

MINUTES OF THE BOARD OF TRUSTEES

SOUTHWESTERN AT MEMPHIS

January 18, 1980

80-1-1 The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room of S. DeWitt Clough Hall on the campus at 8:45 A.M. on Friday, January 18, 1980, pursuant to written notice.

80-1-2 The meeting was called to order by the Chairman, Mr. Robert D. McCallum, and Dr. Robert B. Smith led the meeting in prayer. The roll was called by Acting Secretary Pro Tem, S. Shepherd Tate.

80-1-3 Members of the Board present were:

<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	Jessie Falls, '80
Walk C. Jones III, '80	Winton M. Blount, '80	Murray O. Rasberry, '81
Robert D. McCallum, '82	L. Palmer Brown, '82	Robert H. Seal, '82
Judith Mitchener, '81	Charles P. Cobb, '80	Robert B. Smith, '82
Jere Nash, Jr., '80	Margaret Hyde, '80	
M. D. Prouty, Jr., '82	Paul T. Jones, '82	<u>Student Trustees</u>
S. Herbert Rhea, '82	Michael McDonnell, '82	Mary E. Anderson
Henry B. Strock, Jr., '80	Wayne W. Pyeatt, '81	Merrill S. Wise
Hewitt Tomlin, Jr., '80	William B. Rudner, '82	Bryn Wood
Richard A. Trippeer, Jr., '81	P. K. Seidman, '80	
John W. Wade, '81	S. Shepherd Tate, '81	<u>Faculty Trustees</u>
Henri P. Watson, Jr., '82	John M. Tully, '81	Robert L. Amy, '80
	Norfleet R. Turner, '82	James C. Lanier, '82
<u>Ex Officio Members</u>	John C. Whitsitt, '82	Bernice White, '81
James H. Daughdrill, Jr.	Anne Wilson, '81	<u>Life Trustees</u>
Frank M. Mitchener, Jr.	Spence L. Wilson, '80	Edmund Orgill

Present by Invitation

Ray M. Allen	Don Lineback	Peyton N. Rhodes
Peggy Arnold	Robert Llewellyn	Loyd Templeton
Jo Hall	Robert Mason	C.V. (Bo) Scarborough
Tom Kepple	Mary Jo Miller	Ron Yarbrough

80-1-4 The following were absent:

<u>Elected by Trustees</u>	<u>Synod of Red River</u>
William B. Dunavant, '81	Edward M. Carmouche, '80
Martin B. Seretean, '81	Henry Goodrich, '81

80-1-5 President Daughdrill introduced Ms Bryn Wood, the student member replacing Mr. Graves Hearnberger who graduated in December, and two new faculty members, Dr. Robert L. Amy and Dr. James C. Lanier.

80-1-6 The Chairman recognized President Daughdrill who then called on Mr. Charles Cobb, Chairman, Development and Institutional Advancement Committee, to make a presentation. Mr. Cobb reported that Mrs. Boyce A. Gooch, of Memphis, who died on December 14, 1979, left to Southwestern the largest single gift ever received by the college. He pointed out that the gift approximates \$2,000,000. He called upon Mr. Kenneth F. Clark, Jr., Mrs. Gooch's Attorney and co-Executor of her estate, who made some remarks about Mrs. Gooch's philanthropy and her keen interest in Southwestern At Memphis.

The Board expressed appreciation for Mrs. Gooch's generous provision for Southwestern.

80-1-7 President Daughdrill reported that the Executive Vice President-Dean Search Committee had completed its work and unanimously recommended as Vice President and Dean of the College, Dr. Gerald Duff, who is presently serving as the Chairman of the English department at Kenyon College, Gambier, Ohio. He pointed out that this recommendation had been approved by the Southwestern faculty and the English Department of the college. President Daughdrill then announced his intention to appoint Dr. Duff if approved by the Board.

A motion was duly made, seconded and unanimously carried that Dr. Gerald Duff be elected as Vice President and Dean of the College and that in that position he hold tenure as an officer of instruction in the English Department of Southwestern.

The Chairman called upon Mr. Herbert Rhea, Chairman of the EVP-Dean Search Committee, to give some background data on Dr. Duff. Professors James Lanier and Bernice White supplemented Mr. Rhea's remarks.

A motion was duly made, seconded and carried that S. Herbert Rhea and the entire Search Committee be thanked for having carried out so well this most difficult task.

President Daughdrill reported that he had left the room to call Dr. Duff and advise him of the approval of the Board. He reported that Dr. Duff had accepted the new position.

President Daughdrill advised that Dr. Duff would officially assume his duties on July 1, 1980, with a possibility of arriving earlier if his responsibilities at Kenyon College could be completed sooner.

80-1-8 President Daughdrill expressed appreciation for Mr. Frank Faux's many years of service to Southwestern. A motion was made, seconded and passed that a resolution of appreciation be spread upon these minutes. (Ex. A. p. 8)

80-1-9 President Daughdrill introduced Mr. Edmunds White, Director of Athletics, who gave an update on athletic activities at the college, including the fact that the basketball team has won eleven out of twelve games and is ranked fifth nationally in Division III of the National Collegiate Athletic Association, and that the football jersey of Tom Mullady, '79, now playing with the New York Giants of the NFL, would be retired in an appropriate ceremony.

80-1-10 A motion was duly made, seconded and unanimously passed that the Minutes of the meeting of the Executive Committee held on August 29, 1979, and the Minutes of the meeting of the Board of Trustees held on October 18 and 19, 1979, be approved as prepared and delivered to each member of the Board.

80-1-11 On motion duly made and seconded, the following resolution was unanimously passed:

Be it resolved by the Board of Trustees of Southwestern At Memphis, that any two of the following:

James H. Daughdrill, Jr., President
S. Shepherd Tate, Secretary
L. Palmer Brown, Treasurer

are authorized and directed to execute an extension of the loan agreement dated April 18, 1979, executed by and between Southwestern At Memphis and the United States of America in connection with contract number H-302-5308 and amendment to and other documents relative to said contract, so as to show the commencement date for the repayment of indebtedness as being October 1, 1980 and the expiration date for repayment of the indebtedness April 1, 2019.

This resolution shall take effect immediately.

ADOPTED THIS 18th DAY OF JANUARY, 1980.

80-1-12 Chairman McCallum stated that he felt the format for yesterday's portion of the Board meeting was beneficial to all. He expressed appreciation to the committee members (Walter Armstrong, Robert Amy, President Daughdrill, Dean Scarborough and Graves Hearnberger) responsible for the format.

80-1-13 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Walter P. Armstrong, Jr., Chairman. (Ex. B, pp. 9-17)

80-1-14 Mr. Armstrong stated that with regard to the status of faculty and student Board members, his Committee recommended no change in the By-Laws on this subject, but that with regard to executive sessions of the Board, that executive sessions of the Board be held, except in extraordinary cases, only after the student and faculty members of the Board be given an opportunity to express their views on matters to be heard at those meetings.

A motion was duly made, seconded and passed that the Board accept and endorse the recommendations of the Committee.

80-1-15 With regard to the time provided in the College By-Laws for making amendments to the By-Laws, the Committee was of the opinion that sufficient time was not allowed.

A motion was duly made, seconded and passed that the By-Laws be amended as follows:

Amend Article IX
Section 3

thereof by substituting the words and figures
"sixty (60) days" for the words and figures
"thirty (30) days".

80-1-16 On the question of amending the By-Laws to clarify the line of authority, responsibility and accountability, Mr. Armstrong pointed out that his Committee had approved the recommendation of the Special Committee (Walter Armstrong, Robert Amy, Paul Tudor Jones) on this subject which was of the opinion that no further By-Law change was necessary, but that if it were felt that a change is needed, the Committee recommended appropriate wording.

After full Board discussion of this matter, a motion was duly made, seconded and passed that the By-Laws be amended as follows:

Amend Article VII
Section 1

to add the following underlined sentences:

SECTION 1. President, The immediate government of the college is committed to the President, and from the President to the appropriate officers of the college. In matters of academic administration, the line of authority, responsibility and accountability goes from the Trustees to the President, from the President to the Chief Academic Officer and from the Chief Academic Officer to the faculty. Nothing contained herein, however, shall in any way limit the authority vested in the faculty in such matters under Article VIII, Sections 1 and 2 hereof. The president shall be the Chief Administrative Officer of the college. He shall be an ex officio member of the Board and of all committees of the Board, without vote.

80-1-17 Mr. Armstrong stated that the terms on the Board of Trustees of Mr. Edward M. Carmouche and Mrs. Jessie Falls, both having been elected by the Synod of Red River, were expiring, and that Mr. Carmouche was not eligible for re-election. His Committee recommended that Mrs. Jessie Falls be nominated for re-election and that Dr. Phillip Hoffman, of Galveston, Texas, be nominated to take the place of Mr. Carmouche.

A motion was duly made, seconded and passed that the recommendation of the Committee be adopted.

Mr. Armstrong said that the terms of Mr. Walk C. Jones III, Mr. Hewitt Tomlin, Jr., Mr. Jere B. Nash, Jr., and Mr. Henry B. Strock, Jr., all having been elected by the Synod of the Mid-South, were expiring and that Mr. Jones was not eligible for re-election, and that Mr. Tomlin, for personal reasons, did not wish to be considered for re-election by the Synod of the Mid-South. Mr. Armstrong stated that his Committee recommended that Mr. Nash and Mr. Strock be nominated for re-election to the Class of 1983, and that in place of Mr. Jones and Mr. Tomlin, that Mr. Richard F. Keathley, an attorney in Memphis, and Mr. J.R. (Jack) Crosby, retired businessman in Stockton, Alabama, be nominated for election to the Class of 1983.

A motion was duly made, seconded and passed that the recommendation of the Committee be adopted.

80-1-18 As to the status of student and faculty members on Board Committees, Mr. Armstrong pointed out that the Committee recommended no change in the By-Laws on this subject; however, the Committee recommended that in making appointments of faculty and student members to Committees, the procedure of having one such voting member in each category on each Committee where authorized by the By-Laws be followed.

A motion was duly made, seconded and passed that the recommendations of the Committee be adopted.

A motion was also duly made, seconded and passed that the report of the Committee be received and filed.

80-1-19 REPORT OF THE COMMITTEE ON ADMISSIONS AND FINANCIAL AID - Mrs. Anne Wilson, Chairman. (Ex. C, pp. 18-21)

80-1-20 REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT - Mr. Charles P. Cobb, Chairman. (Ex. D, pp. 22)

Mr. Cobb presented Mr. John Carlson, Consultant of Marks & Lundy, Inc., of New York City, and pointed out that the College was considering engaging his firm to assist in the Capital Funds Campaign.

Remarks were made by Mr. Carlson relative to impressions which he had on the Campaign, and also remarks were made by Mr. Frank M. Mitchener, Jr., Chairman of the Capital Funds Campaign.

A motion was duly made, seconded and passed that the Board express its appreciation to Mr. Frank M. Mitchener, Jr., and his Committee for the work that has been done to this point.

80-1-21 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Edgar H. Bailey, Chairman. (Ex. E, pp. 23-25)

A motion was duly made, seconded and passed that the Executive Committee be authorized to approve the sale of certain property that might be appropriate from the Gooch residence and grounds.

80-1-22 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Morton B. Prouty, Jr., reporting for the Chairman, Dean John W. Wade who was unable to attend the Committee meeting. (Ex. F, pp. 26-40)

80-1-23 A motion was duly made, seconded and passed that the policy of having an open position or a non-tenure track position in the Faculty for every administrator who has tenure as an officer of instruction be implemented as soon as possible but not to exceed a period of five years.

80-1-24 The Committee recommended to the Board that the following items be approved:

- a. the criteria for the evaluation of candidates for tenure;
- b. the mechanisms and procedures for review and evaluation of probationary faculty members;
- c. an appeals process for an officer of instruction who is denied tenure;
- d. the program for the assessment and evaluation of candidates for promotion.

These items are discussed at length as a part of the document entitled STATEMENT OF OUR PROFESSIONAL RESPONSIBILITIES (endorsed by the Faculty on October 11, 1978), and reaffirmed by the Faculty with some modifications in December 1979.

A motion was duly made, seconded and passed that the Board endorse the Committee report that the criteria listed are not necessarily the only ones that will be used in considering candidates for tenure.

80-1-25 A motion was duly made, seconded and passed that Professor Darlene May be promoted to the rank of Associate Professor effective January 7, 1980.

80-1-26 A motion was ~~duly made~~ seconded and passed that the Board accept the resignation of S. Herbert Rhea as Secretary and that S. Shepherd Tate be elected as Secretary, and that the Board extend thanks to Mr. Rhea for his services as Secretary.

80-1-27 REPORT OF THE COMMITTEE ON FINANCE - L. Palmer Brown, Chairman. (Ex. G, pp. 41-50)

80-1-28 Mr. Brown recognized Mr. William B. Rudner, who reported on the Endowment.

A motion was duly made, seconded and passed that the Board request the Investment Committee to re-examine the total return concept and report its recommendations to the next meeting of the Finance Committee and then to the Board.

80-1-29 Mr. Brown urged each member of the Board to contribute promptly to the Southwestern Fund so that the Board could be 100% as contributors.

80-1-30 A motion was duly made, seconded and passed that the Board approve the tentative budget for the fiscal year ending June 30, 1981, as submitted.

80-1-31 A motion was duly made, seconded and passed that the Board approve the expenditure of \$15,000.00 for a computer, such sum to come from undesignated Capital Fund contributions.

80-1-32 REPORT OF THE COMMITTEE ON HONORARY DEGREES - Walter P. Armstrong, Jr., Chairman.

Mr. Armstrong reminded the meeting that the names of those selected for honorary degrees should be kept in confidence until a formal announcement is made by President Daughdrill.

Mr. Armstrong advised that his Committee recommended that the following persons be awarded honorary degrees:

- Charles Collingwood, of CBS radio and TV who has accepted the invitation to be the commencement speaker; New York, N.Y.
- Francis Robinson, Tour Director and Consultant, Metropolitan Opera Association, New York, N.Y.
- C. Lamar Wallis, Director of Libraries, Memphis/Shelby County Public Library and Information Center, Memphis, Tenn.
- Eudora Welty, author, lecturer, Jackson, Miss.

A motion was duly made, seconded and passed that honorary degrees be offered to the above-named persons.

Mr. Armstrong reported that it was usual to award honorary Doctor of Divinity degrees to two Presbyterian ministers.

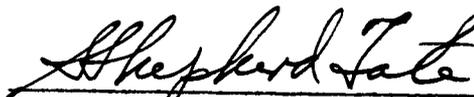
A motion was duly made, seconded and passed that the Committee be authorized to select two ministers as recipients of Doctor of Divinity degrees, to contact those persons, and to report their names to the next meeting of the Board.

80-1-33 REPORT OF COMMITTEE ON STUDENTS AND CAMPUS LIFE - Dr. Paul Tudor Jones, Chairman. (Ex. H, pp. 51)

80-1-34 A motion was duly made, seconded and passed that the name of S. Shepherd Tate, Secretary, be substituted in lieu of the name of S. Herbert Rhea, Secretary, in the resolution previously adopted at this meeting relative to the loan agreement between Southwestern At Memphis and the United States of America.

80-1-35 The Chairman reminded the meeting that the next meeting of the Board would be on Wednesday, April 23, 1980.

80-1-36 There being no further business to come before the meeting, the meeting was adjourned at 12:00 Noon.



S. Shepherd Tate, Secretary

Frank E. Faux

For thirty-four years, Frank E. Faux was a valued member of the Southwestern community. Mr. Faux, one of the first to enroll in the college's program of liberal education for adults in 1945, was later pressed into service as a discussion leader. He gave of his time and talents as a volunteer until his retirement from business in 1959 when he became a member of the staff of the Continuing Education Center. Mr. Faux planned and conducted study-discussion programs in a wide variety of subjects including world religions, Southern literature, economic reasoning and the philosophy of science. He won the respect and esteem of all who knew him.

Mr. Faux remained active as an Associate in Continuing Education until his death in November of 1979. The Memphis Press-Scimitar editorialized on that occasion:

"He demonstrated well--for college graduates as well as for those who missed an opportunity to attend college--the greater meaning and enjoyment of life that can be had through reading and continuing education."

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - January 18, 1980

The Committee reconvened at 3:00 P.M. on January 17, 1980, in Room 200, S. DeWitt Clough Hall at Southwestern At Memphis to continue its meeting recessed from December 13, 1979, a copy of the minutes of which are attached hereto. The meeting followed an open session with representatives of the faculty, alumni, and student body at which numerous subjects of mutual interest were discussed. All members of the Committee with the exception of Henry Goodrich were present.

The first order of business was to evaluate the preceeding open meeting. All members of the Committee agreed that it was of substantial value as encouraging and providing an opportunity for the free exchange of ideas between the various elements of the college. It was noted that similar meetings had been held simultaneously with the personnel of other committees of the Board of Trustees. The Committee therefore recommends that such meetings be included in the format of at least one meeting of the Board of Trustees each year.

President Daughdrill then reported to the Committee on the present status of the SACS report. He stated that it would be unnecessary to reprepare the entire report but that portions of it would have to be rewritten and resubmitted.

Mr. S. Herbert Rhea then reported for the EVP-Dean Search Committee that the Committee has recommended to the President that Dr. Gerald Duff be named Vice President and Dean of the College.

Miss Margaret Hyde then presented a report of the Communications Committee, a copy of which is attached hereto.

Next the Committee considered further its action at the meeting of December 13, 1979, upon proposed amendments to the By-Laws and reaffirmed that action as reflected in the minutes of that meeting. The Chairman of the Committee explained the rationale of the decision not to recommend an amendment giving votes to the faculty and student members of the Board as being that the ultimate decision as to and responsibility for policy matters affecting the operation of the college (other than those specifically reserved to the faculty by the By-Laws) should rest with those members elected by the Synods and by the Board itself, who hold the college in trust. Moreover, if the faculty and student representatives participated in the adoption of policies which would necessarily directly affect the bodies by which they were elected, there would be at least an apparent conflict of interest.

The question of executive sessions of the Board was then discussed. The Committee concluded that except under extraordinary circumstances no such sessions should be held until after adequate opportunity has been given for the Board to be fully advised as to the views of the faculty and student body through their board representatives as to any matters to be discussed at such sessions.

At the suggestion of Mrs. Judith Mitchener, the Committee went on record that, although it recommends no change in the present method of designating voting

members on Board committees, this is because the Committee believes that the present system provides adequate opportunity for maximum input from the faculty and student body, which the Committee encourages and considers most important, and therefore its action is not intended to be in derogation of a full expression of views by faculty and student members on Board committees, whether voting or non-voting.

The balance of the meeting was devoted to the consideration of names to be presented to the Board of Trustees for possible nomination by it for election by the Synods as members of the Board for the Class of 1983. A number of such names were agreed upon and the Chairman was instructed to present them to the Board for approval, subject to their willingness to accept nomination. Nominations for election by the Board will be presented at the April meeting.

The meeting adjourned at approximately 5:00 P.M.

Exhibit B-2

MINUTES OF MEETING OF COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP
SOUTHWESTERN AT MEMPHIS - December 13, 1979

The Committee met at 4:00 P.M. December 13, 1979, in the Directors Room, Southwestern At Memphis, the following members being present: Judith Mitchener, Hewitt Tomlin, Jr., Professor Robert Amy, President James Daughdrill, and Walter P. Armstrong, Jr., Chairman. Public announcement had been made of the time and place of the meeting and that the Committee was anxious to obtain the views of the faculty and students on the matters to be considered thereat which concerned them, and several student representatives were present and took part in the discussions. The following such matters were considered and the action noted taken:

1.) Status of Faculty and Student Board Members.

The Committee recommends no change in the By-Laws on this subject. However, the Committee further recommends that the Board of Trustees review its policy as to executive sessions.

2.) Status of Student and Faculty Members on Board Committees.

The Committee recommends no change in the By-Laws upon this subject. However, the Committee recommends that in making appointments of faculty and student members to committees, the present procedure of having one such voting member in each category on each committee where authorized by the By-Laws be followed.

3.) Report of Special Committee on By-Law changes to Clarify Line of Authority, Responsibility and Accountability.

The Committee considered the report of the above Committee, a copy of which is attached, and approved the same.

4.) Extension of Time for Proposing By-Law Amendments.

The Committee recommends the following amendment to the By-Laws:

Amend Article IX
Section 3

thereof by substituting the words and figures
"sixty (60) days" for the words and figures
"thirty (30) days".

At this point the Committee recessed until 3:00 P.M. on January 17, 1980.

Exhibit B-3

REPORT TO THE BOARD DIRECTIONS AND LEADERSHIP COMMITTEE

FROM: Communications Committee

After the October Board meeting, Professor Carl Walters suggested that the Committee invite Professors James Lanier and Michael McLain to meet with the Committee to discuss the By-Law changes and the election of Faculty Trustees. At this meeting there was open discussion of these matters.

In December, Mr. Walter Howell arranged for Professors Lanier and McLain to have lunch with Mr. Walter Armstrong to talk about these matters. Later on, these men had lunch with the Ad Hoc Committee and they approved of the By-Law changes.

On December 11, the Committee met with three of the new members present. All members present felt there had been improvement of communications within the campus community.

Mr. Larry Rice attended this meeting to ask official approval of an open forum to be held the night before the January Board meeting. There was much discussion. The Committee voted to endorse the concept of an open forum but recommended that it not be held until after the January meeting.

/s/ Margeret Hyde, Chairman

January 15, 1980

MINUTES OF SPECIAL COMMITTEE APPOINTED BY THE CHAIRMAN OF THE BOARD

The Special Committee appointed by the Chairman of the Board of Trustees of Southwestern At Memphis pursuant to resolution adopted by the Board *(copy attached as Exhibit A) met on call of the Chairman thereof at 3:30 P.M. on November 28, 1979, in the Directors Room at the college, all members (the undersigned being present.)

In response to the mandate given it to "recommend to the Board at its next meeting appropriate amendments to the By-Laws" to clarify the "line of authority, responsibility and accountability from the Trustees through the President to all elements of the campus community," the Committee recommends that if the By-Laws are to be amended in this respect, that such amendment be in accordance with the attached (Exhibit B).#

The Committee however believes that in view of the adoption of the Board of the attached resolution (Exhibit A) no such amendment to the By-Laws is necessary.

Robert Amy /s/
Paul Tudor Jones /s/
Walter P. Armstrong, Jr. /s/

*Exhibit A

Exhibit B-5

RESOLUTION

RESOLVED, that the Board of Trustees approves in principle the establishment of a clear and understood line of authority, responsibility and accountability from the Trustees through the President to all elements of the campus community as recommended by the Visiting Committee of the Southern Association of Colleges and Schools.

FURTHER RESOLVED, that in academic matters this line of authority, responsibility and accountability should be from the Trustees to the President, from the President to the Chief Academic Officer, and from the Chief Academic Officer to the faculty.

FURTHER RESOLVED, that the Chairman of the Board of Trustees is hereby requested and directed to appoint a special committee to study this matter and recommend to the Board at its next meeting appropriate amendments to the By-Laws to effect this objective.

#Exhibit B

Amend Article VII

Section 1

to add the following underlined sentences:

SECTION 1. President. The immediate government of the college is committed to the President, and from the President to the appropriate officers of the college. In matters of academic administration, the line of authority, responsibility and accountability goes from the Trustees to the President, from the President to the Chief Academic Officer and from the Chief Academic Officer to the faculty. Nothing contained herein, however, shall in any way limit the authority vested in the faculty in such matters under Article VIII, Sections 1 and 2 hereof. The president shall be the Chief Administrative Officer of the College. He shall be an ex officio member of the Board and of all committees of the Board, without vote.

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HEWITT P. TOMLIN, JR.
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EDWARD G. BRYANT

HOMER H. WALDROP
OF COUNSEL
TELEPHONE (901) 424-6211

November 26, 1979

To: Members of Board Directions and Leadership Committee:

- Mr. Walter P. Armstrong, Chairman
- Dr. J. H. Daughdrill, Jr., President
- Mr. Robert L. Amy
- Mr. Henry Goodrich
- Mr. Robert D. McCallum
- Ms. Judith Mitchener
- Mr. S. Herbert Rhea

From: Hewitt P. Tomlin, Jr.

Re: College Survey Regarding Board Membership and Composition

Subsequent to our Board meeting in October, and preparatory to considering questions regarding faculty representation and student representation and participation in the meetings and affairs of the Board of Trustees, I decided that it would be helpful to this committee to know what is going on with the Boards of Trustees of other similar colleges and universities in the south, southeast and southwest, pertaining to student membership and faculty membership on the Board of Trustees.

Accordingly, I created a questionnaire and sent it to a representative group of colleges and universities. A copy of the questionnaire that was sent is enclosed for your information. In case you do not know to whom the questionnaires were sent, below are listed the names of the colleges who received them:

Baylor University, Clemson University, Davidson College, Duke University, Emory University, Furman University, Lambuth College, Millsaps College, Rice University, Samford University, Southern Methodist University, Texas Christian University, Tulane University, Union University, University of the South, Vanderbilt University, and Wake Forest University.

The results of the questionnaire are as follows:

1. Undergraduate students on Board of Trustees:

<u>Yes</u>	<u>No</u>
4	13

To: Members of Board Directions
and Leadership Committee

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Of those four who answered "yes," two of them answered that the students had full participation, including executive sessions. Of those who answered "yes," one of them stated that additional students served on committees. Of the thirteen who answered "no," three of them stated that students served as non-voting members on some committees.

2. Pressure to add students to Board:

<u>Yes</u>	<u>No</u>
1	16

3. Faculty members on Board of Trustees:

<u>Yes</u>	<u>No</u>
2	15

Of the two who answered "yes," only one of the schools gave the faculty full privileges.

As to faculty members serving on Board committees, three of the fifteen schools who stated that faculty members did not serve on the Board answered "yes," and one of the two schools which answered in the affirmative as to faculty members on the Board answered "yes" to this inquiry.

4. In response to the question as to the existence of pressure to add faculty members to the Board of Trustees:

<u>Yes</u>	<u>No</u>
1	16

I will have the complete file at the committee meeting on the 13th, for the examination of anyone who is interested.

HPT:go'k

enc.

Survey of Thirty Liberal Arts Colleges
Throughout the U.S. *

	Faculty						Students						
	Trustees		Standing Committees		Special Comments	Trustees		Standing Committees		Special Comments			
	Yes	No	Vote	Yes	No	Vote	Yes	No	Vote	Yes	No	Vote	
herst (MA)	x			x			Serve on Advisory Committee	x	x	x			1.Cyclic pressure 2.Serve on Advisory Committ
wdoin (ME)													
yn Mawr (PA)	(3)			x				x		x			
rleton (MN)	x			x				x		x			
lorado (CO)	x			x			Standing Faculty Committee meets/Board	x	x	x			Two only
ckinson (PA)	x			x			Special Committees only	x		x			
rlham (IN)	x			x				x		x			
kerd (FL)	x			x			Observers for input	x	x				Observers on Board and Board Committees
ergreen (WA)	x			x			Not called Trustees	x		x			Non-voting representatives from student body
anklin & Marshall (PA)	x			x	x			x	x	x			
innell (IA)	x			x			none taken	x		x			
ucher (MD)	x			x			Some pressure for faculty Trustees	x		x			
milton (NY)	x			x	x			x		x			Requested representation
verford (PA)													
pe (MI)	x			x	x			x		x			
haca (NY)	x			x	x	x	No executive sessions	x	x	x	x		No executive sessions
lamazoo (MI)	x			x			Two observers	x		x			Two observers
ayon (OH)	x			x			Faculty committee meets with Trustee Committee	x		x			
ox (IL)	x			x	x		Honorary Degrees Committee only	x		x			
alaster (MN)	x			x	x			x		x			Minimal pressure for Representatives
erlin (OH)	x			x			Three committees only	x		x			

	Faculty						Students							
	Trustees		Standing Committees		Special Comments		Trustees		Standing Committees		Special Comments			
	Yes	No	Vote	Yes	No	Vote	Yes	No	Vote	Yes	No	Vote		
Occidental (CA)	x			x						x				
Pomona (CA)														
Reed (OR)	x			x		x	Appeals and review only		x			x		
Swarthmore (PA)	Do not complete survey													
Trinity (TX)	x				x				x			x		
Wabash (IN)	x				x		Faculty visitor-no vote		x			x		
Wesleyan (CT)	x			x		x	Committee members attend Board meetings		x		x	x	Committee members attend Board meetings	
Williams (MA)						x			x			x		
Wooster (OH)														
Totals	4	21	2	14	11	7			2	23	1	7	18	5

*The form developed by Mr. Tomlin was used in this survey.

REPORT OF THE COMMITTEE ON ADMISSIONS AND FINANCIAL AID - January 18, 1980

The Committee on Admissions and Financial Aid, with all members present, first heard from Dean Ray Allen a report on Financial Aid, including information about the recent audit report of Southwestern's programs of National Direct Student Loans, College Work-Study, and Supplemental Educational Opportunity Grants, and information about the imminent sale of \$103,000 worth of Guaranteed Student Loans to the Student Loan Marketing Association (Better known as "Sallie Mae"). It was generally agreed that this sale will be a good way to create a revolving fund, increase the number of Guaranteed Student Loans made to Southwestern students, and avoid the expensive and time consuming task of collecting these loans.

After hearing a report on the need for increased financial aid for 1980-81, the Committee passed a motion supporting the request and urging the Board of Trustees to approve the financial aid budget submitted by the Finance Committee.

It was announced by Mr. Loyd Templeton that during the spring Dean Allen would direct an in-depth study of Financial aid at Southwestern, aimed at projecting the financial aid needs for the next several years.

Mrs. Mary Jo Miller reported on recruitment events and efforts in the Fall and those to come. Christmas parties in the major marketing areas, alumni calls and letters, next week's campus Symposium for Prospective Students, counselors' visits, and application follow-up by members of the staff, faculty and alumni were included in the report.

A lengthy discussion followed Mrs. Miller's expressed concern for the difficulty in recruiting minority students. The Committee voted to urge the Board of Trustees to recommend that--in order to increase the admission of minority students at Southwestern--increased efforts be made by the Administration to hire minority faculty members. At present there are only 25 black students on the campus, and no black faculty members.

Several statistical hand-outs were considered by the Committee, two of which are attached: 1. a geographical distribution of the present student body, and 2. a geographical distribution of the applicants for September 1980.

After some discussion, it was concluded that at the present time there is no need to limit the number of Memphians who live in the Southwestern residence halls, although this could become a necessity in the future.

In view of the success of the student participation as hosts to members of the Board of Trustees throughout the day, it was suggested by Mr. Norfleet Turner that the Board of Trustees should have a similar day on the campus with faculty members as hosts. The Committee endorsed this suggestion and heartily recommends it to the Board.

SESSION 1979-80

Geographical Distribution Of Full Time Students

<u>STATE</u>	<u>FRESHMEN</u>	<u>UPPERCLASSMEN</u>	<u>TOTAL</u>
Alabama	15	48	63
Arkansas	22	74	96
California	0	1	1
Connecticut	4	1	5
Florida	7	14	21
Georgia	11	39	50
Hawaii	1	0	1
Illinois	2	4	6
Indiana	0	2	2
Iowa	0	1	1
Kansas	0	3	3
Kentucky	8	22	30
Louisiana	13	30	43
Maryland	0	3	3
Massachusetts	4	0	4
Mississippi	7	25	32
Missouri	12	8	20
New Hampshire	0	1	1
New Jersey	3	5	8
New Mexico	0	1	1
New York	1	3	4
North Carolina	4	15	19
Ohio	1	4	5
Oklahoma	1	2	3
Pennsylvania	0	3	3
Rhode Island	0	1	1
South Carolina	1	5	6
Tennessee	139	373	512
Texas	9	22	31
Virginia	2	3	5
West Virginia	2	1	3
Australia	1	0	1
Canada	0	2	2
England	2	0	2
Germany	1	1	2
Ghana	1	0	1
Greece	1	0	1
Iran	2	1	3
Japan	1	0	1
Malaysia	3	0	3
Nigeria	0	1	1
Spain	0	1	1
Switzerland	0	1	1
Venezuela	0	1	1
TOTALS	281	722	1,003

A GEOGRAPHICAL DISTRIBUTION OF APPLICANTS FOR ADMISSION, SEPTEMBER, 1980

January 16, 1980

ALABAMA	10	LOUISIANA	12
Birmingham	2	Metairie	4
Decatur	1	New Orleans	6
Florence	2	Shreveport	2
Huntsville	1		
Mobile	2	MARYLAND	3
Montgomery	1	Bowie	1
Mountain Brook	1	Chevy Chase	1
		Joppa	1
ARKANSAS	27		
Blytheville	1	MISSISSIPPI	5
El Dorado	2	Jackson	1
Little Rock	13	Olive Branch	1
No. Little Rock	5	Southaven	1
Pine Bluff	1	Vance	1
Searcy	2	Vicksburg	1
Stuttgart	2		
Wynne	1	MISSOURI	6
		Bertrand	1
FLORIDA	15	Caruthersville	1
Coral Gables	1	Des Peres	1
Gainesville	1	Malden	1
Ft. Lauderdale	2	Sikeston	1
Largo	1	Steele	1
Maitland	1		
Miami	1	NEW JERSEY	5
Naples	1	Englishtown	1
Orange Park	1	Hackettstown	1
Orlando	1	Holmdel	1
St. Augustine	1	Lawrenceville	1
St. Petersburg	2	Medford	1
Seminole	1		
Tampa	1	NEW YORK	5
		Bayshore	1
GEORGIA	18	Calvertown	1
Atlanta	11	Northport	1
Avondale Ests.	1	South Nyack	1
Doraville	1	West Islip	1
Rome	1		
Rossville	1	NORTH CAROLINA	4
Stone Mountain	2	Charlotte	2
Tucker	1	Gastonia	1
		Jacksonville	1
ILLINOIS	1		
Cicero	1	PENNSYLVANIA	1
		Swarthmore	1
KENTUCKY	3		
Lexington	2		
Louisville	1		

(CONTINUED)

A Geographical Distribution of Applicants For Admission, September, 1980

TENNESSEE 112

Apison	1
Atoka	1
Brentwood	3
Brownsville	1
Chattanooga	1
Clarksville	1
Collierville	1
Columbia	1
Five Points	1
Franklin	4
Germantown	5
Hendersonville	4
Jackson	4
Kingsport	1
Knoxville	1
Lexington	1
Lynnville	1
McKenzie	1
Memphis	44
Nashville	22
New Tazewell	1
Oak Ridge	1
Parsons	1
Primm Springs	1
Pulaski	1
Savannah	1
Signal Mountain	2
Sparta	1
Thompson Station	1
Tullahoma	1
Williamsport	1

TEXAS 8

Austin	1
Dallas	3
Mission	1
Missouri City	1
Sherman	1
Tyler	1

VIRGINIA 2

Richmond	2
----------	---

FOREIGN APPLICANTS 11

Cameroon	1
Ghana	6
Guam	1
Malaysia	1
Puerto Rico	1
Venezuela	1

TOTAL APPLICANTS TO DATE 249

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT - 1/18/80

Chairman Charles Cobb called the meeting to order and asked Mr. Ron Yarbrough to introduce Mr. John Carlson, senior consultant of Marks and Lundy, Inc.

Mr. Carlson gave the committee some preliminary observations regarding the Capital Funds Campaign. His remarks touched on the following topics: a lack of momentum with this phase of the campaign, not enough prospects are being asked to consider a gift, encouraging a larger group of volunteers to call on capital prospects, the need to expand the giving potential and not enough communication about the campaign.

Following Mr. Carlson's remarks, Mr. Yarbrough gave an update on the Capital Funds Campaign with present gifts and pledges totalling over \$8 million. Mr. Winton Smith was then asked to report on the Gooch estate. Mr. and Mrs. Gooch's generosity to the college over the years is well known. Her estate includes her home and surrounding grounds and other securities valued at \$2 million.

Mr. Smith, Legal Counsel for Development, reported on several new bequests and deferred gifts to the college which totalled over \$113,000. Mr. Tom Prewitt, attorney, will represent Southwestern in the Earhart Estate matter. He has filed a will contest and also a suit in Chancery Court to impound the assets.

Miss Mary Mooney, Director of the Southwestern Fund, reported that gifts to the Fund have reached 45% of the \$638,000 goal. Compared to last year's figures at this point in time, several divisions show an increase in actual gifts with the campus division reporting the largest increase - a 22% in amount.

Dr. Don Lineback, Director of Development, discussed several new programs: the Senior Graduate Gifts Program to promote post-graduate support of the Southwestern Fund, the alumni phonathon coming up in March, and the Development Council, which serves as an advisory committee.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - January 18, 1980

The Buildings and Grounds Committee of the Board of Trustees met on January 17, 1980, in 300 Clough Hall at 3:00 P.M. Members present were Edgar H. Bailey, Margaret Hyde, Walk C. Jones III, Henry B. Strock, Jr., James C. Lanier, Jack H. Taylor, Lys Anderson and Jill Johnson. Ex officio members present were Thomas R. Kepple, Jr., and Roy Twaddle, Jr. Dr. Peyton Rhodes was present as a guest.

Chairman Bailey opened the meeting noting the three items on the formal agenda

-- The Frazier Jelke surface, the physical plant survey and the Zeta Tau Alpha house -- and the fourth added item, the Gooch residence. He asked Mr. Kepple to lead off the discussion on the resurfacing of Frazier Jelke. Mr. Kepple noted that the alternatives had been discussed at the last meeting and directed attention to the memorandum from President Daughdrill, which summarized the basic situation.

MEMORANDUM

TO: Buildings and Grounds Committee

FROM: James H. Daughdrill, Jr.

We have two problems with the surface of Frazier Jelke Science Center:

- (1) the concrete surface is composed of 1,027 5' x5' squares and continues to break up causing minor leaking problems and an unattractive appearance and
- (2) the waterproofing beneath the planted areas on the Frazier Jelke surface has deteriorated and allows large amounts of water to enter the building below. The west and south sides of the Physics Tower are especially serious problems after heavy rains.

In April 1976, the Board of Trustees approved spending \$20,000 per year for 5 years to solve these problems. Since then, we have spent \$15,982 but the problems continue.

In December 1978, after consulting with Mr. Walk Jones, we began to explore several options for dealing with the problems of appearance and leaks. Mr. Kepple has developed 4 options:

- (1) Do nothing.

The problem with this option is that continued deterioration of the concrete surface will likely increase the risk of greater damage from existing leaks, of new leaks developing in the meantime and even larger future repair costs, to say nothing of the effects on appearance of the surface - a highly visible part of the campus.

- (2) Replace the existing concrete.

Removing the existing concrete, installing new waterproofing under it replacing the concrete will cost an estimated \$103,000. Unfortunately, this option does not eliminate the more serious leaks in the planted areas. Nor is there any guarantee that the concrete will not again break up creating new leaks and unsightliness.

- (3) Build some structure over the whole surface.

The major problem is the cost of a structure whose size is estimated to be approximately 50,000 square feet.

- (4) Cover the entire surface with Dex-o-tex, including the surface below the planted areas.

Dex-o-tex is a decking product developed precisely for this type of application. It is made of several layers and goes directly on top of the existing surface. It looks like a tennis court surface and comes in many colors. Dex-o-tex, however, is not as attractive as the existing washed concrete surface and it will require periodic repair and painting. Most importantly, covering the Frazier Jelke surface with Dex-o-tex and waterproofing the planters will cost \$312,000.

Mr. Kepple and Professor Lon Anthony, representing the Campus Appearance Committee, went to Chicago in January 1979 to look at several applications of Dex-o-tex (Sears Tower, Northwestern University, an apartment complex, a high school and the observation deck at O-Hare Field). This visit helped answer some of the questions about Dex-o-tex. It does stop leaks. Although it is not entirely maintenance free, it is less costly to maintain than concrete, and the surface can be made to look reasonably attractive.

There may be options for dealing with the Frazier Jelke Situation. Whatever those options may be and whatever option we choose will likely involve an extraordinary expense to the college and affect the appearance of a highly visible part of the campus.

I recommend that the Buildings and Grounds Committee of the Board of Trustees consider the Frazier Jelke problems and work toward making a recommendation to the Board at the April meeting. If you see fit to appoint an ad hoc group to gather additional information, I hope you will also consider appointing Dr. Peyton N. Rhodes and Professor Lawrence Anthony.

The President's suggestion was for the committee to report to the April Board meeting about a decision on the resurfacing. Mr. Strock asked from where the \$312,000 would come with Mr. Kepple replying it was undetermined. Mr. Bailey asked if the price were firm and Mr. Kepple replied in the affirmative. Dr. Rhodes asked how long the price would be firm and Mr. Kepple replied through April. Discussion continued about the difficulty of pinpointing the leaks and finding any previously successful remedies for the situation. Mr. Kepple emphasized that Dex-o-tex would not solve everything, but would be a solution to the broken concrete and some of the leaks. The possibility of removing the concrete and rewaterproofing was discussed with Mr. Kepple pointing out that this would involve exposing the building to the elements. Mr. Strock asked Mr. Jones what he thought about the Dex-o-tex and he replied that it wore very well noting Baptist's use of it but that it was not as nice looking as concrete. Mr. Strock felt the idea of a roof had some appeal strictly from the waterproofing aspect of the area being covered by a roof. It was noted

that most all underground buildings suffer from this problem of leakage trouble. After some discussion about the President's suggested committee, Mr. Bailey appointed Mr. Walk Jones, Chairman and Mr. Roy Twaddle, Mr. Tom Kepple, Prof. Jack Taylor, Dr. Peyton Rhodes, Prof. Lon Anthony and Miss Lys Anderson members to make a recommendation to the Board at the April meeting. He expressed concern that a large expenditure of funds might be made without a solution to the problem.

Mr. Bailey then asked Mr. Kepple for a report on the Physical Plant Survey that was made during the SACS self-study. Mr. Kepple said it concerned mainly the educational buildings and that most responses were either good or excellent. He noted that it was being used as a focus to address problems that were noted such as the fluctuating heat in Clough Hall. Mr. Bailey asked who had responded to the questions and Mr. Kepple replied the faculty. Mr. Bailey noted the subjectiveness of such ratings which left results open to debate.

Mr. Bailey then asked Mr. Kepple about the final items on the agenda. Mr. Kepple announced that everyone was invited to tour the Gooch residence and the Zeta Tau Alpha house which have been acquired by Southwestern. It is anticipated that proposals will probably be made at the April meeting about the use of both structures.

Minutes of the meeting of
The Faculty and Educational Program Committee
Board of Trustees
Southwestern At Memphis

The meeting was called to order with the following persons present: Mr. McDonnell, Mr. Prouty, Mr. Pyeatt, Mr. Tully, Prof. Gilliom, Prof. Morris, Miss Gillespie, Mr. Whitlock, Dean Llewellyn. By invitation, Prof. Lyons and Prof. Jolly were present as representatives of the Curriculum Committee of the Faculty. Mr. Prouty was asked to be acting chairman in the absence of Dr. Wade.

Dean Llewellyn introduced a number of reports which are attached to these minutes for the record. The Committee took the following actions relative to matters in these reports:

1. The Committee accepted the position of the Faculty and the President, and recommends to the Board, that the policy of having an open position or a non-tenure track position in the Faculty for every administrator who has tenure as an officer of instruction be implemented over a period of five years.
2. The Committee accepted the position of the Faculty and the President, and recommends to the Board, that the following items be approved:
 - a. the criteria for the evaluation of candidates for tenure;
 - b. the mechanisms and procedures for review and evaluation of probationary faculty members;
 - c. an appeals process for an officer of instruction who is denied tenure;
 - d. the program for the assessment and evaluation of candidates for promotion.

These items are discussed at length in the document entitled STATEMENT OF OUR PROFESSIONAL RESPONSIBILITIES (endorsed by the Faculty on October 11, 1978), and reaffirmed by the Faculty with some modifications in December 1979. The Committee noted that with an action by the Board of Trustees at this time, all work in response to the Faculty's document will have been brought to a conclusion.

3. The Committee was brought up to date on the status of the College relative to the Bellingrath-Morse Foundation. The Committee agreed, and recommends to the Board, that since the ByLaws of the College state that "the Faculty shall be charged with the responsibility for the organization and implementation of the educational program of the college" (Article VIII, Section 1.), and since the Faculty is well-aware of the problem, and since the Faculty has already planned for a general review of the curriculum during the summer, and since the new Dean will be able to participate in this review, the matter be left in the hands of the proper Faculty Committee.

Dean Llewellyn distributed a "Report on the Faculty, January 1980," a copy of which is to be provided to each member of the Board.

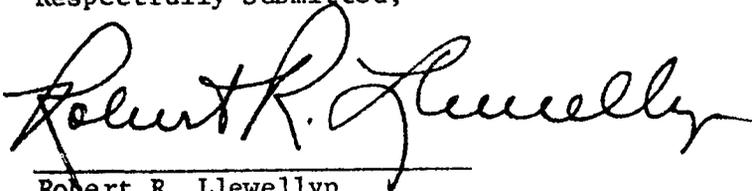
The recommendation of the President that Prof. Darlene May be promoted to the rank of Associate Professor effective January 7, 1980 was passed, and the Board is asked to approve this action.

Dean Llewellyn discussed at greater length the plans for the curriculum review to be undertaken with partial support from the Lilly Endowment, Inc. Curriculum matters of immediate concern to the Faculty include: The Freshman Program, a proposed composition program, introduction of senior-level interdisciplinary seminars, and the position of the foreign languages within the curriculum. The curriculum review may have implications for the design of the academic calendar, for the organization of the daily class schedule, and for the academic advising system. A report to the Faculty would be expected in September 1980, and any changes in the curriculum of the College would--if approved by the Faculty--be effective in September 1981.

A summary report of programs and future needs in Continuing Education was distributed. Dean Llewellyn announced that Dr. Jack M. Everitt, Director of Continuing Education, submitted his resignation on 2 January to be effective 1 March 1980; he will assume a position with Federal Express Corporation. Dean Llewellyn expressed his regrets concerning this news.

There being no further business the meeting adjourned at 4:45PM.

Respectfully submitted,



Robert R. Llewellyn
Recording Secretary

Report from the Faculty to
The Faculty and Educational Program Committee
Board of Trustees, Southwestern At Memphis

1. The policy outlined in "New Policies and Procedures in Regard to Faculty" (approved by the Board of Trustees, April 18, 1979) in Section E of Part 3 concerning faculty tenure for administrators reads as follows:

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.

2. On the recommendation of the Faculty Executive Committee and with the approval of the President, the faculty adopted the following position with regard to the implementation of this policy:

It is recognized that this policy might be interpreted as requiring an open position or a non-tenure track position in the Faculty for every administrator who has tenure as an officer of instruction. The Faculty believes that this policy is best implemented over a period of five years. This gradual implementation would allow for the careful assessment of the tenure track positions presently within the Faculty, the consideration of the effects of normal attrition over the next five years, and the recruiting posture of the College for the positions opened over the next five years.

3. The immediate implementation of this policy, as opposed to the gradual implementation recommended above, would require that at least two of the three faculty positions for which the College is recruiting be declared non-tenure track positions. The selection of two positions from the three would be arbitrary, and it is questionable whether the College would recruit the best candidates if the positions were known to be non-tenure track positions. The present college policy is that the size of the Faculty will not be increased until enrollment exceeds 1,200; hence, the option of declaring additional and open positions in the Faculty as a way of immediately implementing this policy is not a possibility.

4. It is the recommendation of the Faculty and the President that this policy be interpreted in accordance with the position in Paragraph 2 above.


Robert R. Llewellyn
Associate Dean of the College

January 1980

Report from the Faculty to
The Faculty and Educational Program Committee
Board of Trustees, Southwestern At Memphis

The Faculty and the President have each reviewed those items in the document entitled STATEMENT OF OUR PROFESSIONAL RESPONSIBILITIES (endorsed by the Faculty, October 11, 1978) but not specifically considered by the Board of Trustees. The Committee on Faculty and Educational Program of the Board had asked the Dean of the College to report back to the Board Committee the current opinions of the President and the Faculty on these items; this report is intended to fulfill this responsibility.

There were four items that required attention:

- a. Ref. p. 7A. 3: the evaluation of candidates for tenure;
- b. Ref. p. 7B: mechanisms and procedures for review and evaluation of probationary faculty members (see especially Appendix D);
- c. Ref. p. 9C: an appeals process for an officer of instruction who is denied tenure;
- d. Ref. p. 13E: the assessment and evaluation of candidates for promotion.

The Faculty adopted the following positions, and the President has indicated that he has no objection to them:

1. The evaluation of candidates for tenure.

The Faculty reaffirms its endorsement of the criteria outlined in I.A.3 (p.7) with the following changes and understanding: that (i) and (ii) under b. be deleted to avoid the impression that they are of equal weight in evaluating a candidate under this criterion; that a., b.-as-modified, c.,d. be understood as criteria but not all-inclusive criteria and not of equal weight in evaluating candidates for tenure.

In response to the President's request, the Faculty accepted the responsibility of defining standards to be applied in evaluating candidates for tenure under these criteria. (The Faculty Executive Committee will recommend that an ad hoc committee be established to prepare a proposal for the Faculty.)

2. Mechanisms and procedures for review and evaluation of probationary faculty members.

The Faculty reaffirms its endorsement of the detailed process for collecting information during the probationary period.

In I.B.2.a. (p.8), the following change is requested: College-wide course-by-course evaluations by students; and, optionally, departmentally originated course-by-course evaluations by students.

3. An appeals process for an officer of instruction who is denied tenure.

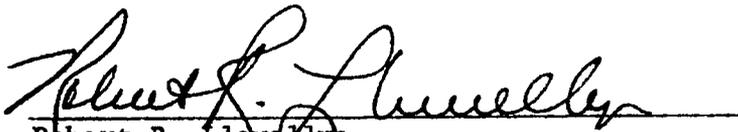
The Faculty reaffirms its endorsement of the appeals process outlined in I.C. (pp. 9-10). In recognition of some questioning within higher education administration, the Faculty believes that, if not legally, certainly morally, the College has an obligation to give reasons for the denial of tenure.

The Faculty requested that the Appeals Committee be made a standing committee of the Faculty, that its functions be expanded to include consideration of cases of dismissal for cause, and that the responsibilities of the Administrative Policy Committee be redefined to include the responsibility for Honor Council Appeals.

4. The assessment and evaluation of candidates for promotion.

The Faculty reaffirms its endorsement of the guidelines contained in II.E. (pp. 13-14) with the following understanding: that the criteria in E.1.a. and E.2.a. not be considered as all-inclusive, nor should they be considered of equal weight in evaluating candidates for promotion.

The Faculty requests that this section be added to with the following provisions: Promotion from Assistant to Associate Professor will not normally be recommended by the Dean of the College without a minimum of six years as a full-time officer of instruction at the rank of Assistant Professor. Promotion from Associate to Full Professor will not normally be recommended by the Dean of the College without a minimum of six years as a full-time officer of instruction at the rank of Associate Professor. (The Faculty Executive Committee recommended that the Faculty accept the responsibility of defining standards to be used in evaluating candidates for promotion. The Committee will recommend a way in which this study can be done and a proposal brought to the Faculty.)


Robert R. Llewellyn
January 1980

Report to
The Faculty and Educational Program Committee
Board of Trustees, Southwestern At Memphis

RE: The status of the College relative to the Bellingrath-Morse Foundation

1. In a letter dated May 19, 1979, the College was informed by Mr. George E. Downing, Chairman of the Board of Trustees of the Bellingrath-Morse Foundation, that legal counsel for the Board had determined that Southwestern At Memphis no longer was in compliance with the Deed of Trust. This deed has made Southwestern a beneficiary of the Foundation since February 1, 1950.

2. At the October meeting of the Board of Trustees of Southwestern At Memphis, the College administration reported that all possible legal alternatives were being studied by the College's legal counsel to determine whether the College could be judged to be legally in compliance or could be brought, through legal argument, into compliance.

The College's legal counsel has advised the College administration (Jan. 8, 1980) that there are no reasonable legal alternatives open to the College. If the College is to be in compliance with the Deed of Trust a revision of the curriculum is necessary.

3. In a letter to the Trustees of the Bellingrath-Morse Foundation, the Foundations legal counsel interprets portions of the Deed of Trust as follows;

"The requirement is that the institution to qualify must have 'as a fundamental requirement for its Bachelor's Degree, a sound two (2) year course in the Holy Bible of at least twelve (12) semester hours.'"

"...the Trustor clearly established the rule of construction to be applied, to-wit, that Southwestern is 'substantially complying,' not literally complying."

In assessing the compliance of another beneficiary of the Foundation, the Foundation's legal counsel noted that though there was not a twelve-hour sequence of courses that was required, there was a requirement that each student complete the twelve hours, choosing from a list of courses each of which "...does in fact involve the Bible and its teachings."

The College has three years to re-comply with the Deed of Trust. A fairly normal process of curriculum study, review, approval, and implementation could result in a revised curriculum effective in September 1981, well in advance of the end of the three-year period.

4. This situation obviously calls attention to a number of matters of principle concerning the academic program of the College:

How is the Judeo-Christian tradition and system of values to mold and shape the identity of the College?

How is this tradition to be expressed, if it is to be expressed, in the the academic requirements for graduation?

What are the legitimate academic and non-academic considerations which must be recognized by the Faculty as it structures the academic program of the College?

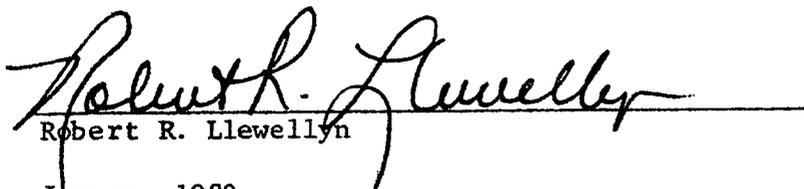
In what way is the integrity of the academic program to be maintained?

These are but a few of the questions which must be carefully considered by all those whose interests are the well-being of Southwestern At Memphis and the maintenance of the College's reputation as a quality institution of higher education in the liberal arts and sciences. Answers to such questions affect every aspect of the College's life: academic program, professional staff, campus life, recruiting and admissions, development and institutional advancement, the College's identity and its statement of purpose.

It cannot be overly emphasized that there are matters of principle involved here, and that it is not a simple matter of fact. This situation, brought about by the finding of the Bellingrath-Morse Foundation, calls for us to clarify who and what we are as a College independently of what the future might promise in terms of financial gain from the Foundation. But more important, the Judeo-Christian tradition and system of values that have in fact influenced the development of the College call for this assessment in an environment truly open and truly free. The danger of doing otherwise is the danger of fixing upon a hoped-for tangible product and losing in the process what it is that gives us our integrity.

5. No immediate decision can possibly be well-thought out; however, it is important at an early date for the Faculty of Southwestern At Memphis to know what the collective will of the Board of Trustees is in regard to this situation.

It is recommended that the Board of Trustees re-affirm the responsibility of the Faculty for the organization and implementation of the educational program of the College (Bylaws Article VIII, Section 1.); that the Faculty and Educational Program Committee of the Board of Trustees call special meetings of the committee before April 1980 to which will be invited the Curriculum Committee of the Faculty, and that this combined group consider what guidelines, if any, the Board of Trustees will impose on the curriculum of the College.


Robert R. Llewellyn

January 1980

Report on the Faculty, January 1980Anthropology/Sociology

*Professor Jack R. Conrad	T
Assistant Professor J. Peter Ekstrom	T
Assistant Professor Gary Hill	P-1
Part-time instructors	
Diane Sachs	(2/7)
Richard K. Thomas	(2/7)
James R. Bennett	(2/7)

Art

*Professor Lawrence K. Anthony	T
Assistant Professor _____	OPEN ¹
Part-time instructors	
Betty Gilow	(5/7)
Christian Hettinger	(2/7)
Michael Milkovich	(3/7)
Richard Reep	(2/7)
Mary P. Scheuner	(2/7)
Margaret Windeknecht	(3/7)
William Womack	(2/7)

Biology

Professor Robert L. Amy	T
Professor Julian T. Darlington	T
*Associate Professor Bobby R. Jones	T
Assistant Professor Terry Hill	P-2
Assistant Professor John Olsen	P-3
Assistant Professor Ann Williams	P-2
Assistant Professor James M. Olcese	P-0 ²

Chemistry

*Professor Richard D. Gilliom	T
Professor Helmuth M. Gilow	T
Professor Harold Lyons	T
Associate Professor Robert G. Mortimer	T
Associate Professor David Y. Jeter	T
Instructor Herbert S. Emigh	T ³

Communication Arts

*Associate Professor Betty Ruffin	T
Part-time instructors	
Julia G. Haley	(6/7)
Ray S. Hill (Professor)	(5/7)
Allen Cook	(1/7)

Economics and Business Administration

Professor Mel G. Grinspan	P-5
*Associate Professor Wasfy Iskander	T
Associate Professor Rebecca S. Legge	P-5
Associate Professor Marshall McMahon	T
Associate Professor Charles Orvis	T ⁴
Assistant Professor Robert Wallace	P-1
Part-time instructor	
Susan S. Bies (Associate Professor)	(3/7)

Education

*Associate Professor Helen N. Hall	T
Assistant Professor Dethana E. Morris	P-5

English

Professor Yerger H. Clifton	T
Professor Robert M. Cooper	T
Professor William L. Daniels	T
Professor Jack D. Farris	T
*Professor James E. Roper	T
Associate Professor James R. McQuiston	T
Associate Professor Bernice W. White	T ⁵
Associate Professor Richard C. Wood	T
Assistant Professor Mary Ross Burkhart	T
Part-time instructors	
Steven A. Katz	(4/7)
Elaine Whitaker	(2/7)

Geology

Part-time instructor	
Carol Ekstrom	(4/7)

History

Professor Granville Davis	T ⁶
Professor Franklin M. Wright	T
Professor Douglas Hatfield	T
*Associate Professor James C. Lanier	T
Assistant Professor George Apperson, Jr.	T

Humanities (Interdisciplinary)

*Professor Robert G. Patterson	T
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International Studies

*Professor David H. Likes	T
Associate Professor John F. Copper	P-3

Languages

Arabic

Assistant Professor Darlene R. May N⁷

Classics

*Professor William T. Jolly T

French

Professor Emmett H. Anderson T

Associate Professor James M. Vest T

Conversational assistant

Paulette Lewine (3/14)

German

Associate Professor John Bruhwiler T

Associate Professor Horst Dinkelacker T

Italian

Professor Donald W. Tucker T⁸

Russian

Part-time instructor
Constance Barrett (3/7)

Spanish

Professor Gordon D. Southard T

Conversational assistant

Margarita Munden (3/14)

Mathematics

*Professor Marshall P. Jones T

Professor Angelo Margaris T

Professor William Nemitz T

Professor Jack U. Russell T

Professor Kenneth Williams T

Associate Professor Thomas Whaley T⁹

Music

*Professor Charles L. Mosby T

Associate Professor John W. Wehlan T

Assistant Professor Diane M. Clark P-2

Assistant Professor Robert C. Eckert P-6

Assistant Professor David Ramsey P-5

Assistant Professor Tony L. Garner T

Part-time instructors

Charlotte McLain (2/7)

Wiley Tatum (Professor) (3/7)

Philosophy

*Professor William Larry Lacy	T
Professor James W. Jobs	T
Associate Professor Robert R. Llewellyn	T ¹⁰

Physics

Professor Jack H. Taylor	T
Associate Professor Edward Barnhardt	T
*Associate Professor Frederic Stauffer	T
Associate Professor John L. Streete	T

Political Science

*Associate Professor Wilmer A. Sweetser	T
Associate Professor Rodney A. Grunes	P-1
Associate Professor Michael P. Kirby	T

Psychology

Professor James R. Morris	T
Professor E. Llewellyn Queener	T
Professor Herbert W. Smith	T
*Associate Professor Thomas Cloar	T
Assistant Professor L. Charles Lemond	N ¹¹
Assistant Professor Marsha Walton	P-1

Part-time instructors

Allen O. Battle (Professor)	(3/7)
Robert M. Parr	(2/7)

Religion

Professor Ray M. Allen	T ¹²
*Professor Richard A. Batey	T
Professor Milton P. Brown, Jr.	T
Professor Fred W. Neal	T
Professor Carl Walters	T
Associate Professor F. Michael McLain	T
Part-time instructor	
Rabbi James Wax	(2/7)

Physical Education

William Maybry, Part-time officer of instruction	T
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SUMMARYFULL PROFESSORS

Full-time teaching faculty	38	
Full-time faculty/administration	1	
Tenured full-time faculty	38	(97.4%)

Male 39
Female 0

Part-time teaching faculty	3	(1 4/7)
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ASSOCIATE PROFESSORS

Full-time teaching faculty	27	
Full-time faculty/administration	1	
Tenured full-time faculty	25	(89.3%)

Male 24
Female 4

Part-time teaching faculty	1	(3/7)
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ASSISTANT PROFESSORS

Full-time teaching faculty	15	
Full-time faculty/administration	1	
Tenured full-time faculty	4	(25.0%)

Male 10
Female 6

Part-time research faculty	1	
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INSTRUCTORS

Full-time faculty	1	
Tenured full-time faculty	1	(100%)

Male 1
Female 0

Part-time faculty	22	
Tenured as a part-time faculty member	1	(7 3/7)

OPEN POSITIONS

Art History	1	
Biology	13	

Full-time teaching faculty	81	
Full-time faculty/administration	3	
Tenured full-time faculty	68	(68/84 = 80.9%) ¹⁴
Full-time-equivalent part-time faculty	9.4	
Tenured F.T.E. faculty	68/93.4	= 72.8%
Open positions	2	
Tenured F.T.E. + open positions faculty	68/95.4	= 71.3%
Probationary faculty		
1st year	4	
2nd year	3	
3rd year	2	
4th year	0	
5th year	4	
6th year	1	
7th year	0	
Non-tenured teaching faculty	1	

Non-tenured faculty/administration	1
+Non-tenured teaching faculty	1
+Probationary teaching faculty	14
+Tenured full-time faculty	68
+Open faculty positions	2
=TOTAL FACULTY PERSONS	86

FOOTNOTES

*Designates department chairperson.

¹Recruitment underway at rank of Assistant Professor, tenure-track.

²Appointment effective September 1980.

³Requested early retirement, effective June 1980; replacement will be a staff, not faculty, position.

⁴On leave of absence, 1979-80.

⁵Chairperson for Freshman Program.

⁶Retires, June 1980; recruitment underway for replacement at rank of Assistant Professor, tenure-track.

⁷By negotiated agreement, a five-year appointment without tenure and with special provisions with regard to salary.

⁸Director of the Language Center; full-time officer of instruction.

⁹On leave of absence, 1979-80.

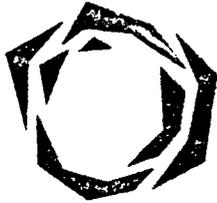
¹⁰Full-time administrator, 1979-80, as Associate Dean of the College; not currently teaching.

¹¹Director of the Computer Center, not a tenure-track appointment; currently teaching.

¹²Dean of Admissions and Financial Aid; not currently teaching.

¹³Appointment made; effective September 1980.

¹⁴Total 68 includes two of the three full-time faculty/administrators.



The Center for
Continuing
Education
Southwestern
at Memphis

Continuing Education Highlights
FY 1980 in Review

- * Eighty-one non-credit short courses - a 100% increase over FY 1979.
- * The twenty fourth class of the Institute for Executive Leadership.
- * A community funded citizen-based problem solving program - The Memphis Conference.
- * The fourth class of the "Career Options for Women" program.
- * Tennessee's first ELDERHOSTEL - a one week residential program for older adults.
- * The founding session of WOMANSCHOOL.
- * A generous Day Foundation grant to support market research, staff development, and faculty mini-grants.
- * Southwestern's first Alumni travel program - The Reelfoot Weekend.
- * Admission to membership in the National University Extension Association following accreditation team visit.
- * 100% increase in gross revenues generated by course fees.
- * Resignation of Jack M. Everitt, Director of Continuing Education.

Future Concerns

- * New Director and future staffing needs.
- * Adequate funds from college budget.
- * Continued growth of non-credit.
- * Development of a Conference center.
- * Clear definition of the role of Continuing Education in the mission of the College.
- * Feasibility of an adult B.A. program.

REPORT OF THE FINANCE COMMITTEE - January 17, 1980

Chairman Palmer Brown convened the meeting of the Finance Committee of the Board at 3:00 PM in the Directors room of Palmer Hall. Other members present were: Mr. William Rudner, Mr. Robert Seal, Mr. John Whitsitt, Dr. Bernice White, Dr. David Jeter, Ms. Karen Hammer, Mr. Wayne Holley, Mr. Merrill Wise, Mr. Robert Mason and Ms. Maxine Raines.

Mr. Robert Mason reported that with one half of the fiscal year complete as of December 31, 1979, the College has collected 62% of the budgeted income. Expenditures as of December equal 48.7% of the budget. The actual income collected was \$940,000 more than expenditures at this time. Mr. Mason projected that the budget would balance at the end of the fiscal year.

Copies of the tentative budget for 1980-81 were distributed to the committee members (attachment). Dr. David Jeter explained the various aspects of the budget to the committee members. The budget summary indicates a 10.8% increase in income from 1979-80. The income budget detail showed an increase in interest income from \$70,000 in 1979-80 to \$150,000 in 1980-81. There is a 9.6% increase in tuition and a 11.3% increase in room and board. Dr. Jeter went over in detail the non-salary expense budget. There is a general cost increase of about 5% with significant increases in specific areas. Some of these areas are Plant Operation & Maintenance because of increased utility costs; General Institutional Expense due to the new marketing campaign; Auxiliary Enterprises due to the increased cost of food and the increased cost of utilities in the residence halls. The largest increase of 21.2% was for Student Financial Aid which is a result of the increase in tuition, room & board. There is a decrease in the General Administration area as a result of trimming the discretionary funds. The Salary and Fringe benefits expense budget has a 10.5% increase which includes funds for merit raises. Increasing salaries was a high priority in the construction of the 1980-81 budget. A motion was passed to approve the tentative budget for submission to the Board of Trustees.

The committee next considered a recommendation to purchase and install additional memory for the College's DEC computer at a cost of \$15,000. This memory would more than double the present capacity and is a good buy at this time. The Finance committee passed a motion to recommend to the Board the approval of the purchase and installation of an additional memory for the DEC computer at a cost of \$15,000 to be taken from undesignated capital funds.

Mr. Mason reported on the capital funds campaign report as of December 31, 1979 (see attachments). It was pointed out that there is a disparity in the use of monies as designated in the capital funds prospectus and the way the monies are actually used. There is a need to distinguish between the campaign goals that are to be endowed and the goals that should be funded from unrestricted gifts. The finance committee passed a motion to request a clarification of the capital funds campaign goals and a reconciliation of the capital funds campaign report for the next meeting of the Board of Trustees.

Report of the Finance Committee - January 17, 1980 - Continued

Mr. Rudner reported to the committee on the performance of the College's endowment fund. As of September 30, 1979 the market value of the fund was \$9,760,000 compared to \$9,557,000 on July 1, 1979. For the year ending September 1979 the Southwestern endowment performance ranks in the upper one-third compared to the other funds Becker Securities evaluates. The rate of return is 11.2% compared to a median rate of 9.7%. As of November 30, 1979 the asset mix was 8.3% cash and equivalents, 33.3% bonds and 58.4% equities. The fund yield is 6.9% and the income is \$656,941.

The committee discussed the total return concept and passed a motion to request the Board of Trustees to ask the Investment Committee to restudy the total return concept.

There being no further business the Finance Committee adjourned at 4:40 PM.

Tentative Budget
Summary
For the Fiscal Year Ending
June 30, 1981

	<u>Actual</u> 1978-79	<u>Budget</u> 1979-80	<u>Tentative</u> <u>Budget</u> 1980-81
<u>Income:</u>			
Tuition & Fees	\$3,620,273	\$3,903,900	\$4,271,000
Room & Board	1,209,761	1,292,100	1,516,900
Gifts and Grants	768,987	818,000	890,000
Endowment Income	623,754	612,500	612,500
Other Income	<u>563,756</u>	<u>354,427</u>	<u>447,000</u>
	<u>\$6,786,531</u>	<u>\$6,980,927</u>	<u>\$7,737,400</u>
<u>Expense:</u>			
Salaries & Fringe	\$3,993,698	\$4,260,047	\$4,708,925
Non-Salary	<u>2,480,303</u>	<u>2,720,880</u>	<u>3,028,475</u>
	<u>\$6,474,001</u>	<u>\$6,980,927</u>	<u>\$7,737,400</u>

Minutes of Board of Trustees meeting held January 18, 1980
 INCOME BUDGET DETAIL

FOR THE FISCAL YEAR ENDING JUNE 30, 1981

	<u>Actual</u> 1978-79	<u>Budget</u> 1979-80	<u>Tentative</u> <u>Budget</u> 1980-81
<u>Tuition and Fees:</u>			
Tuition	\$3,451,544	\$3,744,900	\$4,120,000 (A)
Tuition - Summer School	47,111	30,000	30,000
Applied Music Fees	70,658	69,000	69,000
Special Course Fees	28,906	35,000	29,000
Application Fees	7,349	12,000	10,000
Extra Hours	4,050	4,000	4,000
Graduation and Miscellaneous Fees	7,137	6,500	6,500
Registration and Transcripts	3,518	2,500	2,500
	<u>\$3,620,273</u>	<u>\$3,903,900</u>	<u>\$4,271,000</u>
<u>Room and Board:</u>			
Room	\$ 530,342	\$ 580,350	\$ 677,600 (B)
Board	679,419	711,750	839,300 (C)
	<u>\$1,209,761</u>	<u>\$1,292,100</u>	<u>\$1,516,900</u>
<u>Gifts and Grants:</u>			
Church	\$ 103,933	\$ 110,000	\$ 105,000
Annual Support Program	572,279	638,000	700,000
Other Gifts and Grants	92,775	70,000	85,000
	<u>\$ 768,987</u>	<u>\$ 818,000</u>	<u>\$ 890,000</u>
<u>Endowment Income:</u>	\$ 623,754	\$ 612,500	\$ 612,500
<u>Other Income:</u>			
Bookstore	\$ 176,887	\$ 185,000	\$ 200,000
Interest	244,236	70,000	150,000
Swimming Pool	5,378	6,000	5,000
Indirect Cost Recovery	25,293	35,000	25,000
Summer Conference	16,555	9,000	15,000
Miscellaneous Income	24,786	15,000	15,000
Traffic Fines	3,469	3,000	3,000
Discounts	1,178	1,000	1,000
Dividends, Royalties & Commissions	58,617	23,427	25,000
Apartments	6,904	6,000	6,900
Athletic Concessions & Gate Receipts	453	1,000	1,100
	<u>\$ 563,756</u>	<u>\$ 354,427</u>	<u>\$ 447,000</u>
TOTAL	\$6,786,531	\$6,980,927	\$7,737,400

(A) Based on 1,030 F.T.E. students at \$4,000 - increase of \$350

(B) Based on 770 students at \$880

(C) Based on 770 students at \$1,090 } increase of \$300

Non-Salary Expense Budget Detail
For the Fiscal Year Ending June 30, 1981

	Non-Salary		
	Actual 1978-79	Budget 1979-80	Tentative Budget 1980-81
<u>EDUCATIONAL AND GENERAL</u>			
<u>Instruction & Research</u>			
Art	4,448	5,100	5,150
Religion	1,838	2,557	2,200
English	2,223	2,500	2,300
Foreign Languages	2,475	4,140	5,225
Language Center	365	1,070	1,000
Music	13,289	12,100	12,900
Philosophy	749	1,055	765
Communication Arts	3,317	3,990	4,525
Anthropology & Sociology	3,627	4,000	4,500
Economics & Business	3,292	3,900	4,375
Education	1,637	1,650	1,950
History	1,375	1,707	1,710
International Studies	2,879	2,940	2,895
Political Science	2,282	2,695	2,405
Psychology	2,831	3,207	3,215
Biology	15,283	15,855	16,000
Chemistry	12,529	12,800	13,900
Mathematics	1,881	2,200	2,400
Physics	4,582	4,500	4,835
Computer Center	33,518	34,500	34,500
Man Course	656	725	900
... Program	538	1,350	1,350
Continuing Education	38,000	33,500	40,900
Summer School	8,085	30,000	30,000
WLYX	-0-	-0-	3,500
Total Instruction & Research	\$ 161,699	\$ 188,041	\$ 203,400
<u>Library</u>	\$ 119,236	\$ 125,265	\$ 131,410
<u>Athletics</u>	\$ 102,313	\$ 109,968	\$ 117,500

1980-1981 Budget

	Actual 1978-79	Non-Salary Budget 1979-80	Tentative Budget 1980-81
<u>Student Services</u>			
Admissions	66,047	70,795	74,330
Registrar	7,285	6,430	6,470
Financial Aid Office	4,694	5,017	5,260
Dean of Students	8,300	7,035	10,635
Health Services	7,179	7,900	8,400
Counseling Center	5,425	5,500	4,785
Student Center	8,259	8,500	9,500
Publications Board	26,068	24,000	25,600
Student Government	14,703	16,000	16,000
Black Student Association	1,711	1,800	1,800
Orientation	895	1,050	1,050
Kinney Program	1,197	1,100	1,500
Swimming Pool	6,466	8,851	8,000
Total Student Services	\$ 158,229	\$ 163,978	\$ 173,330
<u>Plant Operation & Maintenance</u>			
Administrative Services	6,881	7,300	7,450
Housekeeping	23,790	25,025	26,775
Security	1,658	2,310	2,400
Repairs & Maintenance	63,444	52,710	55,300
Grounds	9,017	9,400	9,775
Utilities	128,798	125,350	145,000
Total Plant Operation & Maint.	\$ 233,588	\$ 222,095	\$ 246,700
<u>General Administration</u>			
Board Meetings	7,411	6,825	6,825
President's Office	64,771	69,935	53,900
Vice President & Dean of the College	52,098	40,233	37,450
Finance Office	42,023	47,884	50,795
Total General Administration	\$ 166,303	\$ 164,877	\$ 148,970

1980-1981 Budget

	<u>Actual</u> <u>1978-79</u>	<u>Non-Salary</u> <u>Budget</u> <u>1979-80</u>	<u>Tentative Budget</u> <u>1980-81</u>
<u>General Institutional Expense</u>			
Development	49,729	53,602	44,555
Institutional Advancement	43,411	45,349	70,600
Insurance	<u>49,683</u>	<u>67,000</u>	<u>70,250</u>
Total General Institutional	\$ 142,823	\$ 165,951	\$ 185,405
<u>AUXILIARY ENTERPRISES</u>			
Bookstore	129,600	123,960	141,940
Residence Halls	171,924	189,030	204,450
Food Service	461,446	516,283	571,620
Apartments	<u>5,657</u>	<u>6,432</u>	<u>5,750</u>
Total Auxiliary Enterprises	\$ 768,627	\$ 835,705	\$ 923,760
<u>BUDGET COMMITTEE EMERGENCY FUND</u>	-0-	\$ 23,000	\$ 23,000
<u>STUDENT FINANCIAL AID</u>	\$ 627,485	\$ 722,000	\$ 875,000
<u>TOTAL BUDGET</u>	<u>\$2,480,303</u>	<u>\$2,720,880</u>	<u>\$3,028,475</u>

Salary and Fringe Benefits
Expense Budget Detail
For the Fiscal Year Ending
June 30, 1981

	<u>Salary and Fringe Benefits</u>		
	<u>Actual 1978-79</u>	<u>Budget 1979-80</u>	<u>Tentative Budget 1980-81</u>
Instruction & Research	\$2,102,325	\$2,189,678	\$2,398,305
Library	138,419	150,592	167,153
Athletics	136,848	159,860	178,243
Student Services	361,500	380,100	423,676
Plant Operation & Maintenance	623,737	669,259	737,056
General Administration	337,808	375,186	416,703
General Institutional	239,382	251,398	297,347
Auxiliary Enterprises	53,679	50,504	53,292
Retirement Fund	<u> </u>	<u>33,470</u>	<u>37,150</u>
TOTAL	<u>\$3,993,698</u>	<u>\$4,260,047</u>	<u>\$4,708,925</u>

Capital Funds Campaign

December 31, 1979

	January 1977 to December 31, 1981 <u>Campaign Goals</u>	July 1, 1975 to December 31, 1979 <u>Gifts</u> <u>Pledges</u>	
<u>Endowed</u>			
Scholarships	\$ 3,200,000	\$ 743,414	\$ 751,975
Professorships	10,000,000	167,450	70,898
Library Holdings	400,000		
Career Guidance & Placement Center	100,000		
Computer	250,000		
Programs in the Student Center	200,000		
Faculty Development	1,000,000		
President's Fund	500,000		
Maintenance of Swimming Complex	200,000		
Maintenance of Performing Arts Building	1,100,000		
Visiting Artists	400,000		
<u>Current Expenditures</u>			
Renovation of Tennis Courts	50,000	17,735	
Construction of Performing Arts Building	3,500,000	245,005	105,000
Renovate Palmer Hall	600,000	51,263	
Renovate Residence Halls	1,652,000	270,097	
Development of an Alternative Energy Supply	500,000		
Unrestricted		359,141	3,749,861
Campaign Expenses		187,852	
Purchase Computer		262,058	
Faculty Development		297,070	7,250
Visiting Artists		45,000	105,000
Reduce Fund Balance Deficit		294,260	
President's Home		8,800	
Construction of Swimming Pool		121,400	
General Endowment		41,773	
Frances Falls Austin Building		148,358	
TOTAL	\$ 23,652,000	\$ 3,260,676	\$ 4,789,984

SOUTHWESTERN AT MEMPHIS - CAPITAL FUNDS CAMPAIGN REPORT* (as of 12/31/79)

I. Amount Received:

A. Unrestricted

1. Added to General Endowment		\$	-0-
2. Held in Unrestricted Account (earning interest)			359,140.63
3. Used to Pay			
a. Campaign expenses	\$	187,851.51	
b. Computer and computer room expenses		262,058.39	
c. Reduce fund balance deficit		294,260.00	
d. Architects/engineers for dorm renovation		29,000.00	
e. Renovation of Palmer, Jelke, Stewart		49,000.00	
f. Replace boiler in Neely		12,600.00	
g. Tennis court renovation		17,735.40	
h. Dorm renovation		180,756.00	
i. President's home		8,800.00	
			<u>\$1,042,061.30</u>
	Subtotal Unrestricted		<u>\$1,401,201.93</u>

B. Restricted

1. Added to Endowment			
a. General Endowment	\$	41,772.74	
b. Scholarships		741,413.95	
c. Professorships		167,450.00	\$ 950,636.69
2. Held in Restricted Accounts (earning interest)			
a. Performing Arts Center	\$	176,575.49	
b. Visiting artists program		33,066.83	
c. Swimming pool		662.72	
d. Renovation of dorm social rooms		693.98	
e. Diehl Memorial Plant renewal		1,034.98	
f. Faculty development		160,883.55	
g. National Endowment of Humanities Challenge Gift		122,069.27	
h. Scholarships		2,000.00	\$ 496,986.82
			<u>411,849.62</u>
	Subtotal Restricted		<u>\$1,859,473.13</u>
3. Used to Pay			
a. Performing Arts Center	\$	68,429.51	
b. Visiting artists program		11,933.17	
c. Swimming pool		120,737.28	
d. Renovation of dorm social rooms		9,306.02	
e. Diehl Memorial Plant renewal		1,228.02	
f. Faculty Development		14,116.45	
g. Frances Falls Austin Building		148,357.73	
h. Dormitory furniture and renovation		37,741.44	
			<u>411,849.62</u>
	Subtotal Restricted		<u>\$1,859,473.13</u>

II. Other Assets Received:

A. Unrestricted

1. Property received and held			285,034.50
	TOTAL RECEIVED		<u>\$3,545,709.56</u>

III. Amount Pledged and Planned but Unpaid

A. Unrestricted

B. Restricted for

		\$3,464,826.87	
Nat'l Endowment Humanities		7,250.00	
Endowed Scholarships		751,975.29	
Endowed Professorships		70,898.48	
Performing Arts Center		105,000.00	
Visiting Artists Program		105,000.00	
	TOTAL NOT RECEIVED		<u>\$4,504,950.64</u>

GRAND TOTAL

\$8,050,660.20

*Includes gifts and pledges from beginning of Initial Gifts phase, July 1, 1975.

MINUTES OF STUDENTS AND CAMPUS LIFE COMMITTEE
VOORHIES HALL SOCIAL ROOM - January 17, 1980

The meeting was called to order at 3:00 P.M. by Chairman Paul Tudor Jones. All members were present.

Coach Ed White was introduced and asked to give an update on the athletic program. Coach White reported that while all was not perfect, many good things were happening in the Athletic Department. Physical Education classes and intramurals are going very well. Classes are filled and participation in intramurals is good. Better budget management in the department this year will mean that the department will live within its budget and that Spring sports will receive adequate funding. In the past overspending for Fall sports has frequently caused Spring sports to suffer. Coach White then reported the very successful season for the men's basketball team noting their national ranking in Division III of the NCAA. The women's team is also having a very successful season. And, recruiting for the football team is going so well that a squad of over sixty players is expected for the Fall. In response to a question from Mr. Tate, Coach White also informed the committee of the fine expectations for the women's tennis team and of his enthusiasm for coaching the men's team this year.

Dean Scarborough reported on recent changes in the health services area. In response to the SACS report and student complaints three new college doctors were appointed this past August. They are Drs. Daniel, Martin, and Whitlock. They have arranged hours more suitable to student needs. They allow students to make appointments and they are generally more accessible. They work well with the college nurse and seem to be well liked by students. Dr. Martin was introduced to the committee and spoke of the enjoyment of the doctors with this new work. The Chairman expressed the groups' thanks for their fine work.

Dean Scarborough spoke of the increasing number of foreign students on campus and the important contribution they are making to campus life. He then introduced three new foreign students: Terry Bate from the United Kingdom, Shirin sarikhane from Iran, and Yaw Frempong of Ghana. Each student spoke briefly of their experiences at Southwestern and each presentation was followed by applause from the committee. Discussion followed.

The Chairman then asked Steve Anderson, President of the Student Government Association, to report on current students concerns. Mr. Anderson expressed his thanks for Mr. Watson's and the committee's motion at the last Board meeting supporting the restoration of the students' sixteen votes on Board committees. He reported that the Board Directions and Leadership Committee had just decided to leave the number of votes to the Board Chairman's discretion and that he felt certain the votes would be restored. He also discussed the issue of votes for Faculty Board Members speaking in support of their having access to the Board before any action is taken in executive session.