
Salary Within the Social Security Earnings Base	<u>3%</u>	<u>7%</u>	<u>10%</u>
Salary Above the Social Security Earnings Base	<u>3%</u>	<u>12%</u>	<u>15%</u>

AMENDMENT

The following is a proposed amendment to bring our Retirement Resolution into compliance with the Mandatory Retirement Age Law.

Amended from:

IV. Normal Retirement Age

Except as provided in the next section ("Extension of Service") of this document, the following schedule describes the retirement times for employees.

- (a) Retirement age for Administrative Officers shall be 65;
- (b) All Officers of Instruction employed prior to March 16, 1972, shall retire on the last day of the fiscal year in which age 70 is attained;
- (c) All Officers of Instruction employed on or after March 16, 1972, shall retire on the last day (June 30) of the fiscal year in which age 65 is attained;
- (d) Any other employee employed prior to August 5, 1975, shall retire on the July 1 coincident with or next following the 65th birthday;
- (e) For any other employee employed on or after August 5, 1975, retirement shall occur on the first day of the month coincident with or next following the 65th birthday.

Any employee may retire prior to his or her normal retirement age.

V. Extension of Service

By special authorization of the Board of Trustees, extensions of service beyond normal retirement age may be made for definite periods not to exceed one year. Such decisions will be made by the appropriate member of the Administrative Cabinet and the President. Extensions of employment for more than two years past the normal retirement age may be made only by the approval of the appropriate member of the Administrative Cabinet, the President, and the Board of Trustees.

Amended to:

IV. Normal Retirement Age

The following schedule describes the normal retirement times for employees.

- (a) Normal retirement age for Administrative Officers is 65;
- (b) Normal retirement age for all Officers of Instruction employed prior to March 16, 1972, is the last day of the fiscal year (June 30) in which age 70 is attained;
- (c) Normal retirement age for all Officers of Instruction employed after March 16, 1972, is the last day (June 30) of the fiscal year in which age 65 is attained;

Page 2
Proposed amendment to Retirement Resolution

- (d) Normal retirement age for any other employee employed prior to August 5, 1975, is on the July 1 coincident with or next following the 65th birthday;
- (e) Normal retirement age for any other employee employed on or after August 5, 1975, is on the first day of the month coincident with or next following the 65th birthday.

Any employee may retire prior to his or her normal retirement age.

Mandatory Retirement Age

Except as provided in the next section ("Extension of Service") of this document, the following schedule describes the mandatory retirement times for employees.

- (a) Retirement age for Administrative Officers shall be 70;
- (b) All Officers of Instruction employed prior to March 16, 1972, shall retire on the last day of the fiscal year in which age 70 is attained;
- (c) All tenured Officers of Instruction employed after March 16, 1972, shall retire on the last day (June 30) of the fiscal year in which age 65 is attained;
- (d) All non-tenured Officers of Instruction employed after March 16, 1972, shall retire on the last day (June 30) of the fiscal year in which age 70 is attained;
- (e) Any other employee employed prior to August 5, 1975, shall retire on the July 1 coincident with or next following the 70th birthday;
- (f) For any other employee employed on or after August 5, 1975, retirement shall occur on the first day of the month coincident with or next following the 70th birthday.

ADDED

V. Extension of Service

By special authorization of the Board of Trustees, extensions of service beyond mandatory retirement age may be made for definite periods not to exceed one year each. Such decisions will be made by the appropriate member of the Administrative Cabinet and the President. Extensions of employment for more than two years past the mandatory retirement age may be made only by the approval of the appropriate member of the Administrative Cabinet, Executive Vice President, President and the Board of Trustees.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - APRIL 18, 1979

The Buildings and Grounds Committee of the Board of Trustees met on April 18, 1979 in the Voorhies Social Room at 10:30 a.m. Members present were Edgar Bailey, Walk C. Jones III, Henry B. Strock, Jr., Edward A. Barnhardt, William T. Jolly, and Myron Cash. Ex officio members present were Thomas R. Kepple, Jr. and Roy Twaddle, Jr.

Chairman Edgar Bailey opened the meeting and asked Mr. Kepple for a progress report on the Francis Falls Austin Building. Mr. Kepple noted that the original budget allocation was \$145,000. Unfortunately when the first bids were received, the low bid was \$249,000. Taking Bob Browne's recommendation Mr. Kepple rebid, eliminating some of the original specifications. The main point was to maintain the interior space, which is reduced 1000 square feet from the previous building, and the aesthetics. The low rebid was \$194,000 by Clark and Clark, still over budget. He reported the President recommended that the committee authorize \$63,866 to fund completion of the building. Edgar Bailey asked how many contractors bid the first time and what the architect's estimate was. Mr. Kepple replied four were invited, two bid and BWB and Associates estimated the cost at \$130,000. There were eight bidders on the second bid. Also included in the bid were demolition of the existing building and straightening of the drive. Mr. Bailey wondered about the large discrepancy between the architect's estimate and the actual bid. Don Pigue being new with the BWB firm was unable to answer that question. Walk Jones asked the square footage and Mr. Pigue replied approximately 4000 which meant the first bid was \$65 per square foot. Walk Jones expressed his concern about spending that much money on a maintenance building. He estimated that 50% of the building's cost was for decoration due mainly to the expense of the stone and the substructure needed to support the stone veneer. Discussion followed with Mr. Kepple reminding the committee that the stone veneer was specified in court, so no savings could be realized in that area. If the building location were moved, new gas, electric, sewer, water and driveway connections would be necessary, the shop would not be easily accessible, and security would not have a central location to keep an eye on the main entrance to the campus. Mr. Kepple reiterated the two choices involved: (1) fund it as is (2) start all over. Henry Strock moved that the committee request the Board to approve the additional funds pending the legitimate procurement of these funds. Chairman Edgar Bailey asked for a second. The motion died for lack of a second. Edgar Bailey yielded the chair to Walk Jones. Henry Strock made his motion again which Edgar Bailey seconded. The motion passed (4 yes, 0 no). Allen Barnhardt made the following motion: noting the cost of the Francis Falls Austin Building is approximately \$50.00 per square foot versus a typical maintenance building as approximately \$25.00 per square foot, the Buildings and Grounds Committee recommends the Board appoint a committee to review Southwestern's architectural philosophy in light of the cost of maintaining the consistency for future buildings. Edgar Bailey seconded the motion which passed unanimously. The temporary chairman yielded back the chair to Edgar Bailey.

Edgar Bailey then asked Mr. Kepple about the renovation of Robb, White,

Ellett, and Bellingrath Dorms. Because H.U.D. has not yet released any funds, Mr. Kepple reported the President's request that Southwestern authorize \$15,000 to pay the professional services bills that have come in. After some discussion, Walk Jones moved that the additional \$15,000 be approved. Henry Strock seconded the motion which passed unanimously. Met Crump, Doug Brewer, and Phil Hamilton of the architectural firm Taylor and Crump provided information. The three contractors bidding on April 19 will be Caroma, Clark and Clark, and Grinder Brothers. Anticipating a higher bid than funds available, possible reductions have been considered in the plans. One cost factor discussed at length concerned the per diem penalty clause. Walk Jones moved that the committee request the architect reduce the penalty clause to \$1000 a day. This motion was seconded and passed unanimously. Two hundred and eleven students will need to be housed if the work is not completed on time. However, alternatives would be available as soon as some of the work is completed. The uncertainties remaining would be a possible electricians' strike and a delay in electrical equipment. If the bid is exorbitantly high, the project will be tabled for a year as the H.U.D. loan is reserved for the fiscal year and could be used during the summer of 1980. Mr. Bailey asked Mr. Kepple to keep the committee informed on the progress of the bid with the possibility of an interim meeting if problems arise.

Mr. Kepple then discussed the Frazier Jelke concrete situation which involves leaks from the top (mainly planted areas) and side of the building as well as the concrete breaking up. Mr. Kepple passed around a sample of the material proposed by Western Waterproofing as well as pictures of buildings using the suggested material. The three layered surface would be on a slip sheet and allow contraction and expansion of the building without cracking the new surface. After the present concrete was prepared, the surface could be applied directly on top of the concrete. The three key questions about the surface were: (1) would it stop leaks (2) how much maintenance would be required and (3) would it be aesthetically satisfactory? Having visited Northwestern University with Professor Lon Anthony, Mr. Kepple felt that the surface would effectively stop leaks, require less maintenance than the concrete, and be aesthetically acceptable. However, both he and Professor Anthony felt that the surface would not be as aesthetic as the current surface. In response to a question of Henry Strock, Walk Jones replied he felt this would be the best solution to the problem. Edgar Bailey asked if approval were being requested. Mr. Kepple replied the report was for information and would be presented to other people in an attempt to seek other options. Allen Barnhardt noted the removal of seventy-five gallons of water from his office in Frazier Jelke after the recent rain. Roy Twaddle noted that the northeast side has been rewaterproofed three or four times and that the last rain penetrated that side again.

Edgar Bailey asked if there were any other business. Mr. Kepple reported the money saved by installing energy efficient lamps in Halliburton (\$524/year) and Clough (\$1002/year). The exterior lights are now in operation for Halliburton Tower. Henry Strock mentioned the resolution of the gutter problem on the President's house. Mr. Bailey asked for any more business. He then adjourned the meeting at noon.

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT -4/18/79

Mr. Charles Cobb called the meeting to order. Those attending were Mrs. Falls, Miss Caldwell, and Messrs. Cobb, Blount, Carmouche, Jones, Lineback, Mitchener, Templeton, Williams and Yarbrough.

- I. Mr. Frank Mitchener reported that over \$2 million have been added to the Capital Campaign, bringing the total to date to \$7.6 million. Mr. Winton Blount requested that the capital funds and also annual contributions be carefully accounted for, to assure that restricted gifts are applied to the appropriate area.
- II. Mr. Lineback reported that the Southwestern Fund is 22% ahead of last year's total to date, and it is 85% toward the goal in gifts and pledges. More work is needed on the Memphis Community Campaign. He requested that trustees inform him of possible new sources of income from national corporations and foundations with which they or their acquaintances are affiliated.
- III. Mr. Lineback reported that a Southwestern Fund Advisory Committee is to be formed to assist in planning the annual fund solicitation.
- IV. Mr. Lineback reported that since January 1st the college has received \$415,000 in bequests, and living trusts with a total face value of \$27,000 have been established. Also, the college has been informed of one additional bequest.
- V. The Institutional Coordinating Council of the Synod of Red River has passed a resolution requesting Synod's Round Table to reevaluate Southwestern's continuance of a Synod of Red River institution. The next meeting of the Round Table is scheduled for June 15 and June 16, 1979. Mr. Lineback will send to all Red River Trustees a list of the Round Table members, so that they may contact those whom they know.
- VI. Mr. Loyd Templeton presented a preliminary marketing plan, which will contribute to the overall college goals; name recognition, fund raising and the recruitment of students. He noted specific target areas for concentrated efforts toward these goals and requested suggestions from the committee concerning the plan.
- VII. Mr. Ned Moore presented a long range plan for the alumni association which will develop alumni support, increase the effectiveness of the alumni organization, increase alumni participation in Southwestern programs and enhance student awareness of the alumni association.

The considerations presented here are intended to elicit comments, suggestions and additions from members of the administration, faculty, trustees, members of the Name Recognition Committee and the Public Relations Advisory Committee. With additions and deletions leading to a preliminary plan, details of costs, timing and personnel must then be considered. There are important questions to be answered, if indeed there is to be the successful launching of any increased marketing effort at all; for the adoption of a plan is a commitment on the part of the college and of the Board that will direct in large part the time and attention of the President and key administrative staff and the allocation of substantial financial resources. How much, if any additional responsibility can be assumed by current staff given current work loads? Who, whether one person or more than one, will coordinate the college's marketing plan? What financial resources are available to underwrite efforts up and beyond the current level of activity? These and other questions will have to be dealt with as we arrive at a final plan of action.

Loyd C. Templeton, Jr.
Director for Institutional Advancement

PRELIMINARY CONSIDERATION OF A
MARKETING PLAN FOR SOUTHWESTERN AT MEMPHIS

Reduced to its simplest terms, successful marketing is the means by which a product or service is brought favorably to the attention of a potential consumer helping to motivate the consumer to purchase that particular product or service.

A marketing plan might be called "a plan of action" -- how we are going to go about selling Brand X. Such a plan generally includes advertising and promotion, but it goes beyond that. For a marketing plan to be successful, it must deal with product strengths and weaknesses, consumer identification and potential, ways of communicating to the potential consumer, sales force strength, etc. Gathering this information can involve extensive (and expensive) consumer and market research. (Only six years ago Southwestern itself employed a firm to market test the college's Capital Campaign Case Statement, a process incorporating in-depth personal interviews and resulting in a report of findings on how Southwestern was perceived by selected respondents.) There is only one substitute for this kind of research and that is a careful study of available information, honest evaluation of product and sales potential and the exercise of judgment. The thinking presented here is by financial necessity based upon the latter approach. The point is made in no way to demean the work of those who know Southwestern best, but only to recognize that this report does not incorporate findings resulting from sophisticated market research.

I. OBJECTIVE

Objective is to get more student involved - all
by: 1) creating favorable analysis

To generate favorable awareness for Southwestern in selected market areas of greatest potential contributing to over-all college goals of name recognition, fund-raising and the application and enrollment of prospective students.

II. THE PRODUCT

The following is extracted from the final report of the Committee on Recruiting and Retention, one of the three major committees created by the President to develop a plan for the eighties.

"With tuition at \$3,050* for the 1977-78 college year and annual increases forecast indefinitely, Southwestern must provide an educational program of the highest quality, that is from a consumer's point of view, 'worth the money.' The ideals of 'genuineness and excellence' that Dr. Diehl spoke of in 1924 have become in a very real sense what Southwestern has to 'sell' today and in the coming years. Academic excellence must be maintained and restored or initiated wherever it is lacking. True excellence of academic program coupled with the total liberal arts experience is our only viable answer to such questions as: Why come here? Is it worth it? What will I get there that I won't get at X College or Y University?"

"The committee considers the goal of excellence Southwestern's highest priority in enhancing student recruiting and retention."

It is felt that this, then, is in fact what Southwestern has to sell: a four-year undergraduate educational experience of the highest caliber. There are, of course, other positive attributes such as the magnificent setting, the opportunities afforded by a metropolitan location, etc. But in the final analysis, all other components serve only to enhance the quality of the educational program. With this in mind, the strengths and weaknesses of the college must be assessed preparatory to the launching of any marketing and promotional effort.

* \$3,650. for 1979-80.

SOUTHWESTERN AT MEMPHIS

Strengths

Reputation for academic excellence

Quality of faculty

Manageable size, sense of community

Student/Faculty ratio and relationships

Record of graduates in professional and graduate schools

Student self-governance, Honor System

Beauty of campus and quality of college facility (library, laboratories, etc.)

Expensive (perceived by some as evidence of high quality)

Church relationship (perceived positively by some prospects)

Urban location

Strong Annual Fund, balanced operating budgets

Weaknesses

Lack of national awareness, name recognition

Some departments inadequately staffed

Loss of sense of community, dispute on campus, concern for sustaining quality of academic program

Perception of liberal arts as not preparing one for successful career

No adequate theater facility, poor facilities for Music and Communication Arts)

Expensive (beyond reach of some prospects)

Church relationship (perceived negatively by some prospects)

Problems associated with mid-town location

Limited endowment

III. THE MARKET

Southwestern's strengths in terms of number of alumni, alumni financial support, freshman applications received and number of freshmen enrolled are centered dramatically in the state of Tennessee and certainly in the south-central/southeastern United States.

<u>Number of Alumni</u>	<u>Alumni \$ Support</u>	<u>73-74 / 78-79 Fresh. Applications</u>	<u>73-74 / 78-79 Fresh. Enrolled</u>
Tennessee (3969)	Tenn. (\$102,065.)	Tennessee (1603)	Tenn. (800)
Mississippi (664)	Miss. (\$17,579.)	Arkansas (464)	Ark. (230)
Arkansas (521)	La. (\$9,140.)	Georgia (231)	Ala. (106)
Texas (466)	Ark. (\$8,781.)	Alabama (207)	Ga. (103)
Alabama (377)	Texas (\$7,405.)	Mississippi (160)	Miss. (97)
Georgia (340)	Ala. (\$5,677.)	Louisiana (154)	La. (75)
Florida (328)	Va. (\$5,163.)	Texas (140)	Ky. (56)
Louisiana (294)	Calif. (\$5,090.)	Florida (135)	Fla. (48)
California (261)	Ga. (\$4,774.)	Kentucky (115)	Texas (45)
No. Carolina (233)	Fla. (\$4,042.)	No. Carolina (106)	Mo. (37)

The following tabulations of data by states representing major market strengths include more detailed information on alumni population, freshman application and enrollment by year, and an indication of the prospective student pool for 1979-80 based on figures available on those students taking the PSAT in October of 1978 who scored 1000 or above.

GEORGIA

Total Alumni: 340 Atlanta - 267
 Percent Donors: 30.%

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
46	36	54	21	38	36	22

Enrolled Freshmen

13	19	17	10	24	20
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Percent Enrolled to Applied

28.	53.	31.	48.	63.	56.
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Student Potential per PSAT Oct. '78

Greater Atlanta Area - 2,195

100 or more

NORTH CAROLINA

Total Alumni: 233

Percent Donors: 33.9%

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
14	16	19	16	26	15	6

Enrolled Freshmen

4	4	5	1	8	7
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Percent Enrolled to Applied

29.	25.	26.	6.	31.	47.
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Student Potential per PSAT Oct. '78

Charlotte - 437

FLORIDA

Total Alumni: 328

Percent Donors: 17.37

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
12	23	32	28	23	17	18

Enrolled Freshmen

8	11	11	8	5	5
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Percent Enrolled to Applied

67.	48.	34.	29.	22.	29.
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Student Potential per PSAT Oct. '78

Jacksonville, FL - 658

MISSISSIPPI

Total Alumni:	664	Jackson -	146
Percent Donors:	24.52	Batesville/Clarksdale Helena -	121
		Columbus/Tupelo -	121
		Greenwood/Greenville -	121

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
36	39	27	24	16	18	15

Enrolled Freshmen

24	17	15	22	9	10
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Percent Enrolled to Applied

67.	44.	56.	92.	56.	56.
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Student Potential per PSAT Oct. '78

Jackson - 219 (?)

LOUISIANA

Total Alumni:	294	New Orleans	-	115
Percent Donors:	30.27	Shreveport	-	92
		Baton Rouge	-	

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
19	34	19	25	29	28	26

Enrolled Freshmen

9	19	9	11	12	15
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Percent Enrolled to Applied

47.	56.	47.	44.	41.	54.
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Student Potential per PSAT Oct. '78

New Orleans	-	438
Shreveport	-	109
Baton Rouge	-	109

TENNESSEE

Total Alumni:	3,969	Memphis	-	3,208
Percent Donors:	34.72%	Nashville	-	423
		Jackson	-	189
		Chattanooga	-	86

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
280	271	261	306	265	220	222

Enrolled Freshmen

130	147	124	122	140	137
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Percent Enrolled to Applied

46.	54.	48.	40.	53.	62.
-----	-----	-----	-----	-----	-----

Student Potential per PSAT Oct. '78

Memphis	-	768
Nashville	-	657
Chattanooga	-	347

ARKANSAS

Total Alumni:	521	Little Rock	-	234
Percent Donors:	21.88%	Blytheville/ Jonesboro	-	94

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
87	65	82	74	90	66	55

Enrolled Freshmen

40	45	46	36	37	26
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Percent Enrolled to Applied

46.	69.	56.	49.	41.	39.
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Student Potential per PSAT Oct. '78

Little Rock	-	547
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TEXAS

Total Alumni:	466	Houston	-	154
Percent Donors:	25.53%	Dallas/Ft. Worth	-	147

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
24	15	20	26	24	31	28

Enrolled Freshmen

6	5	12	4	7	11
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Percent Enrolled to Applied

25.	33.3	60.	15.	29.	35.
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Student Potential per PSAT Oct. '78

Dallas	-	1,528
Houston	-	1,756

NEW YORK CITY

Total Alumni: 153

Percent Donors: 37.25%

Applications

<u>73-74</u>	<u>74-75</u>	<u>75-76</u>	<u>76-77</u>	<u>77-78</u>	<u>78-79</u>	<u>79-80</u>
5	2	0	5	3	4	5

Enrolled Freshmen

4	0	0	2	1	2
---	---	---	---	---	---

Percent Enrolled to Applied

80.	-	-	40.	33.3	50.
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Student Potential per PSAT Oct. '78

"East Coast"	-	40,101
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IV. TARGET AREAS

Given current strengths (alumni, students, parents) and market potential (prospective student pool, name recognition potential, and potential financial support) it is recommended by the Director of Admissions, the Director for Institutional Advancement and the Director of Alumni Programs that major resources be focused on the primary markets of Little Rock, Nashville and Atlanta, with Dallas given ^{Memphis} ~~Chattanooga~~ primary market treatment as a test market. It is further recommended that Houston, New York Metropolitan-East Coast, Northern Alabama and Charlotte, N.C., be ranked as secondary markets, and that a plan of action appropriate to each be undertaken beginning with September of this year.

In areas where it is felt that current efforts are now resulting in the college realizing near the maximum potential of the prospective student pool, these efforts will be continued on approximately the same basis and are not singled out here for inclusion in a new marketing approach. Such areas include Memphis, Shreveport and Chattanooga.

V. PRIMARY MARKET STRATEGY

The underlying concept of this marketing plan is to concentrate college resources -- people, money, time -- where they will do the most good. To use the cliché, it is the bullet rather than the buckshot approach. To take one example, work in the area of alumni programs will serve to illustrate the point. Thus far this year, the Director of Alumni Programs has arranged for and participated in alumni parties-meetings in sixteen (16) cities across the country. Alumni population in these areas ranged from 30 to 245; attendance ranged from 10 to 50. And yet it takes about the same amount of time, effort and money to arrange for an alumni gathering in each of these areas, regardless of market strength or potential. By contrast, the recommendation proposed here would focus the Alumni Director's attention and available resources primarily on selected areas of greatest strength and potential for the college, with specific objectives and goals to be undertaken in a way that would not be feasible otherwise. Let us look now at the marketing tools available to the college in its implementation of a marketing plan.

Alumni

Outside the current college community, alumni represent Southwestern's first line of ambassadors to the world. And next to a satisfied current student, no one is a better spokesman for the college than a satisfied alumnus or alumna. We know, of course, the vital resource represented by alumni in financial support, recruiting, career counseling and other areas of college activity. What is called

for now is a strengthening and an expansion of working relationships with alumni in the primary market areas. This will be a primary objective of the Director of Alumni Programs and addressed in his long range Alumni Relations Plan. The two plans, marketing and alumni program, work hand in glove, with increased alumni interest and involvement important components of realizing the marketing objective.

With concentration of college resources in primary markets, efforts would be focused as follows:

Recruiting -- close coordination between the Admissions Office and the Alumni Office and involved alumni; development of an on-going program and enlistment of alumni participation.

Career Counseling, Job Placement -- close coordination between the College Career Counselor and Alumni Office to involve alumni and initiate a system of benefit to current and prospective students.

Special Assistance -- utilizing individual alumni interest and expertise to benefit the college; i.e., a particular alumnus or alumna might be especially helpful in the area of news media relations, entertaining, the Church, etc.

Current Students/Parents

Working with current students and their parents in primary markets we can coordinate efforts that can be beneficial to the college in several ways:

- . providing names of prospective students
- . helping to follow-up in the recruiting process (personal visits, letters, hosting events, etc.)
- . interacting with alumni both in terms of general college association and in specific terms of assignment; i.e., recruiting, fund-raising, special programs, etc.

Trustees

Current and former trustees of the college in primary markets represent influential spokesmen who can be helpful in a number of ways:

- . personal contacts
- . host events
- . publicity
- . Church affiliations
- . Recruiting

Local Churches of the PCUS

Emphasis on primary markets will focus the attention of the Director for Church Relations, the President and others, on strengthening and developing new working relationships with local church congregations within these areas. Churches of the PCUS, whether within the boundaries of supporting synods or not, offer a direct link between the college and the members of the Presbyterian Church. Churches and members of congregations can provide assistance by:

- . helping to host events
- . providing a local forum for Southwestern: distributing promotional materials, presenting a "Southwestern College Day," inviting the President or other members of the college community to speak, spotlighting representatives of the Kinney Program, performances of the Singers, etc.

- . development
- . providing names of prospective students

Note: approaches to the Church as in all other instances will benefit from the involvement of alumni, current students, parents, and trustees who are members of congregations within the primary market areas.

High School Counselors/Teachers/Headmasters

By focusing special attention on these audiences in the primary markets, frequent communication can be established and, it is hoped, relationships built that can have a positive effect in bringing Southwestern to the attention of prospective students. Work to achieve this goal may involve:

- . personal visits by Admissions Office representatives
- . direct mail created specifically for these high school counselors
- . on-campus workshops or programs designed for this audience
- . making student, faculty and staff representatives available to high schools for special programs... (Singers, guest speakers, etc.)
- . involving these people in special college-sponsored events in their towns - alumni parties, cultural programs, etc.

The News Media

Generating publicity in the primary markets is a top priority. This directs the attention of the News Services Staff to give first emphasis to the print and broadcast media in these areas in terms of:

- . students' hometown news releases
- . development of feature story ideas
- . development of public service announcements
- . releases to high school news papers

Advertising

Judgment suggests that in the coming years of growing competition for qualified students and rising college costs, Southwestern will have to find additional ways to bring its message to the attention of prospective students and their parents. Selective advertising in primary markets, though costly, is one of the best means open to the college to present its story. Imagine, for example, a full-page advertisement in the Nashville Tennessean that would feature all, or several, of the students from Nashville attending Southwestern with information on their particular activities and accomplishments together with selling information on the college. Think of the possible benefits in terms of recruiting, alumni interest, and general name recognition.

Consideration will be given the following:

- . newspaper advertising
- . Sunday supplement advertising
- . local magazine advertising
- . the possibility of radio/TV advertising
- . direct mail

Special Promotions

It is considered of utmost importance that the college develop new and creative approaches to reach its primary markets. The following are some ideas that have been suggested to date:

- . Creation of a Southwestern radio program series for wide distribution to the radio market. Such a series might have a youth focus, featuring Southwestern students. Another might have more of an adult focus, perhaps a lecture series built around the "Man" Course, "Death and Dying," or other college offerings.
- . Production of a film that is uniquely Southwestern. Featuring, perhaps, the Renaissance Festival; the college's architectural heritage and Historic District; the Kinney Program story; to name a few examples.
- . Initiation of college-sponsored competition to attract highly qualified prospective students. For example, an oratory contest for high school valedictorians; an essay contest for merit finalists, etc.
- . Formation of a traveling art exhibit of the Japanese prints of the Clough Collection (thought to be unusually fine) to be made available to prestigious art, corporation or public centers in the primary markets and other areas.

VI. SECONDARY MARKET STRATEGY

These markets listed earlier represent great potential in population concentration and therefore in the size of the prospective student pool. They are, on the whole, however, areas where Southwestern does not have the following it enjoys in those areas designated as primary markets. At the same time, the potential of the secondary markets cannot be ignored and a plan of action appropriate to these areas would be undertaken as resources allow:

Direct Mail

The SEARCH mailing would be the major source of name identification for the prospective student pool. Other mailings tailored specifically for these prospects would supply information and urge the prospect to visit the campus.

Alumni

Wherever possible, alumni would be used to represent the college in following-up with interested prospective students, at college nights, etc.

Admissions Office Staff

Admissions Counselors would maintain limited contact with high school counselors and arrange for meetings with interested prospects, perhaps on a one visit-a-year basis.

NOTE: It is very important to the overall plan that Dallas, which would ordinarily have been ranked as a secondary market, is to be treated as a test market and given primary market attention. Only by making a concerted effort in a likely secondary market will we be able to begin to evaluate progress and to access Southwestern's ability to increase name recognition and to draw a larger number of students from an area with the vast potential of a city like Dallas.

PROPOSAL:
AN ALUMNI RELATIONS PLAN, 1979-81
SOUTHWESTERN AT MEMPHIS

I. INTRODUCTION

The Director for Institutional Advancement has outlined a broad-reaching college marketing plan designed to generate favorable awareness among various publics in selected market areas. The plan is designed to help achieve college-wide goals in the areas of name recognition, fund-raising and the application and enrollment of prospective students.

Alumni, individually and collectively, will play an important part in the over-all campaign; the alumni network can actually be seen as both a resource and as a target market. As a resource, the network will provide individual supporters to assist directly in carrying out the details of the plan. As a market, the corporate alumni body will be one of the focal points for the campaign itself.

This alumni relations plan has been developed to supplement that campaign and to provide a framework for increased alumni understanding, involvement and support of the college. The term, alumni relations, can be defined as the process of developing a high degree of alumni understanding and belief in their college, and translating this understanding into active support for the institution. And this plan is designed to meet those needs -- to keep our alumni in touch with the college, to keep them aware of its progress and their own role in helping Southwestern maintain its tradition of "genuineness and excellence" in the future.

The major thrust of this plan will directly support the over-all college marketing program. Particularly important here is the development of alumni advisory groups in those cities targeted for special public relations attention.

The other objectives will assist the two-year plan tangentially; their purpose is to provide a foundation for long-term alumni interest in, and support of, the college. For example, making current students aware of the roles alumni play in the life of the college should lay the groundwork for greater understanding and involvement by future generations of alumni.

This program, then, is an outline of plans that can help Southwestern alumni to know better and to serve better their alma mater. Volunteer work, recruiting help, financial support, public relations assistance are just a few of the ways in which alumni already support the college. Increasing the level of this support requires coalescing the alumni in a directed effort, with strong leadership and a program consciously designed to bring maximum support in an efficient and effective manner.

II. OPERATIONAL FRAMEWORK

The college is fortunate to have on hand an Alumni Association which provides a ready framework for implementing plans for institutional advancement.

Five key factors serve to enhance the potential role of the Alumni Association in this campaign. First, the stated purpose of the 9,600-member organization underscores the very thrust of the current effort: "to promote the welfare of Southwestern, to deepen the loyalty of the alumni, and to encourage a mutually beneficial relationship between the institution and its alumni."

Second, the governing structure of the organization is already established -- an Alumni Council has representatives from each of the graduating classes, 1925-1978, and the Council's Executive Board has been productive and solid in its commitment to the college. The Council, too, already has provisions in its constitution for the addition of needed regional representatives, who figure prominently in this plan and the over-all college marketing plan.

Third, alumni in the field have often tended to respond more quickly, and more positively, to requests for assistance or support from fellow alumni (particularly recognized alumni leaders) than they have to similar requests from college officials.

Fourth, formal Alumni Association involvement in the successful execution of this plan will serve to enhance future alumni involvement and support -- success breeding success.

Fifth, and perhaps most important, the work of the Alumni Association's Executive Board is already coordinated through the college's Alumni Office, a division of the Office for Institutional

Advancement. The college's directors of Alumni Programs and Institutional Advancement are ex-officio members of the Executive Board who see to much of the actual development (and to all of the funding) of the mutually-beneficial alumni activities and projects recommended by the Board.

So in this proposed alumni relations plan, the Alumni Office can continue to oversee the day-to-day developments of the campaign, coordinating dates, activities and publicity in line with the over-all institutional advancement plan.

III. OBJECTIVES

To build greater alumni understanding of the college, its accomplishments and needs, and to provide a framework for increased alumni involvement and support.

This objective will be met by concentration on four specific areas of alumni relations:

- A) The development of effective alumni support groups in selected target cities;
- B) The development of an enlarged and more effective alumni leadership corps;
- C) Increasing alumni participation in selected alumni programs;
- D) Enhancing current student awareness of the work of the Alumni Association and the roles alumni play in the life of the college.

A. National Affairs and Alumni Leadership&
B.

While the 9,600 alumni of Southwestern At Memphis reside in every state in the Union and in many countries abroad, the vast majority of our alumni live in the southeastern/mid-southern quadrant of this country. This is evident in the list of the ten states which have the most alumni:

1. Tennessee	(3969)
2. Mississippi	(664)
3. Arkansas	(521)
4. Texas	(466)
5. Alabama	(377)
6. Georgia	(340)
7. Florida	(328)
8. Louisiana	(294)
9. California	(261)
10. North Carolina	(233)

TOTAL: 7,452 (77.6% of total alumni population)

Within these states, our alumni tend to be concentrated in major metropolitan areas. Memphis, for example, has 3,208 alumni in its greater metropolitan area, and the other cities in the "top ten" hold significant number of alumni:

2. Nashville	(423)
3. Atlanta	(267)
4. Little Rock	(234)
5. Washington, D.C.	(224)
6. Houston	(154)
7. New York City	(153)
8. Dallas/Ft.Worth	(147)
9. Jackson, MS	(146)
10. Birmingham, AL	(146)

TOTAL: 5,102 (53.1% of total alumni population)

The significance of these statistics has been recognized by the Office for Institutional Advancement in its proposed marketing plan, and by the Alumni Association's Executive Board,

which in February, 1979, passed a resolution stating that:

Because statistics show that Southwestern alumni have tended to concentrate in certain urban areas... and because we believe that the Alumni Association -- and the college -- will benefit significantly by concentrated cultivation of our major markets, we resolve that the Alumni Executive Board, in concert with the college representatives to that Board, concentrate the major 1979-80 national program efforts in (those) cities.

Three factors have come into play to show the necessity for developing these specific target areas. Of immediate concern is the need for identifying and involving alumni willing to work on aspects of the over-all college marketing plan. Second is the relative lack of any officially recognized organizational structure below the level of the governing boards -- local structure through which alumni could become more interested and involved in college or alumni affairs. Related to that is the need for more national representation on the Alumni Association's governing boards. Predominantly Memphians, the members of these boards recognize fully that the effectiveness of their work in representing the entire alumni population would be greatly enhanced by the addition of delegates from other parts of the country -- particularly from the areas with major alumni concentrations.

The following objectives and plans of action have been developed to deal with each of these pressing -- and inter-related-- needs.

A-1. OBJECTIVE

To increase alumni support for the college by instituting alumni advisory groups in the areas of Name Recognition, Recruiting, Development and Special Events in four target markets in each of the next two years.

ACTION STEPS

1. Mail "expression of interest" form to alumni in target cities with explanatory cover letter from the President of the Alumni Association.
2. Meet with directors for Institutional Advancement, Admissions and Development to outline composition and responsibilities of alumni advisory groups.
3. Compile list of potential alumni advisors from personal contact lists or from positive responses to the "expression of interest" form.
4. Select prime candidates and personally contact to secure commitment.
5. Arrange meeting between alumni advisors and appropriate college personnel to outline plans and set a time frame for implementation, and to elect a "chairman" who will oversee the work and serve as area representative to the Alumni Council.

Target Cities

- 1979-80 -- Little Rock, Nashville, Atlanta and Dallas
- 1980-81 -- Houston, Washington, D.C., Northern Alabama and Charlotte, N.C.

A-2. OBJECTIVE

To enhance inter-alumni relations and to provide a framework for alumni interest and involvement in college life by establishing local alumni organizations in three target cities in each of the next two years.

ACTION STEPS

1. Outline geographic boundaries for respective alumni organizations.
2. Compile a list of alumni interested in assisting with special events, using personal contact, knowledge and responses to "expression of interest" form.
3. Ask the local alumni advisor for special events to arrange a meeting between interested area alumni and appropriate college personnel to set framework, goals and activity time-table for local group.
4. Develop and distribute a directory of members in organization area.
5. Develop brochure for each town highlighting alumni contributions to the area; make available for distribution to alumni, high school guidance counselors, and other interested parties.
6. Outline progress and plans in "Southwestern Today," and submit organization news regularly to that publication.

Target Cities:

1979-80: Little Rock, Atlanta, Nashville

1970-81: Dallas, Houston, Charlotte

B-1. OBJECTIVE

To increase alumni understanding of college and alumni affairs by distributing an insider's newsletter to official alumni leaders every other month.

ACTION STEPS

1. Develop format and letterhead for newsletter.
2. Produce and distribute first issue to Alumni Council
3. Expand distribution list by adding regional representatives, alumni advisory board members, class agents as needed.
4. Produce and distribute as per schedule.

B-2. OBJECTIVE

To increase alumni involvement and support in college and alumni affairs by holding a general alumni leadership conference on campus during the 1979-80 academic year.

ACTION STEPS

1. Meet with directors of Admissions and Development to discuss plans to incorporate their annual alumni volunteer meetings with the Alumni Council business meeting.
2. Develop specific plans for the over-all alumni leadership conference with appropriate college officials, including the directors of Continuing Education and Institutional Advancement.
3. Set date, format; secure commitments from keynote speakers.
4. Send invitations to alumni leaders, including regional representatives.
5. Evaluate meeting and assess prospects for annual session.

C. Increasing Alumni Participation

One of the keys to rekindling alumni interest in the college is to have them attend any of the wide variety of alumni programs provided on campus throughout the year. In the preceding section of this report, two areas of alumni participation were considered: local activities and involvement with leadership projects. Special on-campus possibilities for alumni participation include attendance at Southwestern's adult symposium, the annual Memphis-area summer barbeque, Homecoming, or any of the college events open to the public.

The value and effectiveness of these programs come under assessment annually, and the Alumni Executive Board has committed itself to full support for only those programs which meet the needs of the college in its alumni relations effort.

Of the programs listed above, the event recognized to have the greatest potential for growth in alumni participation is the Homecoming/Class Reunion weekend. With its mixture of fun and friendship, of memories and meaningful events, this time to "come home" is effective in cementing alumni relations with the college. With this in mind, the Executive Board has spotlighted Homecoming as the campus event worth much greater emphasis. The drawing power, as seen by the Board, is provided by the class reunions and by making the weekend worth the effort and expense an alumnus must put out to attend.

C-1. OBJECTIVE

To enhance alumni relations with the college by increasing attendance at Homecoming by 10% in 1980.

ACTION STEPS

For 1979 (In addition to the steps outlined in the "Homecoming Planning Guide")

1. Develop plans for an all-alumni reception to take place Friday evening of Homecoming weekend, in place of the annual Alumni Council meeting.
2. Investigate the feasibility of having an ecumenical service Sunday morning in Hardie Auditorium.
3. Submit an article about tentative Homecoming and reunion plans for the June 1 issue of the "Today."
4. Mail a special Homecoming invitation to alumni parents of current students.

For 1980

1. Meet with directors of Development and Estate Planning to outline plans for a society for post-50th Reunion graduates which will gather annually at Homecoming.
2. Meet with directors of Development and the Southwestern Fund to discuss having class agents include notice of Homecoming in their general contacts with classmates.
3. Form an on-campus Homecoming committee, with student, faculty, staff and alumni representatives, and meet quarterly to discuss plans for Homecoming '80.
4. Investigate annual theme or focus for weekend.

D. Alumni-Student Relations

A fact often overlooked is that today's students are tomorrow's alumni. The student's experiences on campus, and his perception of the college, will play significant parts in influencing that student's role as an alumnus.

But another influence on a student's future role as an alumnus is his perception, during student years, of the roles alumni play in the life of the college. In the "forming" of an alumnus, as in other phases of human behavior, role models are indeed important in providing guidelines for future personal development. If a student graduates unaware of alumni activities and responsibilities, he may tend to be a passive alumnus. If, on the other hand, the student is made aware of the positive roles alumni play in Southwestern's progress, and of the mutually beneficial programs the college provides its alumni, there is a much better chance that the student will, upon graduation, be interested in alumni activities and supportive of the college.

Some programs already underway are giving students good exposure to our alumni and their interest or support. In admissions work, for example, all students accepted at the college are contacted by alumni in their area. Alumni Career Nights on campus give students the chance to discuss job opportunities and "life after college" with interested alumni. And current students with the alumni fund "telethon" are made very aware of the importance of alumni support.

Developing additional means of enhancing alumni-student relations has been the focus of the Student Affairs Committee

of the Alumni Executive Board. Among plans for the coming year are: to continue the Alumni Career Night program; to help enlarge the file of alumni career advisors maintained in the Career Counseling Office; to work with the Associate Dean of Students to see that an alumni representative is included in the freshman orientation program; to have the Alumni Council meet informally with Common groups; and, to work with the Director of Alumni Programs to see if regional alumni groups could support summertime parties for incoming and returning students from their respective areas.

Two newly proposed projects focus on related areas.

D-1. OBJECTIVE

To enhance student awareness of alumni activities and responsibilities by developing and distributing a brochure about the Alumni Association.

ACTION STEPS

1. Outline sections and pull together basic material.
2. Complete first draft.
3. Revise and produce in final form.
4. Distribute to rising seniors and graduating seniors.

D-2. OBJECTIVE

To enhance student-alumni relations and college public relations by having the President of the Alumni Association send a letter of welcome, together with a college car window decal or other token of goodwill, to enrolling freshmen.

ACTION STEPS

1. Meet with Director for Institutional Advancement and the President of the Alumni Association to discuss timing of the letter and to select appropriate goodwill token.
2. Order appropriate token in sufficient quantity for incoming freshman class.
3. Request draft of letter from Alumni President.
4. Revise letter and produce in final form.
5. Mail to members of incoming freshman class.

IV. CONCLUSION

In a recent address to nation-wide alumni directors, Dr. Robert Hesse of the State University of New York pointed out:

Alumni may come to the assistance of their alma mater well-intentioned but perhaps ill-informed; they may bring spirit without understanding; ideas without programs; programs without direction. Success demands a strange but necessary mixture of ingredients: commitment on the part of the institution; a set of mutually acceptable objectives; a program of information designed to generate understanding, involvement and support; and direction from strong leadership.

At Southwestern, alumni have a long tradition of coming to the assistance of the college, but the need to significantly increase the levels of understanding, involvement and support in a directed program has never been greater than it is today. As Dr. Hesse suggests, a comprehensive program blending "strange but necessary" elements together is central to the full development of Southwestern's alumni resources. With the necessary commitment on the part of Southwestern, alumni spirit may be enhanced, creative ideas for alumni activities and support programs can be brought to fruition, and good communication and leadership can be developed to the good of both the college and the alumni body.

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT - 4/18/79

(con't, see page 32)

I. The Southwestern Fund

A. Current status

The Fund is nearing the end of its campaign year with gifts and pledges totalling 85% of the \$640,000 goal. At this time last year the Fund had reached 69% of the goal, and 81% of the Fund's final total of gifts and pledges.

B. Analysis of results to date

1. Alumni Division: The March alumni phonathon gave a significant boost in gifts and pledges to this year's campaign. Over \$42,000 was raised in nine nights of calling. One hundred two more alumni donors have given to date than had given by the end of the last fiscal year.
2. Trustee Division: The Trustees are nearing the end of its campaign with gifts and pledges totalling 96% of the \$159,000 goal.
3. Parent Division: A recent parent phonathon was held in an effort to involve more parents in this year's campaign. Gifts and pledges are about the same as at this time last year; a follow-up will take place this month.
4. Memphis Community: Over half of the campaign's goal has been reached. Max B. Ostner, Sr. is leading 60 volunteers in their efforts to solicit gifts from over 300 Memphis businesses.
5. National Corporations and Foundations: The majority of gifts in this division came from corporate gift-matching programs. You and other Trustees are requested to inform the Development office of any potential donors in this division.
6. Campus: The faculty and staff's support in this year's campaign is a good indication of their confidence and loyalty in the college. Twenty-two per cent more faculty and staff members have contributed to the Fund this year.

II. Estate Planning Progress Report

A. Bequests Received: January 1, 1979 - March 31, 1979

<u>Donor</u>	<u>Date</u>	<u>Form of Bequest</u>	<u>Recipient Fund</u>	<u>Amount</u>
Estate of Erma Reese Solomon	2/12/79	Securities	Charles E. Diehl Memorial Scholarship	\$ 66,029.34
Estate of Lula Reese	2/12/79	Cash	Charles E. Diehl Memorial Scholarship	\$ 21,550.84
Estate of Mary Wilson White	3/79	Cash	Unrestricted	\$ 28,551.48
Estate of Louie M. Holmes	3/27/79	Cash	Unrestricted	\$198,761.86
Estate of Philip A. Perel	2/23/79	Cash	Unrestricted	300.00
W.C. Johnson Trust	2/20/79	Building	Unrestricted	Est. <u>\$100,000.00</u> <u>\$415,193.52</u>

B. Irrevocable Gift Annuities and Charitable Remainder Trusts

Established between January 1, 1979 - March 31, 1979

<u>Date</u>	<u>Type of Gift</u>	<u>Recipient Fund</u>	<u>Face Amount</u>	<u>Charitable Remainder Value</u>
1/15/79	Gift Annuity	Unrestricted	\$ 1,000.00	\$ 349.79
3/20/79	Unitrust	Unrestricted	<u>\$25,883.00</u>	<u>\$15,432.22</u>
		Total:	<u>\$26,883.00</u>	<u>\$15,782.01</u>

C. Revocable Planned Bequests and Deferred Gifts:

January 1, 1979 - March 31, 1979

<u>Date Discovered</u>	<u>Type of Gift</u>	<u>Recipient Fund</u>	<u>Amount</u>	<u>Charitable Remaind Value; Insurance Cash Surrender Value</u>
3-19-79	Bequest	Unrestricted	Undisclosed	Undisclosed

III. Church Relations Report

A. Gifts Received: January 1, 1979 - March 31, 1979

<u>Donor</u>	<u>Date</u>	<u>Form of Gift</u>	<u>Recipient Fund</u>	<u>Amount</u>
Synod of Mid-South	1/79 - 3/79	Cash	Unrestricted	\$21,807.97
Synod of Red River	1/79 - 3/79	Cash	Unrestricted	\$ 3,791.17
First Church, Gallatin, TN	1/12/79	Cash	George M. Painter Scholarship Fund	\$ 1,000.00
First Church, Lake Charles, LA	1/79 - 3/79	Cash	Chair Support	\$ 525.00
Evergreen, Memphis, TN	1/79 - 3/79	Cash	W.J. Millard Chair	\$ 1,400.00
First Church, Florence, AL	1/79 - 3/79	Cash	David W. Hollingsworth Scholarship	\$ 750.00
Second Presbyterian Church	1/79 - 3/79		Albert-Bruce Curry Chair of Bible	\$ 2,000.00
Maranatha Sunday School Class of Idlewild Presbyterian Church	3/21/79	Cash	Synod of Tennessee Scholarship Fund	\$ 50.00
Total:				\$31,324.14

B. Resolution Requesting Examination of Southwestern's
Continuance as a Red River Institution

The Institutional Co-ordinating Council is The Synod of Red River Committee which comprises representatives from Synod of Red River institutions and agencies.

This Council has passed a resolution requesting Synod's Round Table to re-evaluate Southwestern's continuance as a Synod of Red River Institution. The Round Table formulates Synod's policy and its next meeting is scheduled for June 15 - 16, 1979. The resolution will be considered at this meeting.

Southwestern values its relationship with The Synod of Red River. Southwestern's inclusion as a Red River institution is based on the college's long-standing relationship with the predecessor Synod of Louisiana. The college has always enjoyed strong support from both The Presbytery of South Louisiana and from The presbytery of the Pines.

REPORT OF THE COMMITTEE ON ADMISSIONS AND FINANCIAL AID - 4/18/79

Present at the meeting were the following members of the Board of Trustees: Maynard Fountain, Chairman; Jere Nash, Jr.; Murray Rasberry; P. K. Seidman; and Anne Wilson. Marshall Jones represented the Faculty; Ed Wheatley and Ross Higman represented the students; and Ray Allen and Mary Jo Miller represented the Administration of the College.

After calling the meeting to order, Chairman Fountain asked the members to review the agenda and suggest which items should be made the focus of our attention, with the intention of starting our discussion with those items and dealing with other matters if time permitted.

First a review of the applications for admission in September and the paid-deposit report was made by Mary Jo Miller and Ray Allen. It was noted that the number of applications are down by fifty (50) from last year and approximately one hundred-fifty (150) from two years ago, but that much of the decrease pertained to the applications from women, and the number of deposits made at this time (two weeks before the May 1 deadline) is not alarming.

During a discussion of ways to increase the number of applications, three emphases were made, namely:

- (1). P. K. Seidman encouraged Southwestern to look more seriously at the market of older women who are returning to college to earn degrees, offer them credit courses through both the Continuing Education program and also the regular curriculum and obtain the deserved publicity for these offerings and from those who have successfully earned degrees at Southwestern.
- (2). Mary Jo Miller encouraged every member of the Board of Trustees to be responsible for at least one additional application for admission.
- (3). Murray Rasberry encouraged the admissions staff to visit smaller high schools where they would be more readily welcomed than at some of the larger and/or more established prep schools where welcome to any college recruiter is limited.

A great deal of the meeting time was spent in discussing the problems posed for recruiting by the events of the last year. The Board members were especially interested in hearing the faculty and student views on the tenure policy change and related matters, and all agreed that reconciliation was imperative. It was agreed that the regaining of a sense of community and stability in our academic administration will help in the recruitment and retention of students. Efforts to achieve these objectives will have the opposite effect.

The Committee also heard abbreviated reports on some Spring and Summer admission and financial aid efforts, such as: the High School Counselors Conference in April, and the campus workshops for selected secondary school teachers of chemistry and physics in July; the increased federal and state appropriations for student aid in 1979-80 and the more attractive scholarship and financial aid packages provided by the College.

It was suggested that the Committee postpone for later consideration two items on the agenda, namely: the feasibility of using the Student Loan Marketing Association (Sallie Mae) to provide liquidity for our participation as a lender in the Guaranteed Student Loan Program, and research on the "pay-off" on efforts to obtain the freshman class of 1980.

After the Chairman had thanked the Committee members for their participation, the Committee responded by expressing its appreciation for the leadership provided by the Chairman, and its best wishes to Maynard Fountain, who leaves the Board of Trustees after this meeting.

The meeting was adjourned.

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE

The only item on the agenda was the explanation and support by the student members of the student petition and the Resolution to the Board concerning tenure and related issues.

Chris King, President of the Student Government Association, presented a resume of the events involving students that have occurred since the January board meeting. Mr. King stated that the issue has been of highest interest with students and remains so.

Carolyn Crenshaw feels the largest problem is a breakdown in communication.

Greg Yeatman spoke specifically about the resignation of Dean Charles Warren, saying it struck the students very hard that Dean Warren felt it was necessary for him to resign.

Mr. Yeatman expressed a wish that the Board consider a way of meeting with students informally so that the Board and students might come to know each other better. It was suggested that the SGA might invite Board members to the campus occasionally. The Committee will recommend to the Board that some such opportunities be developed.

REPORT OF COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - 4/18/79

A meeting of the Committee was held at Southwestern At Memphis beginning at 10:30 AM on April 18, 1979, all members of the Committee with the exception of Neely Mallory, Hewitt Tomlin, Jr., and Robert L. Amy being present.

The Committee was advised that pursuant to the action of the Board of Trustees at its last meeting, the names of the four present members of that Board representing the Synod of the Mid-South have been submitted to the Nominating Committee of that Synod as recommended for re-election, and will be submitted to the Synod for that purpose at its next meeting.

The Committee was advised that as Evelyn Christman has completed three consecutive terms as a member of the Board of Trustees and W. Maynard Fountain, Jr. has moved out of the Synod of Red River, there will be following the September meeting of the Board of Trustees two vacancies upon the Board from that Synod. After discussion, the Committee voted to recommend to the Board of Trustees that the names of Robert Seal and Robert Smith be recommended to the Nominating Committee of the Synod of Red River for election as its representatives on the Board of Trustees of Southwestern At Memphis.

The Committee was further advised that W. Neely Mallory and Sidney A. Stewart, Jr. have each completed three consecutive terms on the Board of Trustees and are therefore not eligible for re-election, and that William W. Mitchell has indicated a desire not to be nominated for re-election, and that therefore there are three vacancies on the Board of Trustees for board-elected trustees. After discussion, the Committee voted to recommend to the Board of Trustees that L. Palmer Brown, Paul Tudor Jones, and Michael McDonnell be re-elected to the Board of Trustees by the Board for an additional term, and that Norfleet R. Turner, William Rudner, and John Whitsitt be elected to membership by the Board.

The Committee then voted to nominate for officers of the Board for the coming year the following:

Chairman:	Robert D. McCallum
Vice Chairman:	Wayne W. Pyeatt
Secretary:	S. Herbert Rhea
Treasurer:	L. Palmer Brown

The next order of business to be considered by the Committee was the performance appraisal of the president. The Chairman reported that 27 completed evaluation forms had been received, based upon which the average evaluation of the president was rated excellent in all but two categories, and in those two he was rated between good and excellent, the total average rating being 10.56, which is well within the range of excellent.

The Committee then considered the SACS Self Study, and voted that a copy of the Self Study should be furnished to each member of the Board of Trustees with the request that any comments thereon which any member might have should be submitted to the Chairman of the Committee in writing and mailed on or before April 28, and that a meeting of the Committee to consider these comments should be held at 4:00 P.M. on May 9, so that a report could be made to the President prior to the visit of the accreditation committee to the campus.

An updated list of potential members of the Board of Trustees was distributed to the members of the Committee, and the suggestion was made that the present members of the Board be requested to furnish to the Chairman of the Committee the names of any such potential members which might come to their attention.

The final subject for consideration was the dates for the meetings of the Board of Trustees for the coming year. After discussion, it was decided to recommend that the next three meetings of the Board of Trustees be held on October 18-19, 1979, and January 17-18, and April 23, 1980.

There being no further business, the Committee adjourned at approximately 12:00 noon.

Southwestern At Memphis

The college of liberal arts and sciences founded in 1846

August 21, 1979

Mrs. Adolph Dubs
4940 Sentinel Drive
Apt. 206
Summer Village, Maryland 20016

Dear Mrs. Dubs:

At the last meeting of the Board of Trustees, the following resolution was passed:

RESOLVED, That the Board of Trustees of Southwestern At Memphis expresses its deepest sympathy to the family of Adolph Dubs, whose untimely death was a loss not only to all who knew and loved him but to the nation as well.

We are grateful for him and for the time he took to spend on our campus.

I know that he meant a great deal to so many in the Southwestern community, and his loss was felt very deeply.

Very truly yours,



S. Herbert Rhea
Secretary, Board of Trustees

SHR/dvh