

MINUTES OF BOARD OF TRUSTEES  
SOUTHWESTERN AT MEMPHIS  
October 14 and 15, 1982  
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82-10-1 The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus, at 1:30 P.M., Thursday, October 14, 1982, pursuant to written notice. The meeting was called to order by the Chairman, Mr. Frank M. Mitchener, Jr., and it was opened with prayer by Dr. Henry B. Strock, Jr.

82-10-2 The Chairman introduced and welcomed the following new members of the Board: Mrs. Neville F. Bryan, '58, Mr. Bruce E. Campbell, Jr., Mrs. Nancy H. Fulmer, '51, Mr. Joseph Orgill III, and Mr. Ray U. Tanner, '54. The Chairman mentioned that Mr. Frank E. Lankford was out of the country and could not attend, but looked forward to meeting everyone in October. The Chairman also introduced and welcomed Dr. William Larry Lacy, the new faculty Board member, and Ms. Debra Sue (Debbie) Efird and Mr. Charles Wallace (Chip) Parrott, student Board members.

82-10-3 The roll was called by the Secretary, Mr. S. Shepherd Tate. Members present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Robert H. Buckman, '84	Walter P. Armstrong, Jr., '83	John H. Crabtree, '83
Bruce E. Campbell, Jr., '85	Winton M. Blount, '83	Henry Goodrich, '84
Joseph R. Crosby, '83	Neville F. Bryan, '85	Murray O. Rasberry, '84
Richard F. Keathley, '83	Charles P. Cobb, '83	
Frank M. Mitchener, Jr., '84	Robert F. Fogelman, '83	<u>Faculty Trustees</u>
Jere Nash, Jr., '83	Nancy H. Fulmer, '85	William Larry Lacy, '85
S. Herbert Rhea, '85	Margaret R. Hyde, '84	E. Llewellyn Queener, '84
Henry B. Strock, Jr., '83	Joseph Orgill III, '85	
Ray U. Tanner, '85	William B. Rudner, '85	<u>Student Trustees</u>
Richard A. Trippeer, Jr., '84	Martin B. Sereteau, '84	Debra Sue Efird (Debbie)
	Eleanor B. Shannon, '83	Charles Wallace Parrott (Chip)
<u>Ex Officio Member</u>	S. Shepherd Tate, '84	Albert <u>Brian Sanders</u>
James H. Daughdrill, Jr.	John M. Tully, '84	
	Norfleet R. Turner, '85	
<u>Life Trustees</u>	Anne Wilson, '84	
Edmund Orgill		

Present by Invitation

Bill Allen	Jo Hall	Mary Mooney
Ray Allen	Tom Kepple	C.V. Scarborough
Peggy Arnold	Don Lineback	Winton Smith
Gerald Duff	Mary Jo Miller	Loyd Templeton

82-10-4 The following were absent:

Faculty Trustee

Julian T. Darlington, '83

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '84	W. Neely Mallory, '84	Jessie Falls, '83
Frank E. Lankford, '85	Hewitt P. Tomlin, Jr., '83	Robert H. Seal, '85
	John C. Whitsitt, '85	Robert B. Smith, '85

82-10-5 A motion was duly made, seconded and passed that the minutes of the meeting of the Board of Trustees held on April 22-23, 1982 and the minutes of the Executive Committee held on July 16, 1982, be approved as prepared and previously mailed to the Trustees.

The Chairman thanked all Trustees who had helped the college by hosting "Blitzes."

82-10-6 The Chairman called on Dean Gerald Duff for his report. Dean Duff reviewed the paper entitled "Southwestern At Memphis, Professional Activities of the Faculty, July 1, 1981-June 30, 1982," which had been distributed to all members of the Board.

82-10-7 The Chairman then called on President Daughdrill for his report. President Daughdrill referred to and commented upon the "Annual Report of the President and Administrative Officers, 1981-82," which had been distributed to the Trustees. (Ex. A., pp. 6-24)

82-10-8 Following various announcements by the President, the President presented a splendid audio-visual on Southwestern At Memphis.

82-10-9 At 2:35 P.M., the Board recessed to attend the meetings of the various standing committees.

FRIDAY, OCTOBER 15, 1982

82-10-10 The Board of Trustees resumed the meeting on Friday, October 15, 1982, at 8:45 A.M. in the Edmund Orgill Room of S. DeWitt Clough Hall, on the campus.

82-10-11 The meeting was called to order by the Chairman, Mr. Frank M. Mitchener, Jr., and Dean Ray Allen led the meeting in prayer.

82-10-12 The roll was called by the Secretary, Mr. S. Shepherd Tate. Members of the Board present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Robert H. Buckman, '84	Walter P. Armstrong, Jr., '83	John H. Crabtree, '83
Edgar H. Bailey, '84	Winton M. Blount, '83	Henry Goodrich, '84
Joseph R. Crosby, '83	Neville Bryan, '85	Robert B. Smith, '85
Richard F. Keathley, '83	Charles P. Cobb, '83	
Frank M. Mitchener, Jr., '84	Robert F. Fogelman, '83	<u>Faculty Trustees</u>
Jere Nash, Jr., '83	Nancy Fulmer, '85	Julian T. Darlington, '83
S. Herbert Rhea, '85	Margaret R. Hyde, '84	William Larry Lacy, '85
Henry B. Strock, Jr., '83	Joseph Orgill III, '85	E. Llewellyn Queener, '84
Ray U. Tanner, '85	William B. Rudner, '85	
	Martin B. Sereteau, '84	<u>Student Trustees</u>
	Eleanor B. Shannon, '83	Debra Sue Efird (Debbie)
<u>Ex Officio Member</u>	S. Shepherd Tate, '84	Charles Wallace Parrott (Chip)
James H. Daughdrill, Jr.	Hewitt P. Tomlin, Jr., '83	Albert Brian Sanders
	Norfleet R. Turner, '85	
<u>Life Trustees</u>	Anne Wilson, '84	
L. Palmer Brown,		
Robert D. McCallum		

Present by Invitation

Bill Allen	Jo Hall	Mary Jo Miller
Ray Allen	Tom Kepple	Mary Mooney
Peggy Arnold	Don Lineback	C.V. Scarborough
Gerald Duff	Bob Llewellyn	Winton Smith
		Loyd Templeton

82-10-13 The following were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Bruce E. Campbell, '85	W. Neely Mallory, '84	Jessie Falls, '83
Frank E. Lankford, '85	John C. Whitsitt, '85	Murray O. Rasberry, '84
Richard A. Trippeer, Jr. '84	John M. Tully, '84	Robert H. Seal, '85

82-10-14 The Chairman thanked President Daughdrill and the members of the faculty for the wonderful dinner and delightful entertainment last night in the Catherine Burrow Refectory.

82-10-15 The Chairman then called for committee reports.

82-10-16 COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Dr. Walter P. Armstrong, Jr., Chairman (Ex. B., pp. 25-26)

Dr. Armstrong announced that all proposed members of the Board of Trustees nominated by the Board for election by the Synods had been duly elected (or re-elected) by the Synods.

<u>Synod of Red River</u>
Robert H. Seal, '85
Robert B. Smith, '85

<u>Synod of the Mid-South</u>
Bruce E. Campbell, Jr., '85
Frank E. Lankford, '85
S. Herbert Rhea, '85
Ray U. Tanner, '85

82-10-17 Bylaws - Dr. Armstrong stated that previously the updated bylaws had been mailed to all the Trustees for their suggested changes, and that many changes had been recommended, and additional modifications were being recommended by the Committee. He presented and discussed all of the proposed changes.

A motion was duly made, seconded and passed that the bylaws be adopted as previously circulated to the members of the Board of Trustees and as further modified in the presentation today. (A copy of the updated bylaws is attached as Exhibit C., pp. 27-41)

Dr. Armstrong also mentioned that the bylaws were being further modified so that whenever the words "he," "him," or "his" were used, the words were being changed so that the words would refer to all genders.

The Chairman recognized Dr. Lacy, who raised the question as to whether certain language in Section 4 of Article VIII was consistent with certain language in Section 1, Article VII and Section 1, Article VIII. It was suggested that Dr. Lacy prepare and submit to the meeting after the break his suggested changes.

82-10-18 COMMITTEE ON HONORARY DEGREES - Dr. Walter P. Armstrong, Jr., Chairman. Dr. Armstrong announced that it was the usual practice for the President to choose a commencement speaker and be authorized to offer the commencement speaker an honorary degree.

A motion was duly made, seconded and passed that the President be authorized to select a commencement speaker and to offer the commencement speaker an honorary degree.

82-10-19 Synod of Red River - The Chairman recognized Dr. Smith, who discussed in some detail the relationship between the college and the Synod of Red River. He mentioned that the committee appointed by the Synod would meet at Southwestern in November and work on a new covenant between the college and the Synod of Red River. Dr. Smith pointed out that the covenant must be ready no later than the Winter Meeting of this Board so that it may be approved by this Board before being taken to the Synod in March.

82-10-20 COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chairman. Mr. Bailey called on Dr. Henry Strock, who chaired the meeting yesterday, to present the report. (Ex. D., p. 42)

82-10-21 COMMITTEE ON ENROLLMENT - Mr. Henry Goodrich, Chairman. (Ex. E., pp. 43-45) Mr. Goodrich stated that the committee discussed the need for a market research study or market survey to provide data necessary to focus our recruiting effort and that the committee strongly recommends that the college undertake such a study.

82-10-22 COMMITTEE ON DEVELOPMENT - Mr. Charles P. Cobb, Chairman (Ex. F., pp. 46-47) Mr. Cobb called on Mr. Edgar H. Bailey, who will be Chairman of the Trustee Division of the 1982-83 Southwestern Fund. Mr. Bailey pointed out that last year the Trustees were 100% in their participation, and he urged generous and timely giving so that the Trustees could be pacesetters in the campaign.

Charles E. Diehl Society. Mr. Cobb then called upon Mr. Buckman, Chairman of the Charles E. Diehl Society, who reported on the growth of the Society and urged others to join it.

82-10-23 BYLAWS - The Chairman recognized Dr. Armstrong relative to the request that Dr. Lacy had made on clarifying one provision of the bylaws which had been adopted.

A motion was duly made, seconded and passed that the following additional amendment be added at the end of Section 4 of Article VIII:

That the period be deleted, a semicolon be substituted in lieu thereof, and that the following language be added:

however, this right of approval vested in the President shall not mitigate or dilute the rights and privileges granted to the faculty under Section 1 of this Article.

82-10-24 COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Ms. Margaret R. Hyde, Chairman. (Ex. G., pp. 48-71)

A motion was duly made, seconded and passed that the Board approve the promotion of Dr. Wasfy Iskander from Associate Professor to Professor and Professor Tony Garner from Assistant Professor to Associate Professor.

TRACK B Ms. Hyde discussed Track B as an alternative for the Humanities Degree Requirement.

A motion was duly made, seconded and passed that Track B be approved for the Humanities Degree Requirement.

A motion was duly made and seconded, "That in approving the Humanities Track B Requirement, it is understood that this requires of all students selecting Track B that they study one year of Bible in the first year and one year of Bible-related study. (This is in full compliance with the policy adopted by the Board of Trustees of the College, "It is the intention of the Board that the College substantially comply with requiring two years of sound and comprehensive study of the Bible for the granting of a degree." 1982-83 College Catalogue, p. 9)." It was noted that the faculty adopted this identical motion at its October, 1982 meeting.

82-10-25 COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Chairman. (Ex. H., pp. 72-82)

Investment Committee Mr. Rhea called upon Mr. Rudner, a member of the Investment Committee, to make a report. (Ex. H., p. 1, paragraph 2)

Income Over Expenses A motion was duly made, seconded and passed that the allocation of the 1981-82 Income over Expenses of \$652,562.00 be authorized to achieve the various items set forth in the Memorandum dated October 4, 1982 from James H. Daughdrill, Jr. to the Finance Committee regarding Capital Budget (Allocation of 1981-82 Income over Expenses), attached hereto. (Ex.H., pp. 8-11)

College Auditors A motion was duly made, seconded and passed that Ernst and Whinney be reappointed as the College's auditors for the fiscal year 1982-83.

82-10-26 COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. John M. Tully, Chairman. (Ex. J. pp. 83-86) In the absence of Mr. Tully, the report was presented by Mrs. Shannon.

82-10-27 Charitable Giving Presentation The Chairman recognized Mr. Winton C. Smith, Jr., Legal Counsel for Development of the College, who made a presentation to the meeting on charitable giving and the benefits thereof.

82-10-28 Degrees conferred on June 5 and August 31, 1982. (Ex. K., pp. 87-92) (see action of Board 79-4-12)

The Chairman particularly thanked the new members for being present and participating in this meeting.

There being no further business, the meeting was adjourned at 11:25 A.M.

  
S. Shepherd Tate, Secretary

ANNUAL REPORT OF THE PRESIDENT AND ADMINISTRATIVE OFFICERS 1981-82

## PRESIDENT'S ANNUAL REPORT

Ladies and Gentlemen of the Southwestern Board of Trustees, I have the honor to present my Annual Report for the year 1981-82.

The Beginning of a New Era

This has been a year that will be remembered as long as the history of Southwestern is told, for the purpose and mission of Southwestern will be boosted to a new level of quality and excellence through the generous endowment of the Bellingrath-Morse Foundation of Mobile, Alabama. The addition of a large endowment held by that Foundation for the benefit of the college opens opportunities for Southwestern unavailable to other colleges who are not so blessed.

Each week the Chronicle of Higher Education blazons headlines of cutbacks, lawsuits, low faculty morale, financial exigency, lower educational standards to compete for students, cutbacks in government support of education, rampant vocationalism, and college closings. Southwestern is not immune to these national trends, but Southwestern has the rare and great opportunity to avoid being preoccupied with these energy-sapping crises.

The success thus-far of our Development Campaign (\$48 million pledged or received) will enable Southwestern to grow in quality and academic reputation. Our common goals are high, for our collegiality is not dependent upon an easy acceptance of mediocrity or an unwillingness to raise standards. Our vision is for a greater Southwestern--financially stronger, more desirable to out-standing students, and better known as a church-related college of preeminent educational quality.

Improvement does not depreciate the past. It compliments the past by continuing to take advantage of new opportunities. The common feeling at Southwestern is excitement over the opportunity to plan and to continue the search for excellence.

To this end Southwestern's 10-year Master Plan has two parts: a) the Capital Fund Goals and b) the Plan for Excellence.

As we begin the Plan for Excellence, the quality of the Southwestern faculty has never been higher than it is today. It was the vision of Dr. Diehl to attract Rhodes Scholars to the Southwestern faculty. That same vision today is expressed by attracting teachers and scholars with the Ph.D. degree from the best graduate schools of each discipline in the nation and in the world. We simply continue a rich tradition begun by Dr. Diehl -- the pursuit of excellence. Our collegiality is found in this common pursuit.

<u>Year</u>	<u>Ph.D.'s</u>	<u>Total Faculty</u>	<u>% with Ph.D.'s</u>
1925	8	17	47%
1935	19	28	68%
1945	22	37	59%
1955	36	57	63%
1965	51	72	71%
1975	62	83	75%
1982	69	86	80%

During the last months of this year we launched an Admissions Campaign fully as ambitious as Southwestern's Development Campaign launched in 1977. The goal over a five-year period is to increase applications by 68% and to attract to Southwestern a student body of 1,200 students of the highest caliber each year. Our sights are high, our goals are specific, our progress is measurable, and our determination is exceeded only by our gratitude for this rare opportunity.

#### Events of the Year

Dr. Richard A. Musgrave was the ninth annual winner of the Frank E. Seidman Distinguished Award in Political Economy. He accepted the \$10,000 award at a formal banquet at the Hotel Peabody in Memphis in mid-September. Musgrave, adjunct professor at the University of California, Santa Cruz, recently retired as the H. H. Burbank professor of Political Economy at Harvard University.

Mr. Robert Buckman, president and chairman of the board of Buckman Laboratories in Memphis, began his first term of office as a new trustee elected by the Synod of the Mid-South. Miss Margaret Ruffin Hyde and Mr. W. Neely Mallory, former trustees, were re-elected to the Board of Trustees. Miss Hyde is a director of Malone and Hyde and president of the J.R. Hyde Foundation, Inc., and Mr. Mallory is president of Memphis Compress and Storage Co. and V. Alexander and Company.

Named as Life Trustees are three names that will be prominent in Southwestern history because of their great contributions and leadership spanning the troubled decades between the 1950's and 1980's: Robert D. McCallum, who served as Chairman of the Board from 1968 to 1981; L. Palmer Brown, whose good humored and tough-minded leadership helped guide the college's finances to firm footing, and Dr. Paul Tudor Jones, whose leadership of church and college make him "the Benjamin Palmer of the 20th century."

Three major buildings were dedicated during the year.

The administration building adjoining Halliburton Tower became the Cecil M. and Boyce A. Gooch Hall during dedication ceremonies on October 22. The Gooches were Memphians, strong advocates of education and long-time supporters of Southwestern. During their lifetimes they provided scholarships for hundreds of Southwestern students, and upon Mrs. Gooch's death her bequest of close to \$2 million was received by the college.

The naming of the Rhodes Physics Tower expressed Southwestern's abiding gratitude to Peyton N. Rhodes, President Emeritus, for his leadership and his dedication to the college since 1926.

In January Southwestern opened the Harry B. McCoy Theatre, its first comprehensive performing arts facility with an impressive series of productions. For the first time in the college's history, theater productions were offered on a seasonal subscription basis. The McCoy Theatre won one of three certificates of merit awarded by Memphis Heritage, a non-profit historic preservation organization committed to encouraging the reuse of historic property in the city.

Southwestern began 1981-82 with a balanced budget, ended the year in the black, and the income-over-expenses enabled the college to make some needed equipment purchases, repairs, and renovations.

Southwestern is financially stronger today than ever in its history. Our endowment has more than doubled, primarily because of the Bellingrath-Morse trust of \$21,921,395. We presently have a highly liquid financial position and enjoy high yields from a substantial portfolio of short term investments. For the year ended June 30, 1982, the surplus from operations of the current fund unrestricted-unappropriated was \$652,500. Deferred maintenance is at a minimum and the college has only minor debt.

Erma Bombeck, author and nationally syndicated columnist, was Southwestern's 133rd commencement speaker in Fisher Garden on June 5. Along with awarding Mrs. Bombeck an honorary degree, five other non-students who had distinguished themselves in various fields received honorary degrees. Two Nashville ministers, William T. Bryant and J. Harold Jackson, received Doctor of Divinity degrees. Memphis author and historian Shelby Foote was awarded the Doctor of Letters along with Mrs. Bombeck. Memphis businessman and Chairman Emeritus of Southwestern's Board of Trustees, Robert D. McCallum received the Doctor of Humanities degree, and Osceola, Arkansas, civic-leader and farm-owner Harold F. Ohlendorf, '31, received the Doctor of Humane Letters degree.

In delivering the commencement address, Erma Bombeck's humor and warmth to students and their parents made the 133rd Commencement an occasion to remember.

The most important aspect of the year 1981-82, however, is the college's unchanging commitment to being a church related college of academic preeminence. The most important qualities do not change. They are timeless. They are the qualities that have always made Southwestern great--the pursuit of excellence and truth under God.

Respectfully submitted,

James H. Daughdrill, Jr.

1981-82

FACULTY AND ACADEMIC PROGRAM

VICE PRESIDENT AND DEAN OF THE COLLEGE: GERALD A. DUFF

Faculty and Staff

Seven full-time officers of instruction joined the faculty in Term I of 1981: two in mathematics, Gregory Johnson and John Tiller; one in education, Gail McClay; two in English, Ann Marie Wranovix and Patricia Stephens; one in religion, Sharon Welch; and one in economics and business administration, Douglas Southard.

Professor James Morris of the Department of Psychology resigned as of the end of 1981-82 to assume a position elsewhere. A replacement for him, Chris Wetzel, has been employed for the coming year. Professor Mary Ross Burkhart of the Department of English has requested and received early retirement, and her position will be filled for the new year by Visiting Assistant Professor Patricia Stephens. Visiting Assistant Professor Ann Marie Wranovix will return for the year to help discharge the teaching responsibilities of the post of Professor McQuiston who will be teaching on a reduced basis because of health.

Grant Hammond will be joining the Department of International Studies as an Associate Professor in the coming year, and the search for an additional faculty member for the Department of Economics and Business Administration continues.

The Department of Art has secured the services of an art historian, Dr. Tita Hyland, as an Assistant Professor beginning in 1982-83.

Professor Michael McLain of the Department of Religion has received a grant from the Tennessee Humanities Council and will be teaching on a reduced basis in the next year. Procedures are underway to secure a part-time replacement for him during that time. Professor Carl Walters of that department has resigned his position at Southwestern to accept another appointment. We are seeking a person to fill in as a one-year Visiting Assistant Professor for 1982-83 to provide an opportunity for time for a sustained search for a replacement for Professor Walters.

Mr. John Turpin resigned as Registrar at Southwestern as of the end of the fiscal year, and Mr. Glenn Munson will be assuming that position. Assistant Professor Gary Hill resigned his position in the Department of Anthropology and Sociology to take a position elsewhere. Professor Grace Marvin will fill that post this fall.

Professor David Likes visited Russia upon invitation of the USSR's Academy of Sciences and conferred with academic leaders in Moscow, Leningrad and Novosibirsk, a Siberian outpost which houses the major branch of the Soviet Academy.

Dr. Richard Batey, culminating several years of research into the early life of Jesus, presented a paper in Rome to the Society of New Testament Studies, an international body of Biblical scholars. The paper generated so much interest and discussion among Society members that Dr. Batey was invited to continue his research and report back this summer when the Society meets in Belgium. A Mellon Foundation grant from the college funded the summer writing project.

The Southwestern Singers, led by Professor Tony Garner and accompanist Professor David Ramsey, traveled to Western Europe. They performed music by American composers to audiences in Lucern, Montreaux, Lugano, Salzburg, Munich and London. This was the Singers' third trip abroad. In 1976, the Singers made a concert tour of Rumania; in 1979, to Poland and Russia.

This past year five writers were brought to campus for readings, workshops and discussions with students and faculty. The general level of interest and quality of performance was high.

Twenty-three seniors, were tapped for membership in Phi Beta Kappa, the national scholastic society. All of the inductees held cumulative grade point averages of at least 3.64 out of a 4.0 maximum.

A Committee on the use and provenance of third term has worked all year to study that part of our academic calendar and its interrelationship with our entire enterprise. It has forwarded its conclusions to the Curriculum Committee which will consider them and make recommendation to the faculty early in the fall.

An outside honors examiner was used in 1981-82 in a pilot attempt to upgrade the honors program at Southwestern. Professor Vereen Bell of Vanderbilt University read the honors theses of the English department candidates, examined the students orally and made reports to the Department about the experience. The Individualized Studies Committee recommended an expanded use of outside examiners for next year on the basis of the English department's experience.

Several departments continue their study of needed curriculum reform. Several have recently completed such study. Requested expenses for faculty professional travel would have exceeded the budgeted amount, which had been increased 46% this year. Travel expenses were again supplemented by the Dean's Discretionary Fund. The budget for next year includes a 31% increase in this important area.

General faculty public response to the report on merit salary increases was loud and lamenting in 1981-82. A committee of several department chairman has been formed to work with me on reporting our use of our merit system in less provocative fashion. The overall system is functioning well, I believe, and the distribution of increases on the basis of performance is solidly established and having the desired effects.

Radio station WLYX has suspended operations for the summer of 1982 to provide time for assessment of the proper contribution of the unit to Southwestern and to the community.

A unique summer experience was initiated during the year, the Summer Resident Scholars Program. The week's experience attracted 56 rising high school juniors and seniors from two Memphis high schools. They lived in the residence hall, ate in the refectory, and got a first-hand look at the college learning experience. The Summer Residents Scholars Program was co-sponsored by Idlewild Presbyterian Church and supported by the Roberta West Memorial Fund which provided partial scholarships.

The Southwestern Singers, led by Professor Tony Garner and accompanist Professor David Ramsey, traveled to Western Europe. They performed music by American composers to audiences in Lucern, Montreaux, Lugano, Salzburg, Munich and London. This was the Singers' third trip abroad. In 1976, the Singers made a concert tour of Rumania; in 1979, to Poland and Russia.

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Ms. Katherine Woody, who majored in international studies and economics, was one of ten students across the country selected for a Fulbright Scholarship.

#### Academic Program

The faculty voted to require a foreign language competency of all students beginning in the fall of 1982. The science division discussed the general requirements for Southwestern students in that area of study and concluded that the present arrangement remains satisfactory. The humanities division finished such considerations in the past year, and the fine arts and social sciences divisions are in process of addressing the same question: do Southwestern general education requirements satisfy proper academic standards for baccalaureate study in the liberal arts and sciences?

The Department of Communication Arts has changed its department name to that of the "Department of Theatre and Media Arts" and significantly reorganized its major program. The opening of the McCoy Theatre, the establishment of a theatre subscription series, and the scheduling of five major productions in each year point up the reason for the shift in emphasis such a redesignation of the title suggests.

By virtue of a \$200,000 grant from the Pew Foundation, the College has purchased a Vax unit from Digital Equipment Corporation for the computer center. This added capacity should prove a great advantage to the Southwestern academic community and will augment and develop our program in computer science and an enlarged venture into management information systems. Installation and migration will proceed rapidly.

1981-82  
DIVISION OF ENROLLMENT  
DEAN: LOYD C. TEMPLETON

OFFICE OF ADMISSIONS

The 1981-82 recruiting year leading to new student enrollment for the fall of 1982 shows a decline in virtually every area of activity. These include the following:

Freshman applications -

Applications and deposits show a marked decline in Tennessee, our single greatest source of new students. The average yield of deposits to total applications, is up slightly over last year.

Transfer applications -

(Applications down 52%, deposits down 28% to only 15)

Average SAT scores - from 1131 to an estimated 1100

Symposium attendance - (yield of deposited students is up)

Campus visits - (yield is up)

East Coast Program - (visits to campus down by over 50%)

Even though more students were contacted in secondary school travel, the number applying declined. (Yield of deposits is up slightly.)

This is of special concern because most of the colleges with whom Southwestern competes predict steady or increased enrollments.

Five-Year Freshman Enrollment Comparison

<u>Year</u>	<u>Applied</u>	<u>Accepted</u>	<u>Enrolled</u>	<u>Yield</u>	<u>SAT</u>
1978-79	688	599	298	49.7%	1108
1979-80	614	546	281	51.5	1100
1980-81	666	591	286	49.0	1115
1981-82	776	647	284	43.0	1131
1982-83	661	560	243	43.4	1100

There is no conclusive answer as to why this decline. Certain factors affected all colleges: predicted market conditions with fewer students, vocational/professional emphasis, increased competition among quality institutions; depressed economy; and wide-spread negative press on high costs of private colleges and reduced financial aid resources. Other factors affected Southwestern in particular: Inadequately packaged merit scholarship program; inadequate fall travel; two admissions counselors new to the position as of last September; and limited name recognition vis-a-vis prestige competition.

Regardless of all else, the current decline must be reversed and a goal for new student enrollment for fall 1983 has been set at 377. This compared to current deposits of 272 (freshmen and transfers) for fall 1982, an increase of 105 students. The goal for retention of returning students for fall 1983 has been set at 662. Total enrollment goal for fall 1983 is 1,049.

How do we expect to reach our goal? By implementing major new plans and programs, all undergirded by additional financial resources and continued determination on the part of the staff of the Division of Enrollment. Plans include the following:

1. Full implementation of the new scholarship program
2. Use of the new audio-visual introduction to Southwestern
3. Increased production of print and audio/visual promotional materials
4. More time spent in off-campus travel
5. Increased on-campus programs for prospective students and for secondary school counselors.
6. Increased involvement of the President as spokesman in off-campus recruiting efforts
7. Increased involvement of church and alumni resources in recruiting.
8. Services of an admissions consultant

#### OFFICE OF FINANCIAL AID AND GOVERNMENT RELATIONS

I. Student Financial Aid: Seven hundred and fifty-two (71%) Southwestern students have been assisted with approximately \$2,850,000 of financial aid in one form or another during the 1981-82 year. Approximately one-half of this assistance has come from Southwestern funds, including scholarships, grants, work opportunities, and loans. The other half has come to the students from sources other than Southwestern funds.

Not all of this assistance has been used to meet financial need. Some \$260,000 in scholarship funds have been strictly honorary, and an estimated \$350,000 in Guaranteed Student Loans have helped to meet educational costs but not the "financial need" of students receiving them. Of the 433 students who received GSL's, 102 of them received no other assistance ("honorary" included) and had no financial need.

A breakdown of this assistance by number of students and amounts of aid is included in the full report of the Dean of Financial Aid and Government Relations.

Through Financial Aid Workshops led during the year, over 400 people have been contacted at such local high schools as Craigmont, Wooddale, Overton, and out-of-town meetings at Harpeth Hall and M.B.A. in Nashville, and at CBC and on our own campus in Memphis.

A major effort has been this office's involvement in the formulation of the new scholarship and grant program to become effective with the freshman class of 1983.

II. Government Relations: This year has been one of turmoil for student financial aid administrators in general. With the threat of cut-backs in or elimination of federal student aid programs, we have assisted in campaigns to thwart these efforts, with some success.

The Dean has attended a great many meetings to keep abreast of the proposals and join with others in concerted efforts in behalf of continued federal aid. Efforts include: NAICU, NASFAA, CEED/CSS, SASFA, TASFA, and Memphis Area Advisory Council of the Tennessee Higher Education Commission; work with the

American Council on Education, TCPC, and federal and state legislators, personal talks with Governor Lamar Alexander, Congressman Harold Ford, State Senator Leonard Dunavant, and former Commissioner Lewis Donelson; visits to the capitols in Washington and in Nashville to meet with legislative aides; attendance at local financial aid meetings; calls to senators and congressmen serving on key committees; interappearances on television; letters to selected Southwestern students, their parents, and their representatives in Congress; and reports to the faculty and administration of Southwestern.

#### OFFICE OF ALUMNI PROGRAMS AND CHURCH RELATIONS

I. Alumni Relations: Major activities include: Homecoming Weekend, in concert with ten class reunion functions, with more than 750 alumni and friends in attendance; Parents' Weekend reception for alumni parents of current students; a third annual Memphis Alumni Basketball Night; alumni chapter meetings in Dallas, Washington, D.C., Charlotte, Atlanta, New York City, Jackson, Tenn.; increased personal correspondence with individual alumni by producing pre-programmed letters, via memory typewriter; sponsored an alumni tour to England and Scotland, with 12 participants; developed connections with this year's graduating class by sponsoring an informal keg party for seniors; held the eighth annual Summer Barbecue for Memphis-area alumni, with 125 alumni and guests in attendance.

II. Church Relations: The Director represented Southwestern at the annual meetings of the Synods of the Mid-South and Red River; printed and distributed the President's newsletter to ministers in the two synods; visited the central office of the Memphis Presbytery and five Presbyterian Churches in Memphis; promoted the Presbyterian Partnership by sending the brochure, together with a cover letter from the President, to ministers in our supporting synods; tied Southwestern into the Presbyterian "Higher Education Sunday" by handling the printing and distribution of a "Minute for Mission" written by the President; updated our "Today" mailing list to Presbyterian ministers; handled responses to requests for information/promotional material and speeches from Presbyterian churches in our synods.

III. Public Relations: Provided articles and class notes on a regular basis for the "Today;" arranged for six admissions programs, including Knoxville, Little Rock, Chattanooga, Jackson, Tenn., Nashville and Atlanta; supported the admissions effort in market cities by printing and distributing a fall mailer to key alumni and individual churches in those cities; witnessed the installation of major Southwestern promotional signs at Memphis International Airport; supported the media relations and name recognition program by producing 341 hometown news releases.

#### OFFICE OF PUBLICATIONS, AUDIO-VISUALS AND SPECIAL EVENTS

I. Publications: Approximately 60% of the Director's time was spent on the 55 publications produced this year.

The major publications produced by this office were for the Admissions Office -- the Prospectus, the Catalogue, and an updated reprint of the Search mailer.

II. Audio-Visuals: A major project begun this winter is the new "introduction to Southwestern" audio/visual show. This project has involved interviewing and choosing a production firm, ordering equipment working on concept, approving a script, and compiling an extensive collection of color slides for use in the show.

III. Special Events: Most special events which are the responsibility of this office are annual affairs -- the Seidman Award Banquet, all convocations, dinners and/or luncheons for Board of Trustee meetings, the Seidman lectures, the McCoy Visiting Artists Series, the Red and Black Society Dinner, the President's and Faculty's Reception and the Honorand luncheon at Commencement.

Several other special events which merit mention were the reception for prospective Memphis students, for Symposium participants, the Alumni-sponsored Memphis in May exhibit, the English-Speaking Union program in McCoy Theatre, and the Southern Association of College Admissions Counselors. Two major dedications were held this year during Board of Trustee meetings. Gooch Hall was dedicated in October and the new McCoy Theatre in January.

#### OFFICE OF NEWS SERVICES

I. "Southwestern Today": The "Today" entered its second year as a tabloid-styled newspaper and continued its emphasis on feature-length, in-depth stories about the campus, academics, alumni and faculty. In addition to the regular stories carried by the "Today," the July-August 1981 issue carried -- for the first time -- the Development Office's "Annual Report."

The number of alumni who are submitting information for the class notes section of the paper is on the rise. From the August 1981 issue through the June 30, 1982 issue, 849 notes about alumni and approximately 40 photos of them were published.

II. Media Coverage: Releases to local, regional and national media go out regularly from this office. During the fiscal year ending June 30, 1982, a total of 115 different releases were mailed to newspaper, magazines and radio and television stations. Each release had a specific mailing list. Depending on the nature of the story, that mailing list ranges in size from one to 75. The number of different news releases mailed in 1981-82 is 12.7% higher than the previous year.

The total of 115 does not include hometown releases. There were 341 hometown releases mailed. The Alumni Office assists the News Services Office in this area.

III. Media Events: As usual the Seidman Award and Seidman Lecture Series required more media coordination than any other single event. The Seidman Awards publicity earned some good coverage considering the awards banquet is not open to the public. But the annual lecture series swept past other campus events in terms of media interest.

Other major media events include the staging of a press conference to announce the \$50 million development campaign and the new music building. Also the visit of this year's Visiting Artist required special media coordination as did the opening of the new McCoy Theatre.

1981-82  
DIVISION OF STUDENTS  
DEAN: CLARENCE V. SCARBOROUGH

This was the second consecutive year that the college housed more students in residence halls than at any other time in its history. We also provided a well used off-campus housing referral service to ease the demand on campus housing. Requests for campus housing will increase. To meet that demand, plans for the replacement of Stewart, University, and Evergreen Halls were prepared.

The Language House completed its second year of operation. The number of students in the program doubled. The leadership and participation of the foreign language faculty increased. Students studying German, French, and Spanish were given a unique opportunity to sharpen their language skills through the program of activities there. They were also of great service to foreign students on campus.

The most demanding and successful new task assumed by this office was the management of the food service in the Briggs Student Center. Seeing a unique opportunity to make the center the focus of college social life, Terry Regan became the supervisor of that area. The quality of products and service improved radically. The Health Department rating soared. The number of students using the Briggs Student center in the evenings increased rapidly.

The new business venture in the Briggs Student Center provided twenty new jobs for students. It gave seven students the opportunity to gain management experience in a small business. It is the first time that any organization has made a profit there in the second half of the academic year. It is proof that with good supervision students can operate a college auxiliary enterprise. Their flexibility, creativity, energy, and enthusiasm were the ingredients needed to make that service a success.

Fireplaces for the Student Center Lair and Lobby were given by the Thomas W. Briggs Welcome Wagon Foundation. They added a warmth and elegance to the Lair and made the Lobby an excellent lounge area. They became focal points for student activity in the winter months. They also contributed to the increased use of the Briggs Student Center through the year.

The Dean of Students' Office acquired a computer terminal in April, 1982. All housing and attrition information are now maintained in the college computer. Records of the Admissions Office and the Registrar are now accessible to this office. This has already made work more efficient and demands on other offices less frequent.

"Discovery: Southwestern in Perspective" was born. The brainchild of the Student Government Association, Discovery staged a week of forums, games and discussions, all intended to heighten awareness of issues facing the college.

The Counseling Center: After only four years in existence the Center is now serving directly over 50% of the student body. Approximately 350 students were seen on an individual basis. An additional 250 students and staff were served by workshops.

Career Counseling and Placement: Twenty-six graduate and professional schools recruited through the Center and one hundred and two institutions offered interviews for full-time employment through the Center. That is a record of which too few people are aware.

Chaplain's Office: The Chaplain coordinated a larger number of opportunities for worship, Bible study, and religious discussion this year. Working with the Religion Commission of the Student Government Association he provided for transportation to local worship services and led special on-campus worship services during the year. Working with the Evergreen Fellowship he coordinated several programs and a weekend retreat for students. His work in pastoral counseling continued to take an extremely high percentage in time. The Chaplain also serves as a teacher in the "Man" Course.

Infirmary: The infirmary offered good health services for students, participated in a number of outreach programs, and held another successful Health Fair on campus. Students were served there by Doctors Daniel, Weir, and Goodman. A survey of fifteen colleges similar to Southwestern showed that we provide similar health care with fewer personnel than most. Our services combined with those available to us at Methodist Hospital compared most favorably with the other colleges surveyed.

Athletics: The Athletic Department improved this year particularly in its use of personnel. One position was moved from Men's Golf to Women's Volleyball and Track. The Head Football Coach became the Men's Golf Coach. The result was a vast improvement in all three varsity programs. The previous Women's Volleyball Coach began work with the growing Men's Track program. The result there was most favorable. A new part-time Men's and Women's Cross Country Coach proved that progress could be made there and a volunteer Women's Soccer Coach gave that team new enthusiasm. Only Football and Intramurals were disappointing this year.

The athletic program at Southwestern is viewed as a complement to academics, and important part of the total educational experience at the college. This year Southwestern had its first athlete, senior Terry Hampton, to letter in four different varsity sports in one year.

Varsity Sports - Men

	<u>Won</u>	<u>Lost</u>	<u>Tied</u>
Football	3	5	1
Basketball	13	9	
Tennis	5	15	
Baseball	8	29	
Track	Third in Conference		
Golf	Fourth in Conference		
Soccer			
Cross Country	Fifth in Conference		

Varsity Sports - Women

	<u>Won</u>	<u>Lost</u>	<u>Tied</u>
Basketball	4	11	
Tennis	9	2	
Volleyball	15	12	
Track			
Cross Country			

PERSONNEL: Three outstanding individuals will leave this division this year. Terry Regan, Coordinator of Student Activities, has supervised the Briggs Student Center, the Publynx Corporation, and student activities; Dr. Robert Norfleet, Chaplain and Career Counselor; and Dr. John Whirley, College Counselor. We were fortunate to be served by these three.

1981-82

DIVISION OF DEVELOPMENT  
DEAN: DONALD J. LINEBACK

## I. CAPITAL CAMPAIGN

An already record-breaking year for Development became one of Southwestern's most important years ever with the settlement of the Bellingrath legacy. Every area of fund-raising reached new heights, enabling Southwestern to complete a full decade of balanced budgets, something few private colleges throughout the nation can match.

The year began with \$15.7 million in capital gifts and pledges, with a first-phase goal of \$20 million by January 1982. Under the leadership of Frank M. Mitchener, Jr. that goal was reached five years to the day -- January 20 -- after the campaign kick-off.

Thanks in large part to the \$22 million Bellingrath addition to the endowment, the campaign total has now grown to nearly \$43 million! In addition to these capital gifts, we have received a cumulative total of \$5 million in annual restricted and unrestricted gifts during the course of the campaign.

Board Chairman Frank Mitchener appointed Mr. Charles P. Cobb as Chairman of the Development Commitment. Assisting him as Vice-Chairman is Whitney Brown.

Under Mr. Cobb and Mr. Brown the volunteer structure for the entire campaign was reorganized to take advantage of the competitive spirit and enthusiasm of our top volunteer solicitors. Six projects were chosen from those outlined in the Five-Year Master Plan, and chairmen and workers are being recruited for each, based on their individual interests. Two projects have made significant progress. Both the Diehl Memorial project, headed by Waddy West '39, and the Music Building project, headed by Margaret Hyde '34, are nearly two-thirds completed.

The largest outright gift was a \$200,000 grant from the Pew Memorial Trust of Philadelphia. It will enable us to triple the capacity of our computer. This grant is especially important as a sign of growing national recognition of Southwestern's quality and academic achievements.

## II. SOUTHWESTERN FUND

For the first time in Southwestern's history, annual gifts this year totaled over \$1,000,000!

Gifts to the Southwestern Fund together with restricted gifts from the church, individuals, and foundations pushed annual giving over the \$1 million mark. A total of \$779,842 was raised in the Southwestern Fund, providing the bulk of the annual gifts to the college. These unrestricted gifts represent a 10.2% increase over last year's receipts.

Over three hundred volunteers included class chairmen, student phonathon workers and Memphis business solicitors, did an excellent job of canvassing prospective donors. Their good work resulted in several divisions showing an increase in participation particularly in the alumni division. Over 35% of our alumni supported Southwestern this year. When compared with the national average of 18.6% for alumni participation, ours is 89% higher!

Southwestern's million-dollar year was made possible by the work of six outstanding volunteer leaders. We are grateful for their efforts on our behalf. They were:

Mr. John Whitsitt	Southwestern Fund Chairman
Mr. Norfleet R. Turner	Trustee Division
Mrs. Katherine Smythe	Alumni Division
Mr. Wilford Caulkins	Parents Division
Mr. Richard Rantzow	Memphis Community
Dr. Robert Amy	Campus Division

#### Highlights of the campaign:

---The Trustee Division had its best year ever. The Trustees had 100% participation and the campaign exceeded its goal by nearly \$7,000. This is an increase of over \$17,000. Trustee Division total: \$186,992.

---A fall Leadership Phonathon kicked off alumni fund raising efforts and raised \$112,000, a 30% increase over last year's fall phonathon. Alumni Division total: \$290,572.

---Regional phonathons in Little Rock and Nashville helped boost parent support in these areas; overall parent participation increased 4.4%. Parents Division total: \$47,175.

---Over 200 Memphis business friends made a gift to the Southwestern Fund, pushing corporate support up 17% over last year. The campaign exceeded its goal of \$148,000 by \$8,900. Memphis Community Division total: \$156,902.

---Gifts from Southwestern's faculty and staff increased 23% over last year's gifts! Campus Division total: \$13,435.

---The National Corporation and Foundation Division received a 33% increase in giving from gift matching companies. Nat'l Corp. and Fdn. Division total: \$65,998.

---For the first time, the spring alumni phonathon was manned entirely by student volunteers. One hundred forty Southwestern students helped call alumni across the country and raised \$34,000.

---The Graduate gifts program secured pledges from 50% of the Class of '82. This was a 17% increase in participation from last year. A total of \$1,077 was pledged for next year's Southwestern Fund.

### III. ESTATE PLANNING

Fiscal year 1981-82 has been outstandingly successful in the planned giving area. In many ways the Economic Recovery Tax Act of 1981 has made it more advantageous for donors to make gifts to the college through Wills, Life Insurance Gifts, Gift Annuities, Charitable Remainder Trusts, and Charitable Lead Trusts. Southwestern's Capital Campaign gifts total \$43 million through June 30, 1982, and 86% of this amount has come from estate planning gifts--a total of \$37 million.

A breakdown of planned gifts this year from July 1, 1981 through June 30, 1982 is as follows:

Matured Bequests	\$22,763,768
Revocable Planned Bequests	1,725,219
Irrevocable Planned Gifts	1,031,000
Insurance Policies	<u>325,000</u>
Total	\$25,844,987

This represents an increase of approximately \$471,000 over 1980-81, not counting the increase due to the Bellingrath-Morse endowment.

Planned gifts often enable donors to do more for their family and other heirs as well as provide for Southwestern, and thus many hours of individual counseling are given to those interested in a taxwise giving program tailored to their individual needs to enable new and former donors to contribute to Southwestern through planned gifts.

Additional efforts in the planned giving area this year included Newsletters which were sent out in November 1981 and May 1982 to friends and alumni of the college offering special advice in view of the changes brought about by the new tax laws. Winton Smith also made presentations about the effect of the new tax law on planned gifts to Southwestern's Board of Trustees and Development Committees which elicited such interest and requests for further information. In addition, planned giving assistance was offered to several churches wishing to establish planned giving programs.

1981-82  
ADMINISTRATIVE SERVICES DIVISION  
DEAN: THOMAS R. KEPPLER, JR.

Physical Plant Expanded and Improved

The gala opening of the McCoy Theater in January 1982 initiated the first sophisticated facility for the department of Theater and Media Arts. The department's first year productions have demonstrated the building's versatility; while a Memphis Heritage Citation Award has acclaimed its overall design. Mr. Metcalf Crump of Taylor & Crump Architects and Sam Pilcher Construction Company both of Memphis worked with the Administrative Services staff to assure a well designed and landscaped building, parking area and driveway.

Major planning on the proposed music building with the Music department, physical plant staff and Taylor & Crump Architects continued throughout fiscal year 1982. The result is a collegiate gothic plan in harmony with the rest of the campus which will provide excellent facilities for the music department. Construction is expected to begin in the fall of 1982 or early spring of 1983. Martin, Dando, Cole and Robertson of Memphis has been selected to be the general contractor.

During June 1982 the computer room in Palmer Hall was renovated to provide space for the new Digital Equipment VAX 11/750 computer.

To improve the appearance of the Library Lane and North Parkway entrances, new iron gates were installed. The gates were made by Delta Machine Works of Greenwood, Mississippi which is owned by Mr. Horace Kitchell, '53.

Financial Planning Model Developed

In cooperation with the computer center a new 10 year interactive financial planning model was developed. The new model is now used to assist the college decision making process by quickly illustrating the various impacts of potential financial and policy decisions.

Cash Management Program Achieves Acclaim

A highly successful cash management program has been implemented through the cooperation of the Cashier's Office, the Accounting Office, and the Comptroller. The college is now earning interest on cash balances which had previously been idle and has consistently earned interest on all funds at rates several percentage points higher than most other institutions. The National Association of College and University Business Officers (NACUBO) awarded Southwestern an honorable mention in the nationwide Cost Reduction Incentives Awards for the colleges cash management program. Also, Bill Allen, Comptroller, spoke at two NACUBO seminars on the Southwestern cash management program.

Computer Program Redesign Reduces Time

The Accounting Office, managed by JoAnn Haley, has greatly streamlined and improved its operations by redesigning several computer applications. The new check-write system has reduced by over one-half the amount of time it takes to process over 200 checks each week. Monthly reports have been distributed within two weeks after the month end for the last consecutive seven months and this time is expected to decrease even further.

A new system for reporting and controlling the various life income agreements of the college has been developed and donors can now receive timely accounting of their funds.

#### Housekeeper of the Month Award Initiated

Ms. Barbara Cleveland, Director of Housekeeping, began an award program for the monthly outstanding housekeeper based on performance. So far Mr. Jethro Fleming, Mr. Sylvester Irby, Ms. Cleona Hill and Ms. Lucille Cowan have received the award which includes a framed citation, a Southwestern pin or cufflinks, and gift certificate for a meal for two at Gridleys.

#### Budget Book Computerized

Through the efforts of Ms. Maxine Raines, Director of Personnel, and the computer staff, a summary detailing all salary and non-salary expenses was assembled from various computer files. The new process prints the 73 page final Budget Book in about one tenth the time it used to take to accumulate the records, type and print them.

#### New Suspension Policy

A suspension policy and form were approved by the Personnel Policies Committee and administration. The progressive discipline concept is consistent with disciplinary measures being enforced throughout the country. The suspension without pay generally gives an employee the incentive to maintain a good work record knowing the next step is termination.

#### Employee Retirement Counseling Meetings Held

The Personnel office conducted two retirement counseling meetings for interested employees. Teachers Insurance and Annuity Association (TIAA) and Variable Annuity and Life Insurance Company (VALIC) representatives made very informative presentations and answered questions for the employees regarding the annuity product they offered. About 30 employees attended each meeting. The TIAA representative brought everyone up to date on the changes being made with TIAA including the new no-load provision and the possibility of regional offices. The VALIC representative gave a history on VALIC and thoroughly explained his annuity and the cashable option on the employee's contribution.

#### Health Insurance Carrier Changed

Faced with a projected 35% rate increase Ms. Raines initiated a change in Southwestern health insurance carrier from the Teachers Insurance Annuity Association to Blue Cross/Blue Shield. The 6 month conversion included obtaining bids, drafting alternate proposals for the Fringe Benefit Committee, submitting the proposal for Board of Trustee approval and numerous meetings with employees to explain the new policy and enroll them. The new Blue Cross/Blue Shield program, as an addition, provided limited dental care and an Individual Practice Association (preventive health care) coverage option as an alternative to the regular major medical program.

Personnel Office and Files Centralized

To increase the efficiency and effectiveness of the personnel operation, the office was moved to 101 Palmer Hall. The new surroundings provide space for storing the personnel records and for interviewing potential employees. Prior to the move the personnel files were located in the Payroll Office and interviews were interrupted.

Bookstore Hits Sales Record

In fiscal year 1982 the Southwestern Bookstore exceeded previous sales records by achieving gross sales of over \$284,000. Although the purchase of required reading materials composed 60% of these sales, the Bookstore continued to increase its offering of excellent gift items and a new line of sundries.

The Bookstore assisted in the recognition of alumni, trustees and retiring faculty and staff by providing a wide selection of fine gifts such as hand-lacquered blazer buttons, a new pine-stained college rocker, the new Southwestern tie and license plates.

Resident student needs were met by an expanded line of sundries including tea, coffee, packaged soups and lite lunches, popcorn, Pepperidge Farm cookies and other snacks.

New Student Mailroom

The Student Mailroom went 'First Class' in 1981 when over 1,000 new key-operated student mailboxes were re-located from the Bookstore to the lower level of the Briggs Student Center. While the student mailroom remains under the management of Bookstore staff, the re-location provided much needed office space for handling customer service requests, special order and other Bookstore business.

Another Successful Summer Conference Year

The Southwestern campus and staff greeted another variety of summer conference guests in 1981. Returning guests from USA Elder Hostel programs, Shikoku Christian College and the Cenacle Retreat league spent hours of study and recreation on our campus along with adults from the Memphis area involved in the Faith at Work Conference and young people in The Marching Auxiliaries Band camp. Over \$22,000 in additional dollars was earned by accommodating these activities.

Continued Success in Energy Conservation

Although Southwestern has reduced consumption of natural gas by 46.7% and electricity by 44.3%, energy conservation continued to be a major priority for the college.

Through the efforts of Roy Twaddle, Director of Maintenance, a computerized energy management system, 50% funded by a Department of Energy Grant, was installed and de-bugged during FY'82. The \$200,000 investment will be paid back in 7 years through cost savings. A second 50% matching Department of Energy Grant was awarded to Southwestern for \$37,000. The main purpose of the new grant are lighting changes and improved fan motors. One very visible project within this program has been the installation of a 400 watt high pressure sodium light to illuminate the south face of the Briggs Student Center. The change reduced consumption by 400 watts; increased the light level and improved the building's night appearance.

The successful program continued to receive publicity through speeches and articles. The Student Energy Bonus was highlighted in the July 1981 issue of the Association of Physical Plant Administrators Newsletter. The June 1982 issue of the Tennessee Energy Authority's Energy News reviewed Southwestern's 12 year energy program. Dean Kepple discussed the program at the Memphis Purchasing Management Association, the National Association of Educational Buyers and the National Executive Housekeepers Association meetings during the year.

#### Staff Training and Activities

Ms. Maxine Raines, Director of Personnel, became a member of the American Society of Personnel Administrators and the Memphis Personnel Association.

Mr. Bill Allen, Comptroller, completed the first part of the three phase Certified Financial Analyst exam.

Ms. Carole Williams, Purchasing and Personnel Administrative Assistant, and Ms. Raines attended the Teachers Insurance and Annuity Association retirement benefit workshop.

Six members of the maintenance staff completed a nine session course on repair of heating and air-conditioning control equipment.

Minutes of Meeting  
of Committee on Board  
Directions and Leadership

Report of Committee on Board Directions and Leadership - October 14, 1982

The Committee met at 2:30 P.M. in Room 200, Clough Hall, all members being present.

The Chairman reported that all nominees of the Board for election by the synods had been duly elected.

The proposed amendments to the bylaws were then discussed, and the Committee resolved to recommend to the Board that bylaws be amended in accordance with the proposed amendments previously circulated by the Secretary, as modified and supplemented by attachment A attached hereto.

There followed a discussion of possible nominees to fill vacancies on the Board which would exist after the April meeting.

The meeting adjourned at approximately 4:00 P.M.

Attachment A

Additional Amendments to Bylaws  
(Changes Underlined)

Article III, Section 3 to read: "The Board of Trustees shall consist of members elected by the Board, members elected by the Synods of the Mid-South and Red River of the Presbyterian Church, U.S.," etc.

Article III, Section 4, sentence two to read: "they shall be elected at any regular or special meeting" etc.

Article III, Section 5 to read: "there shall be eighteen (18) trustees elected by Synods of the Presbyterian Church, U.S., only upon nomination by the Southwestern Board of Trustees" etc.

Article III, Section 14, first sentence to read: "Whenever the Board shall declare a vacancy on the Board to exist, it shall be filled by the body which originally elected the Trustee in the manner provided in Sections 4, 5, 6 or 7 above as is appropriate."

Article V, Section 5, first sentence to read: Written notice of every annual, regular and special meeting of the Board shall be sent by the Secretary to members not less than ten (10) days before such meeting, but such notice may be waived by any trustee either before, at or after the meeting."

Article V, Section 7, third sentence to read: "Invitations may be extended by the Chairman of the Board after consultation with the President of the College or by vote of the majority of the members of the Executive Committee after consultation with the President."

Article V, Section 8, to read: "The Board may hold an executive session in the course of any annual, regular or special meeting in which only voting members shall participate."

Article VI, Section 2, first sentence to read in part: "and it shall not have the power to elect or remove officers and members of the Board or of any Committee thereof, elect or remove the President of the College, or amend the charter or bylaws of the corporation."

Article VI, Section 3, final sentence of paragraph 1 to read: "Membership on Committees shall not be limited to members of the Board, but non-board members may serve as voting members of committees (except the Committee on Board Directions and Leadership) only with the approval of the Board."

Article VI, Section 5 to read in part: "to review faculty policies and appointments and to make recommendations to the Board;"

Article VII, Section 1, second sentence to read: "In matters of academic administration, the line of authority, responsibility and accountability goes from the Trustees to the President, from the President to the Vice-President and Dean of the College, and from the Vice-President and Dean of the College to the faculty."

In addition, whenever in the bylaws the term "him" or "his" is used, an appropriate term not indicating gender shall be substituted.

SECTION: 3 PAGE: 2 of 16ARTICLE IAUTHORITY AND GENERAL PROVISIONS

Section 1. Act of Incorporation and Name. The corporation is duly chartered as a corporation not for profit pursuant to the laws of the State of Tennessee under the name "Southwestern At Memphis."

Section 2. Relationship to Church. Pursuant to the "Plan of Union" of 1873, as subsequently modified and finally formulated in 1973, the corporation is recognized to be an official institution of the Synod of the Mid-South (Tennessee, Mississippi, Alabama, Kentucky) and The Synod of Red River (Louisiana, Texas, Oklahoma and Arkansas) of the Presbyterian Church, U.S., as therein provided.

Section 3. Purpose and Power. The corporation shall have the power to establish, maintain, operate and conduct a college for the purpose of the education of students in the liberal arts and sciences; to determine the requirements for the admission of students to said institution; to prescribe courses and the requirements of graduation. It shall have the power to confer degrees upon its graduates, and such honorary degrees upon others as the governing board of such institution may determine. It shall have full power and authority to employ all necessary teachers and employees as may be necessary for the proper conduct of the institution, and to do any and all things necessary or proper in carrying out the purposes of the establishment of such institution.

Section 4. Ownership and Control. The corporation owns and controls the land, buildings, and all other assets held in its name.

Section 5. Seal and Colors. The seal of the corporation shall be circular in form with two enclosing circles, displaying upon the enclosed field a black shield, having on it a cardinal St. Andrew's cross; at the intersection in the center of the shield there shall be shown the Bible. The shield shall be divided into four parts: the upper section a right arm bent at an acute angle, the hand grasping the handle of a mallet; the left section an owl; the right section the Hebrew symbol of the bush that was burned but not consumed; the bottom section a lotus flower. Under the shield there shall be sprigs of oak and laurel intertwined. Surrounding the shield on the left, the top, and the right sides shall be the words truth, loyalty and service. Between the two concentric circles shall be a dark blue field and the following lettering in gold, "The Seal of Southwestern At Memphis, 1848." The date indicates the year when the institution had its beginnings as Montgomery Masonic College in Clarksville, Tennessee.

The official colors of the corporation shall be cardinal and black.

Section 6. Principal Office and Fiscal Year. The corporation's principal office shall be Memphis, Shelby County, Tennessee and its fiscal year shall close on the thirtieth (30) of June.

SECTION: 3 PAGE: 3 of 16

Section 7. Records. The corporation shall keep correct and complete records and books of account and shall keep minutes of the proceedings of the Board of Trustees. These records shall be maintained at the Office of the Corporation and shall be open for inspection by members of the Board for any proper purpose at any reasonable time.

ARTICLE II

GOVERNANCE

Section 1. The Board of Trustees. The governing body of the corporation shall be a Board of Trustees in which the corporate powers are vested pursuant to its charter. This responsibility cannot be delegated or abrogated.

ARTICLE III

THE BOARD OF TRUSTEES

Section 1. Powers and Duties. The Board of Trustees shall have and exercise the corporate powers prescribed by law. The essential function of the Board shall be policy making and responsibility for sound management. It shall formulate and determine the general, educational and financial policies as shall be deemed necessary for the administration and development of the college in accordance with its stated purposes. The Board shall, but without limitation:

1. Determine and review the aims and purposes of the educational program of the college.
2. Authorize the establishment and discontinuance of programs and departments.
3. Elect a President, who shall be the chief administrative officer of the college, and remove the President from office with or without cause; and to appoint such other persons as the President recommends as officers of the college, and remove them with or without cause.
4. Evaluate periodically the effective implementation of duties of all college officers, taking appropriate action.
5. Approve appointment, promotion and dismissal of faculty members upon recommendation of the President.
6. Set terms and conditions of employment, salary policies and schedules for faculty members, administrative officers and staff and all other employees of the college.
7. Authorize the awarding of all earned and honorary degrees upon the recommendation of the President and faculty.
8. Determine or approve policies that relate to the instruction, extra-curricular activities, campus and residential life of students.

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9. Oversee the fiscal affairs of the college, including approval of budgets, supervision of investments and fixing of tuition and fees.

10. Authorize the acquisition and disposition of all property and physical facilities, including the construction of new buildings. Where circumstances warrant, this power may be delegated by the full Board to a Board Committee.

11. Approve plans for and obtain necessary funds from all possible sources for academic and physical development and maintenance purposes.

Section 2. Periodic Review of the College. To assure that every aspect of the management and operations of the college is being performed with due effectiveness and within the general policies laid down by the Board, there shall be conducted a periodic audit and review of the state of the college, emphasizing progress toward major goals and objectives. At least once every five years there shall be an evaluation of: (1) the general management of the institution with special reference to the office of the President and the chief administrative offices; (2) the educational program, including faculty and student affairs; (3) the business affairs and physical plant and grounds management; (4) the programs for public relations, resource development and financing; and (5) the Board operation and trustee effectiveness. The review and evaluation shall be conducted or authorized by the Board as it deems appropriate and reported to the full Board. Trustees and Board committees shall be involved as appointed or directed by the Chairman of the Board following consultation with the President.

Section 3. Membership. The Board of Trustees shall consist of members elected by the Board, members elected by the Synods of the Mid-South and Red River of the Presbyterian Church, U.S., members elected by the faculty of the college, members elected by the student body of the college, life members, honorary members, and members ex officio as follows.

Section 4. Number and Terms of Members Elected by the Board. There shall be eighteen (18) trustees elected by the Board of Trustees, including an adequate number of alumni of the college. They shall be elected at any regular or special meeting by a majority vote of the Board from among those persons nominated by the Committee on Board Directions and Leadership, and shall assume office beginning with the fall meeting of the Board, and serve for a term of three (3) years or until their successors are elected and qualified. They may not be elected for more than three (3) consecutive three-year terms. At least twelve (12) months must have elapsed before any Board-elected trustee having served three consecutive three-year terms may be elected for another such term.

Section 5. Number and Terms of Members Elected by Synods. There shall be eighteen (18) trustees elected by Synods of the Presbyterian Church, U.S., only upon nomination by the Southwestern Board of Trustees as follows: twelve (12) from the Synod of the Mid-South and six (6) from the Synod of Red River. The Synod of the Mid-South shall elect four (4) members each year for a term of three (3) years, and the Synod of Red River shall elect two (2) members each year for a term of three (3) years. Such members shall assume office beginning with the fall meeting of the Board. They may not be elected for more than three (3) consecutive three-year terms. At least twelve (12) months must have elapsed before any Synod elected trustee having served three consecutive three-year terms may be elected for another such term.

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Section 6. Number and Terms of Members Elected by the Faculty. Three (3) persons who are currently full-time members of the Southwestern faculty shall be members of the Board of Trustees. The manner in which they are to be elected shall be determined by the faculty governing body, subject to the approval of the Board. Faculty trustees shall be elected for a term of three (3) years and shall not be eligible for re-election in the year the term expires. They shall assume office beginning with the fall meeting of the Board.

Section 7. Number and Terms of Members Elected by the Students. Three (3) persons who are students in good standing at Southwestern shall be members of the Board of Trustees. The manner in which their election is carried out shall be determined by the student governing body subject to the approval of the Board. Student trustees shall be elected for a term of one (1) year. They shall assume office beginning with the fall meeting of the Board.

Section 8. Life Trustees. At the discretion of the Board, any trustee, whether or not eligible for re-election, who has attained the age of seventy may be elected a Life Trustee by a majority vote of the Board at a duly constituted meeting. Candidates shall be nominated by the Committee on Board Directions and Leadership. Life Trustees do not have a vote but are urged to attend meetings of the Board and serve on its committees as appointed by the Chairman of the Board. Such Life Trusteeships shall be conferred upon those whom the Board wishes to honor for their distinguished service to the college and shall remain in effect for the lifetime of the trustee so elected.

Section 9. Honorary Trustees. Those individuals who have or who may serve Southwestern, the Church, Memphis and the Mid-South, or the nation with distinction may be elected Honorary Trustees by a majority vote of the Board of Trustees at a duly constituted meeting. Candidates shall be nominated by the Committee on Board Directions and Leadership. Honorary Trustees shall constitute an Advisory Board to the Board of Trustees.

Section 10. Members Ex Officio. The President of the college shall serve as a member of the Board ex officio. No other administrator of the college shall serve as a member of the Board.

Section 11. Voting Privileges. Each member elected to the Board except the President, faculty, students, Life and Honorary members shall have the power to cast one vote on any issue to be determined by the Board.

Section 12. Retirement. Elected members of the Board, other than Life and Honorary Trustees, shall retire at the conclusion of the term during which they reach their seventieth (70) birthday. That term shall end in October immediately prior to the fall meeting of the Board.

Section 13. Removal. The office of any trustee, other than Life or Honorary Trustees, who shall have failed to attend three (3) consecutive regular meetings of the Board without sufficient reason shall thereby automatically become vacant.

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Section 14. Vacancies. Whenever the Board shall declare a vacancy on the Board to exist, it shall be filled by the body which originally elected the trustee in the manner provided in Sections 4, 5, 6 or 7 above as is appropriate. Any trustee elected for the balance of an unexpired term shall in addition thereto be eligible for the maximum number of complete consecutive terms as trustee provided by these bylaws.

Section 15. Representation. Members of the Board shall serve as trustees of the college as a whole and not as representatives of any other body.

ARTICLE IVBOARD OFFICERS

Section 1. Officers of the Board. The officers of the Board shall consist of a Chairman, a Vice Chairman, a Treasurer and a Secretary.

Section 2. Election, Terms and Vacancies of Officers. The above officers shall be elected at the annual meeting by majority vote of the members of the Board, upon nomination of the Committee on Board Directions and Leadership from among voting members of the Board. They shall serve for a term of one year or until their successors shall have been elected and qualified. Officers may be eligible for re-election, however, no trustee shall serve in the same office for more than six (6) consecutive terms. Any vacancy among the officers may be filled at any duly constituted meeting of the Board upon nomination of the Committee on Board Directions and Leadership.

Section 3. Chairman and Vice Chairman. The Chairman shall preside at all meetings of the Board and shall perform the duties customary to that office. The Chairman shall be Chairman of the Executive Committee and a member ex officio of all committees of the Board. In the absence of the Chairman, the Vice Chairman shall preside at meetings of the Board and Executive Committee and perform all duties incident to the office of Chairman. The Chairman shall appoint all standing and ad hoc committees of the Board after consulting with the President of the college. In the event of a tie vote the Chairman shall cast the deciding vote.

Section 4. Treasurer. The Treasurer of the Board shall be a member of the Finance Committee. The Treasurer of the Board shall have authority to sign any official documents duly prepared and requiring signature of the Treasurer of the Board. The Treasurer of the Board shall be responsible to the Finance Committee in seeing that the policies and procedures established through this Committee are accomplished. The Treasurer shall report to the Board at such times as it may direct and shall provide a written account of the financial condition of the college at the annual meeting. The Treasurer of the Board shall not administer the business and financial office of the college.

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Section 5. Secretary. The Secretary of the Board shall record all votes, shall keep a record of all meetings and shall give due notice of all meetings of the Board and Executive Committee. The Secretary shall communicate actions of the Board and Executive Committee to all proper persons and organizations. The Secretary shall ensure that these bylaws are adhered to in all matters. The Secretary's records shall be kept in the office of the corporation. The President shall provide a stenographer-typist to the Secretary for all meetings of the Board and Executive Committee, and for all activities necessary in connection therewith.

ARTICLE VBOARD MEETINGS

Section 1. Annual Meeting. The annual meeting of the Board of Trustees shall be held in the spring on a date and time fixed by the Board upon recommendation by the Committee on Board Directions and Leadership.

Section 2. Regular Meetings. In addition to the annual meeting, there shall not be fewer than two (2) other regular meetings of the Board at such dates and times as fixed by the Board upon recommendation of the Committee on Board Directions and Leadership.

Section 3. Special Meetings. Special meetings of the Board may be called by the Chairman of the Board, by any five (5) voting members of the Board, or by the President and any four (4) voting members of the Board. The Secretary shall issue the call for the meeting.

Section 4. Location. All annual, regular and special meetings of the Board shall be held at the college unless another place shall be designated by the Board at its preceding meeting.

Section 5. Notice. Written notice of every annual, regular and special meeting of the Board shall be sent by the Secretary to members not less than ten (10) days before such meeting, but such notice may be waived by any trustee either before, at, or after the meeting. Notice shall state the date, place and time of said meeting. The agenda, data or material to be discussed shall be sent in advance whenever possible.

Section 6. Order and Nature of Business. The agenda and order of business during Board meetings shall be determined by the Chairman in consultation with the President. Board meetings shall address themselves to important matters of policy and planning and priority issues and problems, giving minimal attention and time to administrative matters. At least once a year the Board shall consider the long-range plans and future of the college.

Section 7. Attendance by Non-Trustees. Persons not Board members but concerned with matters appearing on the agenda of annual, regular and special meetings and persons possessing expert knowledge required for Board deliberations may be invited to participate in such deliberations of the Board as may be appropriate. Such persons may include certain administrative staff, faculty and students. Invitations may be extended by the Chairman of the Board after consultation with the President of the College or by vote of the majority of the members of the Executive Committee after consultation with the President.

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Section 8. Executive Session. The Board may hold an executive session in the course of any annual, regular or special meeting in which only voting members shall participate.

Section 9. Expenses. The Board shall make provision for the reimbursement of expenses incurred by its members in attending meetings and conducting official Board business.

Section 10. Written Consent of Trustees Without a Meeting. Whenever the Board of Trustees is required or permitted to take action by vote, such action may be taken without a meeting on written consent of the Trustees entitled to vote, which consent shall set forth the action so taken and shall be signed by all of the Trustees entitled to vote thereon; provided that written notice of the proposed action shall be given also to all Trustees not entitled to vote.

ARTICLE VIBOARD COMMITTEES

Section 1. Committees of the Board. There shall be an Executive Committee, standing committees and ad hoc committees of the Board. Standing Committees shall include: Committee on Board Directions and Leadership, Committee on Faculty and Educational Program, Committee on Honorary Degrees, Committee on Students and Campus Life, Committee on Finance, Committee on Buildings and Grounds, Committee on Development, Committee on Enrollment, and Committee on Audit. Other standing committees may be established by the Board from time to time as required to oversee permanent functions of a major character. Ad hoc committees may be appointed by the Chairman of the Board with the approval of a majority of the members of the Board at any meeting when such appointment is voted upon. The term of ad hoc committees shall be for one (1) year unless otherwise fixed by the Board.

Section 2. Executive Committee. The Executive Committee shall exercise all powers of the Board at such times as the Board is not in session, except that it shall not have the power to alter or revoke any previous order, resolution or vote of a meeting of the Board unless specifically granted such power by the Board, and it shall not have the power to elect or remove officers and members of the Board or of any committee thereof, elect or remove the President of the College, or amend the charter or bylaws of the corporation. The Executive Committee shall report all its interim actions in writing at the next regular meeting of the Board for approval. Whenever possible, reports from the Executive Committee should be sent in writing at least ten (10) days prior to Board meetings.

The members of the Executive Committee shall consist of all officers of the Board, the chairmen of all standing committees, and not more than three (3) trustees-at-large appointed by the Chairman.

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The President of the College shall serve on the Executive Committee, without vote.

Regular meetings of the Executive Committee shall be held at the call of the Chairman of the Board at such time and place as the Chairman may designate. Special meetings shall be called by the Chairman of the Board upon written request of any two (2) members of the Committee. For both regular and special meetings of the Committee, the Secretary shall, at least seven (7) days before such meeting, send to each member of the Committee a notice of date, place and time of said meeting. The agenda, data or material to be discussed shall be sent with notice of the meeting whenever possible.

Conference telephone meetings shall be permissible only in clear emergencies, but any actions taken thereby shall be ratified by a majority of the members of the Executive Committee at the next stated meeting.

Whenever the Executive Committee is required or permitted to take action by vote, such action may be taken without a meeting on written consent of the Executive Committee, which consent shall set forth the action so taken and shall be signed by all of the members of the Executive Committee entitled to vote thereon.

Section 3. Standing Committees. The Chairmen and members of Standing Committees shall be appointed by the Chairman of the Board for terms of one year beginning with the fall Board meeting. Membership on Committees shall not be limited to members of the Board, but non-Board members may serve as voting members of committees only with the approval of the Board, except the Committee on Board Directions and Leadership.

Each committee shall meet at least three (3) times a year, at the call of the chairman and with at least seven (7) days notice. The chairman shall assure that the discussions and actions of his committee are properly recorded and promptly distributed to its members and to members of the Board.

An officer of the college shall be appointed by the President to serve with each committee as staff secretary. Such officers shall serve as non-voting representatives of the President under his supervision and coordination.

The agenda for and nature of business of all standing committee meetings shall emphasize issues, problems and opportunities of a policy-making nature and focus on major programs, functions and priorities of the college rather than on administrative detail.

Section 4. Committee on Board Directions and Leadership. The function of this Committee shall be:

to assess and appraise Board organization, operation, membership and attendance to assure maximum effectiveness and to make such recommendations from time to time as, in the Committee's judgment, will accomplish the objectives of the Board;

to recommend to the Board the meeting dates for stated meetings of the Board;

to maintain a trustee candidate list through a constant search to identify individuals best able to serve the college as trustees;

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to make nominations for membership on the Board and for officers of the Board;

to develop and maintain a program of orientation for new trustees;

to design a continuing program of education of trustees concerning issues confronting higher education, problems confronting Southwestern, and related matters;

to oversee personnel policies of the college.

The President shall serve as the administrator and secretary of this Committee.

Section 5. Committee on Faculty and Educational Program. The function of this Committee shall be:

to appraise periodically the regular and special educational programs and activities of the college and to reflect its judgment thereon to the Board of Trustees;

to bring to the Board recommendations of the President and faculty concerning academic plans, programs and policy;

to review policies and appointments and, to make recommendations to the Board;

to foster good communication and constructive relationships between the Board and faculty.

The Vice President and Dean of the College shall serve as the administrator and secretary of this Committee.

Section 6. Committee on Honorary Degrees. The function of this Committee shall be:

to consider and recommend to the Board candidates for honorary degrees to be conferred by the college;

to serve as the agent of the Board for the coordination and review of all nominations for honorary degrees by any person;

to recommend and enforce procedures for selecting candidates and conferring honorary degrees.

The President shall serve as the administrator and secretary of this Committee.

Section 7. Committee on Students and Campus Life. The function of this Committee shall be:

to assess and appraise all aspects of student life and student policies;

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to maintain a continuing relationship with student groups in order to provide a mutual understanding among the students and the Board;

to bring to the Board recommendations concerning any aspects of campus and residential life of students which are brought to it.

The Dean of Students shall serve as administrator and secretary of this Committee.

Section 8. Committee on Finance. The function of this Committee shall be:

to assure that there is an up-to-date financial plan for the college, projected at least five (5) years ahead and based on educational goals, assumptions and requirements;

to review the annual budget for the college, as prepared by the administration, and present the same with its recommendations to the Board, and to consider all requests for approval of expenditures or the incurring of obligations which are not included in the annual budget upon presentation to the Board;

to recommend to the Board such action as it may deem advisable to improve the financial condition of the college, including recommendations as to the college audit and insurance underwriting and the retention of legal counsel and fiscal consultants;

to establish policies and procedures with respect to investment and reinvestment of all funds and to have general oversight of the investments of the college;

to decide on retention or sale of real estate given to the college, provided the real estate is not used by the college and is not part of the campus of the college;

to direct the work of the Committee on Investments, which shall be charged with the management of the investments of the college subject to the control of and reporting to the Committee on Finance, the membership of which shall consist of Board and non-Board members as appointed annually by the Chairman of the Board;

to review and recommend policies and programs for the financing of fringe benefits for faculty, staff and students;

to establish requirements for appropriate fidelity bonding of such officers and employees and in such amount as deemed advisable;

to require and examine periodic reports of the college's financial condition and affairs.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this standing Committee and the Committee on Investments.

Section 9. Committee on Buildings and Grounds. The function of this Committee shall be:

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to study and recommend to the Board a master campus plan continuously updated so as to reflect educational goals and financial needs and projections as coordinated with appropriate Board committees;

to evaluate the condition of physical facilities and grounds, the needs for and use of equipment, and the allocation of space, and to report on and make recommendations at least annually concerning the condition and required maintenance thereof;

to oversee authorized plant construction and physical improvements; and to recommend the retention of campus planners, architects, plant consultants and contractors as required.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this Committee.

Section 10. Committee on Development. The function of this Committee shall be:

to study, promote, and take leadership in policies and plans for achieving the financial support required to realize the educational and physical development objectives of the college;

to review and recommend to the Board policies, programs and leadership for fund raising;

to coordinate and evaluate the major fund-raising and church relations committees in their endeavors to fulfill approved college policies and plans.

The Dean of Development shall serve as administrator and secretary of this Committee.

Section 11. Committee on Enrollment. The function of this Committee shall be:

to study, promote and take leadership in policies and plans for a broad program of public relations and communications with the objectives of achieving understanding and positive action toward the college on the part of its constituencies in a general sense, and to promote the application and enrollment of new students in a specific sense;

to review and recommend to the Board policies, programs and leadership for recruiting students, for alumni and public relations, and for Church relations;

to appraise periodically the admission and financial aid policies and programs of the college and to bring to the Board recommendations concerning any aspect of these policies and programs, coming from the administration, faculty, or students, which it deems appropriate;

to provide a channel of communication between the Board of Trustees and the Faculty Committee on Admissions and Financial Aid;

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to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students.

The Dean of Enrollment shall serve as the administrator and secretary of this Committee.

Section 12. Committee on Audit. The function of this Committee shall be:

to recommend an outside auditor and maintain liaison between the outside auditor and the Finance Committee;

to review financial statements and management letters prepared by the outside auditors and make such recommendations it may think appropriate to the Board;

to consider policy questions related to financial systems and controls deserving Board attention.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this Committee.

ARTICLE VII

ADMINISTRATION

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 Vice-President and Dean of the College, and from the Vice-President and Dean of the College 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. The President shall be an ex officio member of the Board and of all committees of the Board, without vote.

The President shall:

1. Promptly and effectively execute all resolutions, policies, rules and regulations adopted by the Board, and perform all duties prescribed by the Board.

2. Formulate and recommend to the Board policies, programs and plans for the educational, financial and physical development of the college.

3. Make all nominations of administrative officers and faculty members for appointment to the college, and all recommendations for their salaries, promotions or dismissal.

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4. Establish a management organization to carry out effectively the policies of the college; ensure that the college is properly staffed with personnel competent to discharge their responsibilities and to carry out said policies effectively; provide adequate opportunities for the development and advancement of personnel.

5. Prescribe the specific duties and assignments of the principal officers reporting to the President and establish and define the duties of committees to advise and assist the President in the execution of the President's duties.

6. Prepare and present to the Board through the Committee on Finance a proposed budget for the ensuing fiscal year and see that the budget when adopted is enforced.

7. Serve as the chief spokesman for and interpreter of the college to its constituencies and take leadership in obtaining support of the college from all possible sources.

8. Approve and be responsible for all internal handbooks and manuals of policies and procedures.

9. Recommend to the Board statements of purpose, goals and mission of the college.

10. Prepare and submit to the Board an annual report and such special reports as the President may deem desirable and as the Board may require.

Section 2. Other College Officers. Other officers of the college shall be appointed by the Board as recommended by the President. These shall be defined as "cabinet-level" or "management team" administrators, and their duties shall be designated by the President, subject to the approval of the Board. Such officers may be removed upon the recommendation of the President and approval of the Board.

Section 3. Other Administrative Staff. The President may appoint, without Board approval, additional administrative staff with specific duties and powers as may be required by the educational and business needs of the college.

Section 4. Channel to the Board. Any official communication from the faculty, students, employees or officers of the college shall ordinarily be presented in writing to the Board of Trustees through the President.

Section 5. Relationship to Board Officers. No officer or administrator of the college, including the President, shall serve as an officer of the Board nor act as parliamentarian.

SECTION: 3 PAGE: 15 of 16ARTICLE VIIIFACULTY, STUDENTS, EMPLOYEES

Section 1. Faculty. The faculty shall be charged with the responsibility for the organization and implementation of the educational program of the college. Faculty classifications and ranks and responsibilities and duties shall be those as determined by the faculty, recommended by the President after consultation with his officers, and approved by the Board of Trustees through its standing Committee on Faculty and Educational Program. The faculty shall be appointed, promoted or dismissed by the President with the approval of the Board in accordance with policies and procedures set forth for those purposes. The Board shall adopt policies in regard to faculty which shall be made duly known through appropriate means to the faculty and shall not be changed except upon sixty (60) days notice to faculty during which period the faculty shall be afforded an opportunity to express its views through the faculty elected Trustees.

Section 2. Students. The power of admitting, passing or failing, disciplining, and suspending, expelling or dismissing for academic reasons a student of the college is delegated to the faculty. The power of disciplining for non-academic reasons is delegated to the President or his duly authorized representative in accordance with policies and procedures set forth for those purposes.

Section 3. Employees. The power of engaging, retaining or dismissing any employee of the college is delegated to the President or the President's duly authorized representative in accordance with policies and procedures set forth for those purposes.

Section 4. Campus Governance. Faculty, students and employees of the college shall have the right to form councils, senates or committees, jointly and separately, to fulfill the needs of governing their affairs and effectively serving the college. The Board reserves the right of determining after consultation with the President which of such groups shall be officially recognized. The bylaws, constitutions, handbooks, and statements of policies and procedures of all college councils, senates, committees or organizations must be approved by the President of the college who is responsible to the Board; however, this right of approval vested in the President shall not mitigate or dilute the rights and privileges granted to the faculty under Section 1 of this Article.

ARTICLE IXPROCEDURE

Section 1. Quorum. A majority of the voting members of the Board and of its committee shall constitute a quorum for the transaction of business.

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Section 2. Voting. A majority of the voting members present at any meeting (provided there is a quorum) shall carry all motions, resolutions or proposals brought before the Board and its committees for action, except where otherwise provided in these bylaws. Voting by proxy shall not be permitted.

Section 3. Amendments. These bylaws may be amended or repealed at a stated meeting of the Board by a two-thirds (2/3) vote of the total voting members of the Board. Amendments may be jointly proposed by the Board or by any five (5) members thereof acting jointly, where the proposed amendment is submitted in writing to the Secretary. The Secretary shall send a copy of the proposed amendment to each trustee at least sixty (60) days in advance of the meeting at which a vote will be taken.

Section 4. Rules of Procedure. Any procedure not herein prescribed shall be governed by Roberts Rules of Order.

Section 5. Effective Date. These bylaws shall become effective immediately upon adoption.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - October 14, 1982

The Buildings and Grounds Committee met October 14, 1982, at 2:45 p.m. in the Frances Falls Austin Building. Members in attendance were Dr. Henry Strock, Mr. Robert Buckman, Mrs. Anne Wilson, Prof. David Ramsey, Dr. John Olsen, Ms. Susan Logan and Mr. Ted deVillafranca. Ex officio members present were Dean Tom Kepple and Mr. Roy Twaddle. Also present during parts of the meeting were Mr. Met Crump and Mr. Byron Carson, architects of Hassell Hall; Mr. Jim Williamson, architect of the Diehl Memorial; and Mr. Larry Robertson of Martin, Cole, Dando & Robertson, contractor for Hassell Hall.

In the absence of Chairman Edgar Bailey, Dr. Henry Strock opened the meeting and called on Dean Kepple and Hassell Hall architects for a progress report on the construction. Dean Kepple reported that since our last meeting the funding had been approved and that the building is now under construction with a two million dollar construction budget. Mr. Crump showed and explained drawings of the building. The student members asked that the building drawing be displayed in Halliburton Tower, and Mrs. Anne Wilson asked that the trustees be given a small layout of the building. Dean Kepple said that both would be done. The contractor is now looking at slate and stone samples which will match the Student Center materials. The building is now on schedule with a projected completion in August of 1983. Mr. Robertson stated that the contract provides for sharing of savings by Southwestern (75%) and the general, mechanical, plumbing, and masonry contractors (25%).

Dean Kepple gave a report on Campus Appearance Changes. He showed "before and after" photographs of the walks on west side of Williford, the handi-capped ramp that replaced the dangerous steps near Clough, the Tuthill walks, building window frames that had been recaulked and painted, stone walks near Gooch Tower, new gates and some new curbs, and new metal doors that have replaced wooden doors that had presented problems with maintenance and security.

Mr. Jim Williamson, Diehl Memorial architect, presented his latest plans. The auto turn-off originally planned for North Parkway has been eliminated. Discussion about the proposed surfaces, garbage containers, and the need for the gate at North Parkway were held. There was general agreement that the surfaces of the Diehl Court should be first class--probably either limestone or slate rather than totally concrete. Mr. Williamson will present several alternatives for final review by the committee in January. If funding is completed as anticipated, the project could be dedicated at Homecoming 1983.

Mr. Roy Twaddle discussed with the committee Non-recurring Capital Budget Requests. Ms. Logan requested that the committee look into something that could be added to Bellingrath to control the noise level.

Since Dr. Strock had to leave early, Mr. Robert Buckman asked for any further business. There being none, he adjourned the meeting.

REPORT OF COMMITTEE ON ENROLLMENT - October 14, 1982

Mr. Henry Goodrich, Chairman, called the meeting to order. Dean Loyd Templeton presented a report on Opening Fall Enrollment: 1006 Full Time Equivalent Students Fall 1982 as opposed to 1066 Full Time Equivalent Students Fall 1981. There were 282 freshmen students entering Southwestern in 1981 and 243 freshmen in 1982, a dramatic decrease of 39 students. Transfers were down from 54 in 1981 to 29 in 1982. Mr. Templeton told the Committee of the Enrollment Division's goals for 1983 of 377 new students, an increase of 55% from 1982 and 34% from 1981.

Ms. Mary Jo Miller distributed a Profile of the Freshman Class noting that the overall class rank and grade point average showed an increase over previous years and that the ACT Composite remained constant with a 26 and the SAT Composite declined from an 1130 to an 1100.

Ms. Miller presented a chart of Freshman Enrollment by state for 11 years which illuminated the decline--there are 30 fewer freshmen in this class from Nashville than there were in 1981; there are 8 fewer from Memphis and 7 fewer from East Tennessee. Hence, the total decline in freshman enrollment is all from within the State of Tennessee.

Dean Ray Allen discussed the new Scholarship and Financial Aid Program and distributed the brochure on the program. He also distributed a Report on Financial Aid for 1982-83 (attached) noting the decline in the number of students receiving Guaranteed Student Loans, from 349 students last year to 171 this year. The possibility of establishing a Parents Loan Program was discussed and will be investigated further.

Dean Templeton discussed the "Blitzes" held or to be held in 13 cities, generally involving the President and Ms Miller and announcing the new scholarship program. Ms. Miller noted that the recruiting budget for 1982-83 has been increased substantially, thus allowing for additional travel on the part of the college's recruiters, along with increased quantity and quality of publications which prospective students receive, and an increased number of on-campus programs.

Further new recruiting emphases include enhanced alumni involvement in Memphis, Nashville, Little Rock and Atlanta; enhanced involvement of current students in the recruitment efforts; group travel with the Southern Consortium of Private Colleges and an increased number of summer programs.

Following discussion of possible reasons for the current serious decline in size of this year's class, the Committee decided unanimously to suggest that the college investigate and consider the advisability of instituting a Market Survey.

REPORT OF RAY ALLEN TO THE COMMITTEE ON ENROLLMENT - October 14, 1982I. Financial Aid, 1982-83

Sixty-three percent (62.8%) of the students (615) in our current student body of 979 full-time students are receiving financial aid from those resources administered by the College. Since 35 fewer students are receiving aid this year than last year, approximately \$100,000 of financial aid allocated in the Southwestern 1982-83 budget will be unused.

Financial assistance which comes to our students from on-campus programs of the federal government are approximately the same amounts as received last year. The federal contributions are as follows:

Supplementary Educational Opportunity Grant (SEOG)	\$ 81,182
College Work-Study Program (CWSP)	124,764
National Direct Student Loan (NDSL)	41,143

The number receiving Pell Grants has declined by approximately 70 students, and in the amount of approximately \$50,000. On the other hand, the number receiving Tennessee Student Assistance Awards has increased by 42 students, and the amount received has increased by approximately \$25,000.

The greatest reduction in financial assistance has come in the Guaranteed Student Loan Program, in particular in the number of students who previously received Guaranteed Loans from banks but who do not qualify for these loans under the "Needs Test" currently required by the federal government. Although other Guaranteed Student Loans will be made this academic year, currently our students are receiving only 47% of the amount received from outside sources last year. There is a difference of about \$450,000 in loan money available to them. Over 85% of those who received GSL's from Southwestern last year are receiving them again this year.

II. The New Scholarship and Financial Aid Program  
(See new booklet.)

III. The Continued Importance of Loans

As indicated above, the money available under the GSL Program has declined for Southwestern students. The Parent Loan For Undergraduate Students (PLUS) has not filled the gap, even though it is beginning to be used.

For example, National Bank of Commerce of Memphis recently announced its new HELP (Higher Education Loan Program) for parents of students living in Memphis and Shelby County. Up to \$3,000 per academic year may be borrowed at 14% interest, with a one-time insurance premium of one-half of one percent (1/2%). The maximum aggregate loan amount that a parent may borrow on behalf of each dependent undergraduate student is \$15,000. Repayments are monthly and begin sixty (60) days after the loan is disbursed. The total of all payments shall not be less than \$600 per year, and the repayment period may not exceed ten (10) years.

It is hoped that many other banks will begin offering such PLUS programs, and that our students and their parents will use them.

Southwestern continues to be a Lender in the GSL Program, having already made 72 loans for a total of \$161,003 this year. Twenty-eight (28) of those loans are guaranteed by the Federally Insured Student Loan (FISL) Program. In the summer there was some "talk" about FISL being discontinued this fall, but this has not materialized. If, and when, this is done, however, Southwestern will need another guaranteeing agent for its out-of-state borrowers. There are two possibilities which we are promoting or considering, namely:

(1) The Tennessee Student Assistance Corporation may get legislative authority to guarantee such loans. We have encouraged the TSAC Director, Dr. Ken Barber, to move in this direction, and his latest word is that he will bring the matter to the next meeting of the TSAC board.

(2) Southwestern may expand its long-standing agreement with the United Student Aid Fund (USAF) by which a previous \$1,000 deposit would give us a guaranteed capacity of \$50,000 for our account. For each additional \$1,000 deposit we would make with USAF, we would have a reserve ratio of 50 to 1. Under this arrangement, USAF would provide the lenders, as well as the guarantee, for qualified Southwestern students.

This possibility is under advisement of the finance division of the college.

The need for a loan program which may be used by students who do not meet the requirements of the GSL Program, or by parents who do not have access to the PLUS Program, is still felt. Currently, two tuition payment plans (based on monthly payments) are suggested to our students and their parents. One plan is operated by the Richard C. Knight Insurance Agency of Boston, which also administers Parents' Loan Programs for approximately forty other colleges. We are currently in correspondence with Mr. Ken Morris of this Agency about the feasibility of such a Parents' Loan Program for Southwestern. We would have to use our endowment and set the interest rate (the annual percentage of 10.5% is currently charged by Agnes Scott College, for example) and pay an initial charge of \$150 and one dollar (\$1.00) per month per account for the billing and collecting administration of the Knight Agency.

REPORT OF THE COMMITTEE ON DEVELOPMENT - October 14, 1982

- I. Chairman Charles Cobb opened the meeting by presenting appreciation plaques to Mr. Richard Rantzow and Mr. Norfleet Turner for their service as division leaders in last year's Southwestern Fund. Mr. Cobb introduced the new student representatives of the committee, Ms. Becky Davis and Ms. Leslie Drake.
- II. Mr. Cobb reported that the capital campaign total had risen to \$43 million if we count the \$21.9 million endowment from the Bellingrath-Morse Foundation.
- III. Dean Don Lineback reviewed the progress of the Development Campaign since 1977. The original goal of \$20 million was increased by the Board to \$50 million in October 1981 because of the effect of the high inflation rate on the endowment and the anticipated government cutbacks.

Mr. Cobb asked the committee to consider whether the Bellingrath endowment should be counted in the campaign. The committee felt the Bellingrath endowment gave Southwestern a unique opportunity to meet the need of our students for merit scholarships and obtain national recognition for Southwestern rather than to satisfy the list of capital needs outlined in the Master Plan.

The committee agreed that the part of Bellingrath endowment used to establish the merit scholarship program--\$15 million--should not be counted in the goal of \$50 million. The committee will defer its recommendation on how to count the remaining \$6.9 million until a later date.

- IV. The committee voted to make the following recommendation to the Finance Committee concerning endowed scholarships:

Southwestern has established a record number of new endowed scholarships in recent years. At the end of fiscal year 1981 the total number of endowed scholarships was 132; last year we added 12 new scholarships.

We believe we can further encourage new endowed scholarships if:

At the time a scholarship is established, the donor will be given the choice--

- 1) to have the full income (the percent income earned by the Southwestern endowment for the previous year times the assets of the scholarship fund) used each year to support the recipient
- or
- 2) to have 5% of the scholarship fund's assets used each year to support the student, with any excess earnings (based on the Southwestern endowment earnings above 5%) being added to the scholarship fund's assets.

Option 1 would provide more income but no growth; Option 2 would provide less income, but would protect the principal and allow it to grow in perpetuity.

A donor who intends to add to his scholarship fund might choose Option 1, but the donor who makes a one-time gift might prefer Option 2.

- V. In deferred giving, Mr. Winton Smith reported that 86% of total in the capital campaign has come from planned gifts. Mr. Smith made a presentation on several types of planned gifts that will save current income taxes. The committee requested that he present several of the gift plans to the Board.
- VI. Ms. Mary Mooney reviewed the final report for the 1981-82 Southwestern Fund. The Southwestern Fund exceeded its goal, and the total of restricted and unrestricted gifts last year exceeded \$1 million. Ms. Mooney announced the leadership of the 1982-83 annual campaign. Ms. Melinda Hurst reported on new features of the Southwestern Fund in this year's campus campaign and regional telephone campaigns.
- VIII. The Charles E. Diehl Society has a new top giving level of \$15,000 which was suggested by Mr. Robert Buckman, president of the Society. Mr. Buckman will present the new structure of the Diehl Society to the Board.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - October 14, 1982

Members present: Trustees--Mr. Crabtree, Mr. Blount, Miss Hyde  
Faculty--Professors Ekstrom, Barnhardt  
Students--Miss Mount, Mr. Sanders  
Administration--Deans Duff and Llewellyn

Miss Hyde, chairperson, began the meeting at 2:45 p.m. Committee members were introduced.

Dean Duff was called on to report on the following items:

(1) New faculty and staff: New members of the faculty have been appointed in International Studies, Art History, Sociology, and Psychology. Interim appointments have been made in Religion, English, and Mathematics. A brief discussion of the part-time faculty positions followed.

(2) Promotions: Recommendations were received from President Daughdrill for promotions: Dr. Wasfy Iskander from Associate Professor to Professor, Professor Tony Garner from Assistant Professor to Associate Professor.

The Committee voted to approve these promotions and requested approvals from the Board.

(3) Faculty profile for 1982-83: Dean Duff and Dean Llewellyn discussed the October 1982 REPORT ON THE FACULTY. Copies are to be distributed to members of the Board. Special attention was called to the report of tenure percentages.

Tenure reviews have been started for two probationary faculty members.

Recruitment plans were discussed. The College will recruit in at least four areas: English, Mathematics, Religion, Business Administration. A person to be chairperson of the English department will be recruited. A brief discussion of this followed.

(4) Academic summary report, 1981-82: Dean Duff presented the 81-82 report and discussed the reasons for it. Copies are to be distributed to the members of the Board. Special attention was called to the current discussion of the College calendar. Many facets of college calendar design were reviewed.

(5) "Track b" for the Humanities Degree Requirement: Dean Duff reported that the Faculty has approved Track b as an alternative for the Humanities degree requirement.

The recommendation to adopt Track b was approved by the Committee, and its adoption by the Board was requested.

The meeting was adjourned at 3:50 p.m.

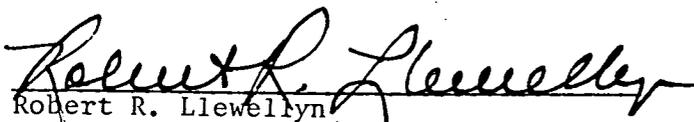
MEMORANDUM

TO: Department Chairpersons  
FM: Robert R. Llewellyn  
RE: Summary Report, Academic Year, 1981-82

The attempt last year at providing a formal college summary report of the academic year seemed to be helpful to some persons. I received no significant feedback from the report and so I have, for the most part, repeated the report format for 1981-82. Of course that means that I may have unintentionally repeated the same errors. Again I acknowledge that certain judgments involving my personal assessments have influenced the reporting of this data. I have tried to indicate where this has occurred. I welcome your constructive criticism and your suggestions for improvements and changes.

There are three items that make up this report: 1) The summary report for the academic year 1981-82 for the departments. 2) A departmental report for each department detailing by term the courses taught and relevant data about those courses. 3) Some special reports and some observations about the academic year summaries. Each department now should have items 1 and 2 for 1980-81 and 1981-82 in basically the same format for comparison purposes. If you do not have the 1980-81 report please ask me for a copy. Keep this information in your departmental files for reference. Ultimately only the departmental members can analyze and note trends that may be influencing your departmental curriculum, and affecting your departmental faculty and your need for faculty.

In general, I do not think that we know enough about what is happening to us as a College in our academic program. The data provided here is not all-inclusive; it is certainly not in and of itself sufficient to draw final conclusions; it may be a start, however, in beginning to see from another perspective how our academic program is carried out. I invite your patient reading and constructive response.

  
Robert R. Llewellyn  
Associate Dean of the College

vt

SUMMARY REPORT/ACADEMIC YEAR 1981-82

10-Jul-82  
Page 1

DEPARTMENT	NUMBER ENROLLED	CREDIT HRS ATTEMPTED	CREDIT HRS GENERATED	STUDENT GRADES PENDING	F.T.E. FACULTY TEACHNG	STUDENTS PER F.T.E.	CREDIT HRS ATTEMPTED PER FTE	DEPARTMENT G.P.A.
AMERICAN STUDIES	3	6	5	1	0.00	0.0	0.0	2.80
ANTHROPOLOGY/SOCIOLOGY	504	1,512	1,434	12	4.43	113.7	341.3	3.07
ART	444	1,239	1,110	7	4.05	109.6	305.9	2.95
ARABIC	56	204	182	3	0.86	65.1	237.2	3.26
BIOLOGY	876	2,374	2,161	23	7.00	125.1	339.1	2.53
CHEMISTRY	658	1,424	1,323	21	4.43	148.5	321.4	2.77
CHEMICAL BIOLOGY	4	4	4	0	0.00	0.0	0.0	4.00
CHINESE	16	48	33	4	0.35	45.7	137.1	3.30
CLASSICS	1	3	3	0	0.00	0.0	0.0	3.30
COMMUNICATION ARTS	335	991	893	14	2.62	127.8	378.2	3.12
ECONOMICS	607	1,822	1,678	16	3.14	193.3	580.2	2.55
BUSINESS ADMINISTRATION	605	1,790	1,736	8	3.57	169.4	501.4	2.89
EDUCATION	177	459	444	3	2.60	88.5	229.5	3.38
ENGLISH	1,036	3,049	2,852	39	10.14	102.1	300.6	3.00
FOREIGN LANGAGES	7	13	13	0	0.00	0.0	0.0	3.13
FRENCH	254	958	923	3	2.29	110.9	417.8	3.10
GEOLOGY	32	64	41	1	0.14	228.5	457.1	1.93
GERMAN	168	509	456	6	1.71	98.2	297.4	3.01
GREEK	31	93	87	1	0.50	62.0	182.0	3.41
HISTORY	394	1,181	995	20	4.29	91.8	275.2	2.71
HUMANITIES	536	1,608	1,557	9	5.86	91.4	274.4	2.88
INTERDEPARTMENTAL	44	132	114	1	0.43	102.3	306.9	2.87
INTERNATIONAL STUDIES	496	1,467	1,186	82	2.29	216.5	640.8	2.35
ITALIAN	1	1	1	0	0.14	7.1	7.1	3.70
LATIN	44	132	105	4	0.50	88.0	264.0	2.42
MATHEMATICS	786	1,996	1,769	16	5.00	157.2	399.2	2.80
MUSIC	533	1,270	1,215	7	6.18	86.2	205.5	3.14
ENSEMBLES	115	115	115	0	0.29	396.5	396.5	3.88
PHILOSOPHY	251	769	670	17	1.86	134.9	413.4	2.90
PHYSICS	445	1,061	830	7	4.24	104.9	250.2	2.41
POLITICAL SCIENCE	403	1,150	1,079	17	3.00	134.3	383.3	3.01
PSYCHOLOGY	589	1,822	1,668	25	4.36	134.8	417.8	2.92
RELIGION	489	1,441	1,299	7	4.43	110.3	325.2	2.91
RUSSIAN	14	54	54	0	0.57	24.5	94.7	3.70
SPANISH	141	451	406	6	2.00	70.5	225.5	2.72
THEATRE AND MEDIA ARTS	8	17	17	0	0.00	0.0	0.0	3.78
COLLEGE TOTALS-AVERAGES	11,102	31,226	28,458	380	92.67	119.8	336.9	2.88

## Report Number 1

FTE faculty by department, as determined at end-of-year  
by teaching loads, part-time teaching, etc.

	[Full-time]	[Part-time]	FTE
American Studies <sup>1</sup>	0.00	0.00	0.00
Anthropology/ Sociology	3.00	1.43	4.43
Art	0.00	4.05	4.05
Arabic	0.00	0.86	0.86
Biology	7.00	0.00	7.00
Chemistry	4.00	0.43	4.43
Chemical Biology <sup>2</sup>	0.00	0.00	0.00
Chinese	0.00	0.35	0.35
Classics <sup>3</sup>	0.00	0.00	0.00
Communication Arts (Theatre and Media Arts)	1.00	1.62	2.62
Economics	3.00	0.14	3.14
Business Administration	2.00	1.57	3.57
Education	2.00	0.00	2.00
English	8.00	2.14	10.14
Foreign Languages <sup>4</sup>	----	----	----
French	2.00	0.29	2.29
Geology	0.00	0.14	0.14
German	1.00	0.71	1.71
Greek	0.00	0.50	0.50
History	3.00	1.29	4.29
Humanities	0.00	5.86	5.86
Interdepartmental	0.00	0.43	0.43
International Studies	2.00	0.29	2.29
Italian	0.00	0.14	0.14
Latin	0.00	0.50	0.50
Mathematics	5.00	0.00	5.00
Music	4.00	2.18	6.18
Ensembles	0.00	0.29	0.29
Philosophy	0.00	1.86	1.86
Physics	4.00	0.24	4.24
Political Science	3.00	0.00	3.00
Psychology	4.00	0.36	4.36
Religion	1.00	3.43	4.43
Russian	0.00	0.57	0.57
Spanish	2.00	0.00	2.00
TOTAL			92.67

<sup>1</sup>Instruction included under History.

<sup>2</sup>Instruction included under Chemistry.

<sup>3</sup>Instruction included under Greek.

<sup>4</sup>See individual languages.

Report Number 1

FULL-TIME, for this report, is defined to be full-time teaching within the academic discipline of the department. PART-TIME, for this report is defined to be any fraction of a full-time teaching load contributing to the program in the department. For example, in the Department of Religion, there was only one person whose teaching load was totally in the academic discipline of the department; all the other members of the department had as part of their load teaching outside the department, hence they contributed only "part-time" to the discipline of the department.

This method of analyzing full-time and part-time involvement is chosen to give a better indication of exactly where instructional time is spent by the faculty. Please see summary comment for additional, and important, observations about our teaching.

Report Number 2

## DEPARTMENTAL MAJORS: CLASS OF 1982

Anthropology/Sociology	6
Anthro/Socio-Psychology	5
Art	6
Biology	19
Chemical Biology	3
Chemistry	8

Economics & Business Administration:

Economics	1
Business Administration	29
Economics & Business Administration	13
Economics-Mathematics	2
Economics-Internatl Studies	1
Business Adm-Internatl Studies	1

Communication Arts	10
English	21

Foreign Languages:

Classics	1
French	1
German	1
Spanish	1

History	14
International Studies	18
Mathematics	0
Mathematics-Computer Science	1
Music	4
Philosophy	3
Physics	5
Political Science	10
Psychology	11
Psychobiology	3
Psychology-Religion	12
Religion	3

Bridge Majors:

French-International Studies	1
Business Administration-Psychology	1
Biology-Psychology	2
American Studies	1
Foreign Language-Internatl Studies	1
Philosophy-Psychology-Religion	1
Economics-Psychology	1
Anthropology/Sociology-Biology	1

Report Number 2

DEPARTMENTAL MAJORS:                    AUGUST CANDIDATES 1982

Art	1
Biology	1
Business Administration	1
Communication Arts	2
English	3
German	1
History	2
International Studies	2
Music	1
Political Science	1
Psychology-Religion	1

To: Departmental Chairpersons

From: Robert *RPL* Lewellyn, Associate Dean

The Registrar's Office has prepared this preliminary accounting of degrees and majors, Class of '83:

Anthro/Socio	7
Anthro/Socio/Psych	6
Art	9
Biology	38
Chemical Biology	3
Chemistry	6
Classics	0
Communication Arts	13
Economics	2
Econ & Business Adm	16
Business Adm	30
Econ-Int S	1
B Adm-Int S	5
Econ-Math	1
English	26
Foreign Languages	3
French	1
German	1
Spanish	0
History	7
Int Studies	18
Math	2
Math/Comp	4
Music	3
Philosophy	3
Physics	4
Pol Science	20
Psychology	12
Psych-Religion	4
Psychobiology	5
Religion	1
Bridge majors:	
Art-Psych	1
Comm Arts-English	2
Relig-Sociology	2
Joint English-I S	1
Joint Spanish-I S	1

There are 255 prospective candidates (203 BA, 52 BS, 0 BM) and 5 double majors.

## Report Number 3

Report of Enrollment by Class-hour\*  
Classes-Students (Average class size)Monday-Wednesday-Friday

	<u>Term I</u>	<u>Term II</u>
A	14 - 315 <sup>23</sup> (23)	16 - 213 (13)
B	32 - 626 (20)	37 - 628 <sup>7</sup> (17)
C	33 - 725 (22)	37 - 677 <sup>8</sup> (18)
D	23 - 603 <sup>9</sup> (26)	22 - 553 <sup>9</sup> (25)
E	26 - 427 <sup>1</sup> (16)	28 - 477 <sup>10</sup> (17)
F	15 - 211 <sup>2</sup> (14)	13 - 204 <sup>11</sup> (16)
G	3 - 42 <sup>3</sup> (14)	5 - 69 (14)

Tuesday-Thursday

M	14 - 177 (13)	18 - 252 (14)
N	39 - 734 <sup>4</sup> (19)	44 - 693 <sup>8</sup> (16)
O	30 - 338 <sup>5</sup> (11)	30 - 385 (13)
P	11 - 157 <sup>6</sup> (14)	15 - 212 <sup>7</sup> (14)

Term III

A (8:20-9:50 A.M.)	23 - 507 <sup>12</sup> (22)
B (10:00-11:30 A.M.)	20 - 492 <sup>13</sup> (25)
C (11:40-1:10 P.M.)	14 - 327 <sup>14</sup> (23)
D (1:20-2:50 P.M.)	26 - 303 <sup>15</sup> (17)
E (3:00-4:30 P.M.)	7 - 64 (9)

Notes:

\*TBA's not included. Laboratory classes have not been included. Studio Art classes and Studio Music classes have not been included.

- Includes 28 in EF; not included in F.
- Includes 57 in FG; not included in G.
- Three language conversation classes and one advanced seminar.
- Includes 14 in CN; not included in C.
- Includes 6 in EO; not included in E.
- Includes 6 in BP; not included in B.
- Includes one class at BP with 5 students.
- Includes one class at CN with 6 students.
- Includes the lecture section of the "Man" course.
- Includes two classes at EF with 26 students in all.
- Includes one class at FG with 6 students.
- Includes one class at ABC with 12 students.
- Includes one class at BDE with 22 students.
- Includes one class at CD with 11 students.
- Includes seven classes at DE with 63 students.

Report Number 4

(Proposal as submitted by Prof. Marshall Jones)

CALENDAR PROPOSAL

1. First term consists of fourteen weeks and two days, plus a reading day and an exam period.

Example: 1982-1983  
 1st class day: Sept. 2  
 Last class day: Dec. 14  
 Reading day: Dec. 15  
 Exams: Dec. 16, 17, 18, 20, 21  
 Break: 2 days at Thanksgiving (For more breaks, start slightly earlier, or end slightly later.)

2. Second term has the same length as first term. Second term begins after Jan. 1st.

Example: 1982-1983  
 1st class day: Jan. 6  
 Last class day: April 22  
 Exams: April 25-29  
 Break: One full week, plus two weekends, Feb. 26 - March 6.

3. Daily Schedule. Each class, except for labs, meets 1 hour (60 minutes). Each regular class has 36 meetings per term.

Weeks 1, 3, 5, etc.

Weeks 2, 4, 6, etc.

	M.	Tu.	W.	Th.	F.
B/b 8:50 - 9:50	B	b	B	b	B
C/c 10:00 - 11:00	C	c	C	c	C
D/d 11:10 - 12:10	D	d	D	d	D
			Lunch		
E/e 1:00 - 2:00	E	e	E	e	E
F/f 2:10 - 3:10	F	f	F	f	F
G/g 3:20 - 4:20	G	g	G	g	G

	M.	Tu.	W.	Th.	F.
	b	B	b	B	b
	c	C	c	C	c
	d	D	d	D	d
			Lunch		
	e	E	e	E	e
	f	F	f	F	f
	g	G	g	G	g

B, C, D, b, c, & d could all prove to be prime times.

Report Number 4

(Proposal as submitted by Dr. Marshall Jones)

4. Observations

- (a) Academic Load -- for students, 5 courses/term;  
-- for faculty, 7 courses/year.

Notice that a student with 5 regular 3-hour courses would have 25 class meetings in each two week period. (This compares to 24 in our present long terms, during which students carry 4 courses.) The number of preparations per week is a more valid measure of academic load than the number of courses carried.

- (b) Lab Scheduling. Basically, each lab would meet every 6th academic day. (Such a schedule might simply necessitate each student's having a mimeographed schedule of his labs.) For example, a lab which first met on full academic day 3 of the term would next meet on day 9, then day 15, then day 21, etc. Contiguous multiple lab sections of a single lab course which, for example, met initially on academic days 2, 3, & 4, respectively, would always meet on contiguous academic days, for example, on days 8, 9, 10, then on days 14, 15, 16, etc. However, the meetings would not necessarily occur on contiguous calendar days.

If the lab scheduling above proves to be a stumbling block, I am prepared to offer an alternate afternoon schedule, which would circumvent that difficulty.

Some observations on the reports submitted above:

1. To the extent possible the Summary Report for the 1981-82 academic year is constructed to match the Summary Report for the 1980-81 academic year. This makes comparison possible. Over a period of time trends may be discovered.

2. Five areas were determined to have 0.0 F.T.E. faculty. They are:

American Studies	3 students	6 credit hours
Chemical Biology	4 students	4 credit hours
Classics	1 student	3 credit hours
Foreign Languages	7 students	13 credit hours
Theatre and Media Arts	8 students	17 credit hours

The credit hours attempted in each of these areas was so small that it seemed unreasonable to count them as departments. In effect, faculty teaching in these areas is counted as "over and above" the standard teaching load.

3. The determination of F.T.E. faculty teaching is difficult. Allowances have been made for part-time appointments, leaves of absence, sabbaticals, and interdepartmental teaching. It is assumed that a 3-3-1 course-load is the minimum teaching load.

There are many faculty members who contribute significantly more than the seven courses to the academic program. All tutorials, directed inquiries and special 500 courses are typically taught "over and above" the standard teaching load. Forty-one of the full-time faculty (by appointment status) taught "over and above" the standard teaching load in this sense.

Several full-time faculty (by appointment status) are counted as "more than" one instructor: Amy, 1 2/7, Darlington 1 1/7, White 1 2/7, Wood 1 2/7, Anderson 1 2/7, Dinkelacker 1 2/7, Hatfield 1 2/7, Tucker 1 3/7, Southard 1 2/7. The "additional" teaching is "over and above" the standard teaching load; it is teaching that contributes significantly to the "Man" course, to instruction in Geology, English, and the foreign languages, and to interdepartmental courses.

The average number of credit hours attempted per F.T.E. faculty teaching is 336.9. Ten full-time faculty members taught 450 or more credit hours; twenty-seven full-time faculty members taught 249 or fewer credit hours. For 1980-81 the comparable numbers were fifteen and twenty-two.

Data collected, now for two years, clearly suggests a need to attempt the redefinition of a normal faculty teaching load. The current statement, FACULTY HANDBOOK 1972, v. 3-4 notes that fewer than 50 students at a given time is a relatively light load, more than 75 students at a given time is a relatively heavy load. If we assume that "at a given time" refers to a twelve weeks term and that each student is taking a three credit hour course then in an academic year a relatively light load would be 117 students or 351 credit hours attempted, and a relatively heavy load would be 175 students or 525 credit hours attempted. There is, therefore, a significant mismatch between reality and the current guideline.

4. Daily class scheduling for Terms I and II did not change significantly from 1980-81 to 1981-82. Inadequate use of the A and M hours continues. Fourteen departments did not have A hour classes in Term I; fifteen departments did not have M hour classes in Term I. Fourteen departments did not have A hour classes in Term II; 16 departments did not have M hour classes in Term II. Six departments did not have A (8:20 A.M.) classes in Term III.

Laboratory scheduling possibly creates a problem. Only one laboratory was scheduled for Fridays in each of Term I and Term II; 3 laboratories were scheduled on Mondays in Term II. Some classes are not taught in afternoon periods to avoid conflicts with these laboratories, yet the MWF laboratory schedule is not that extensively used. The bulk of the laboratory work is scheduled for TuWTh hours. Perhaps more extensive use of the MWF afternoon schedule is possible both for classes and laboratories.

There appears to be preference for a MWF schedule over a TuTh schedule, the argument being that three classes of an hour each is a more effective use of time for most classes than two classes of an hour and a half each. A reasonable and serious proposal to alter our daily class schedule has been received by the Administrative Policy Committee and the Curriculum Committee and is attached for your consideration.

The experiment with a new Term III daily class schedule seems to have had no major problems. As might have been projected, the C-hour is not ideal and the E-hour is unrealistic given current attitudes towards Term III. The starting of classes at 8:20 A.M., though possibly advantageous in Term I and Term II, seems unnecessary in Term III. A move toward a reasonable lunch hour could be created by starting classes at 8:00 A.M. in accordance with the originally proposed Term III daily class schedule:

- A 8:00 - 9:20 A.M.
- B 9:30 - 10:50 A.M.
- C 11:00 A.M. - 12:20 P.M.
- D 1:00 - 2:20 P.M.
- E 2:30 - 3:50 P.M.

In addition two reasonable afternoon class periods might be created.

REPORT ON THE FACULTY, OCTOBER 1982Anthropology/Sociology

*Professor Jack Conrad	T1
Assistant Professor Peter Ekstrom	T
Assistant Professor Grace Marvin	P-1

## Part-time Instructors

John Bates	(2/7)
David Dye	(1/7)
Patricia McLain	(2/7)
Diane Sachs	(5/7)

Art

*Professor Lawrence K. Anthony	T
Assistant Professor Tita M. Hyland	P-12

## Part-time Instructors

Martha Christian	(3/7)
Deborah Emont	(1/7)
Betty Gilow	(5/7)
Murray Riss	(2/7)
Reba Russell	(1/7)
Cheryl Cape West	(2/7)
William Womack	(2/7)

Biology

Professor Robert L. Amy	T
Professor Julian T. Darlington	T
*Associate Professor Bobby Jones	T
Assistant Professor Terry Hill	P-5
Assistant Professor David Kesler	P-3
Assistant Professor John Olsen	P 6
Assistant Professor James M. Olcese	P-3

Chemistry

Professor Richard D. Gilliom	T
Professor Helmuth M. Gilow	T
*Professor Harold Lyons	T3
Professor Robert T. Mortimer	T
Associate Professor David Y. Jeter	T

(Assistant Professor for Research, Harlie A. Parish)	(N)
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Economics

Professor Wasfy B. Iskander  
Associate Professor Marshall McMahon  
\*Associate Professor Charles C. Orvis

T  
T  
T

Part-time Instructors  
(OPEN POSITION)

(1/7)<sup>4</sup>

Business Administration

Professor Mel G. Grinspan  
Associate Professor Rebecca S. Legge  
Assistant Professor Douglas K. Southard  
Assistant Professor (OPEN POSITION)

D<sup>5</sup>  
T  
P-2  
P-0

Part-time Instructors

Eddie Burklin  
Don Hatzenbuehler  
John Nichols  
Tom McCormick

(1/7)  
(1/7)  
(1/7)  
(1/7)

Education

\*Assistant Professor Gail C. McClay

P-2

English

Professor Yerger H. Clifton  
Professor Robert M. Cooper  
Professor William L. Daniels  
Professor Gerald Duff  
Professor Jack D. Farris  
Professor James E. Roper  
Associate Professor James R. McQuiston  
\*Associate Professor Bernice W. White  
Associate Professor Richard C. Wood  
Visiting Assistant Professor Patricia Smith  
Visiting Assistant Professor Ann Marie Wranovix  
Assistant Professor (OPEN POSITION)

T  
T  
T  
T(3/7)<sup>6</sup>  
T<sup>7</sup>  
T  
T(3/7)<sup>8</sup>  
T  
T  
R  
R  
P-09

Part-time Instructors

Adjunct Assistant Professor  
Elaine Whitaker

(4/7)

Geology

Part-time Instructor  
Carol L. Ekstrom

(4/7)

History

Professor Douglas Hatfield	T
Professor Franklin Wright	T
*Associate Professor James C. Lanier	T <sup>10</sup>
Assistant Professor George Apperson	T <sup>11</sup>
Assistant Professor Altina Waller	P-3

Humanities

Professor Robert G. Patterson	T
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(Staff for the course "Man in the Light of History and Religion": Allen, Brown, Clark, Hatfield, Jobes, Lacy, Llewellyn, Neal, Patterson, Queener, Everts, Whitaker, Wood, Darlington, Jackson, Bruhwiler, Dinkelacker, Tucker)

International Studies

*Professor David Likes	T
Associate Professor John F. Copper	P-6
Associate Professor Grant Hammond	P-1

## Part-time Instructors

Instructor (OPEN POSITION)	(1/7) <sup>12</sup>
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Foreign LanguagesArabic

Associate Professor Darlene R. May	N <sup>13</sup>
Assistant Professor Amy A. Van Voorhis	R

Chinese

## Part-time Instructors

Instructor Yung-Fun Wang	(1/7)
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Classics

Professor William T. Jolly	T
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French

Professor Emmett H. Anderson	T
Associate Professor James M. Vest	T

## Conversational Assistant

Paulette Lewine	(5/14)
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German

\*Associate Professor Johann Bruhwiler T  
Associate Professor Horst Dinkelacker T14

Conversational Assistant  
German exchange student (1/7)  
German language instructor (1/7)

Italian

(Professor Donald W. Tucker) ---

Russian

Part-time Instructors  
Constance Barrett L15  
Robert McLean (3/7)

Spanish

Professor Gordon D. Southard T  
Professor Donald W. Tucker T  
Conversational Assistant  
Margarita Munden (5/14)

Part-time Instructors for Advanced  
Conversation in Foreign Languages  
OPEN POSITIONS (2/7)

Mathematics

\*Professor Marshall Jones T  
Professor Angelo Margaris T  
Professor William Nemitz T16  
Professor Kenneth Williams T  
Assistant Professor Gregory Johnson R  
Assistant Professor John A. Tiller P-2

Music

Professor Charles L. Mosby T  
Associate Professor John W. Wehlan T  
Assistant Professor Diane M. Clark P-5  
Assistant Professor Robert M. Eckert T  
\*Assistant Professor David Ramsey N  
Part-time Instructors  
Andrea Grossman (Piano; 2/7)  
Charlotte McLain (5/7)  
Patricia Wadley (Voice; 2/7)

Philosophy

Professor James W. Jobes	T
*Professor William Larry Lacy	T
Associate Professor Robert R. Llewellyn	T(3/7)17

Physics

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

(Visiting Distinguished Professor of Physics, David Steinhaus)	(N)
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Political Science

Associate Professor Wilmer A. Sweetser	T
*Associate Professor Rodney A. Grunes	P-4
Associate Professor Michael P. Kirby	T

Psychology

Professor E. Llewellyn Queener	T
Professor Herbert W. Smith	T
*Associate Professor F. Thomas Cloar	T
Assistant Professor L. Charles Lemond	(N(3/7)18)
Assistant Professor Marsha D. Walton	P-4(4/7)19
Assistant Professor Christopher Wetzel	P-1

## Part-time Instructors

Professor Allen O. Battle	(3/7)
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Religion

Professor Ray M. Allen	T(4/7)20
*Professor Richard A. Batey	T
Professor Milton P. Brown, Jr.	T21
Professor F. Michael McLain	T22
Professor Fred W. Neal	T23
Visiting Assistant Professor Timothy P. Jackson	R24
Professor of Religion (OPEN POSITION)	P-025

## Part-time Instructors

Janet M. Everts	(4/7)
Rabbi James Wax	(2/7)

Theatre and Media Arts

Associate Professor Betty Ruffin  
\*Assistant Professor Tony Garner

T  
T26

Part-time Instructors  
    Laura Canon  
    Julia Ewing  
    Ray S. Hill  
    Ed Welch

(11/14)27  
(4/7)  
(5/7)28  
(1/7)

SUMMARYProfessors

Full-time, teaching	36
Full-time, special appointments <sup>29</sup>	1
Full-time, administration <sup>30</sup>	2
Full-time, interim appointments <sup>31</sup>	0
Tenured, full-time	38
Male	39
Female	0
Part-time, teaching (F.T.E.) <sup>32</sup>	2(1.1)

Associate Professors

Full-time, teaching	24
Full-time, special appointments	0
Full-time, administration	1
Full-time, interim appointments	0
Tenured, full-time	21
Male	21
Female	4
Part-time, teaching (F.T.E.) <sup>32</sup>	0

Assistant Professors

Full-time, teaching	18
Full-time, special appointments	0
Full-time, administration	0
Full-time, interim appointments	5
Tenured, full-time	4
Male	14
Female	10
Part-time, teaching (F.T.E.) <sup>32</sup>	1(.6)

Instructors

Full-time, teaching	0
Full-time, special appointments	0
Full-time, administration	0
Full-time, interim appointments	0
Tenured, full-time	0
Male	0
Female	0
Part-time, teaching (F.T.E.) <sup>32</sup>	28(9.8)

## TOTALS

Full-time, teaching	78
Full-time, special appointments	1
Full-time, administration	3
Full-time, interim appointments	5
Tenured, full-time	63
Per cent tenured <sup>33,37</sup>	$63/82 = 76.8\%$
Part-time (F.T.E.) <sup>32</sup>	31 (11.5)
Per cent tenured (including part-time f.t.e.)	$63/82 + 11.5 = 63/93.5 = 67.4\%$
Authorized part-time (F.T.E.) <sup>34</sup>	41 (14.2)
Open positions	
English	1
Religion	1
Business Administration	1
Per cent tenured (including part-time f.t.e. and open positions)	$63/82 + 11.5 + 3 = 63/96.5 = 65.3\%$
Probationary faculty	
1st year (P-1)	4
2nd year (P-2)	3
3rd year (P-3)	3
4th year (P-4)	2
5th year (P-5)	2
6th year (P-6)	2
7th year (P-7)	0
TOTAL	<u>16</u>
<hr/>	
TOTAL PERSONS IN ACADEMIC PROGRAM	= 118 <sup>35</sup>
<hr/>	
+Non-tenured, teaching faculty	+ 3
+Non-tenured, interim appointments	+ 5
+Probationary teaching faculty	+16
+Tenured full-time faculty	+63
+Open full-time faculty positions	+ 3
-Interim appointments	- 5
TOTAL AUTHORIZED FULL-TIME FACULTY POSITIONS	<u>85</u> <sup>36</sup>
-Full-time faculty positions occupied by administrators	- 3
TOTAL AUTHORIZED FULL-TIME FACULTY POSITIONS ENGAGED IN FULL-TIME TEACHING	<u>82</u> <sup>37</sup>

FOOTNOTES

1. T: tenured  
P: probationary (with year shown)  
N: not a tenured position  
R: replacement appointment  
\*: chairperson for department  
(/): ratio shows full-time equivalent for part-time teaching staff
2. Also Curator of the Clough-Hanson Collection.
3. On sabbatical Term III, 1982-83.
4. Part-time position in economics.
5. Distinguished Service Professor of Business Administration; Coordinator of the Seidman Townhall Lectureships and the Seidman Award in Political Economy.
6. Vice-President and Dean of the College; 3/7 teaching assignment.
7. On sabbatical Term I, 1982-83.
8. 3/7 part-time teaching load.
9. Currently filled with a replacement person.
10. On sabbatical Term I, 1982-83.
11. On sabbatical Term I and Term III, 1982-83; teaching responsibilities includes courses in the Department of Art.
12. Part-time position in political development.
13. Five-year appointment; two years remaining; on leave of absence, 1982-83.
14. Also Director of the Language Laboratory.
15. Leave of absence for 1982-83.
16. On sabbatical Term I and Term III, 1982-83.
17. Associate Dean of the College; 3/7 teaching assignment.
18. Director of the Computer Center; 3/7 teaching assignment.
19. On temporary reduced teaching assignment for 1982-83.
20. Director of Financial Aid; 4/7 teaching assignment in the "Man" course.
21. On sabbatical Term II and Term III, 1982-83.

22. On leave of absence 1982-83.
23. Also Chairman of the Staff for "Man in the Light of History and Religion" courses.
24. Also teacher in the Department of Philosophy.
25. Most likely will be a tenure-track appointment at the Professor rank.
26. Also Music Director of the McCoy Theatre; also carries responsibilities for ensemble and choir work in the Department of Music.
27. Also Technical Director of the McCoy Theatre.
28. Also Associate in Continuing Education.
29. Special appointments are non-tenured appointments which include teaching responsibilities and may include administrative responsibilities.
30. Administrative appointments include persons who may have tenure and who also continue to teach in the academic program but whose primary responsibility is in the administration of the College.
31. Interim appointments are non-tenured appointments to the faculty to replace persons on sabbaticals, leaves of absence, or medical leaves.
32. Does not include part-time teaching loads of administrators or of full-time faculty on reduced load because of medical reasons or of "authorized" part-time appointments or special appointments for German conversation classes.
33. Full-time interim appointments are not included in the denominator of this fraction.
34. Includes part-time teaching of four administrators, of four positions for language conversation classes, of one position for International Studies, and of one position for Economics.
35. Does not include Research Assistant Professor Parish or Visiting Distinguished Professor Steinhaus; nor does it include staff persons directly involved in the academic program.

36. The change in this figure from the reports submitted in 1980 and in 1981 from 86 to 85 is due to the fact that Assistant Professor Charles Lemond is no longer counted as an officer of instruction. He was previously reckoned as in full-time administration, non-tenured, with a teaching assignment in the Department of Psychology.
37. Using 82 as the "total authorized full-time faculty positions engaged in full-time teaching", excluding administrators who are tenured officers of instruction, the relevant percentages are:
- 60/82 = 73.2% tenured faculty (excluding three administrators who are tenured officers of instruction); see important note below.
- 16/82 = 19.5% probationary faculty
- 3/82 = 3.65% non-tenured faculty (excluding Assistant Professor Lemond)
- 3/82 = 3.65% open positions
- 
- 100.0%

Note: The 76.8% tenure percentage given in the TOTALS reflects the tenure as officers of instruction of three administrators and does not include the three open positions currently in the faculty.

Report of the Finance Committee - October 14, 1982

The meeting of the Finance Committee convened at 2:40 p.m. in the Hill Board Room of Palmer Hall. Members in attendance were: Mr. S. Herbert Rhea, Chairman, Mr. Bruce E. Campbell, Jr., Mr. William B. Rudner, Mr. Ray U. Tanner, Mrs. R. Sue Legge, Mr. Rodney A. Grunes, Mr. Chip Parrott, Mr. David Howe, Mr. Thomas R. Kepple, Jr., and Mr. William B. Allen, Jr.

Mr. Rudner presented the Investment Committee report. The rate of return for the Southwestern externally managed portfolio for the year ended June 30, 1982 was -5.4%. According to the Becker survey, 67% of all endowment funds outperformed the Southwestern portfolio. For the nine months ended September 30, 1982, the portfolio returned 4.6% while the Dow Industrials returned 7.6% and the S & P 500 returned 2.8%. For the quarter ended September 30, 1982, the Southwestern portfolio returned 11.4% while the Dow Industrials returned 12.2% and the S & P 500 returned 11.6%. Mr. Rudner reported that the Investment Committee was concerned with the portfolio's poor performance and the committee would work to establish specific instructions for the portfolio managers. Mr. Rudner mentioned that the Investment Committee was discussing a large real estate investment, but had no recommendations to make at this time.

Mr. Allen reported on the Current Financial Status (attachment #1). He also explained the changes made by the Executive Committee during the summer to the budget approved by the full Board in April (attachment #2). Mr. Allen then presented the Capital Funds Campaign Report through September 30, 1982 (attachment #3).

Mr. Allen reviewed the 1982 audited financial statements with the committee. Mr. Allen indicated two changes in the way the statements are presented: the life income funds are no longer included in endowment and investments are carried at market value. He noted that the surplus of revenues over expenditures for 1981-82 was \$652,500.

Mr. Rudner reported on the Audit Committee meeting. The Committee had reviewed the audited financial statements with Ernst & Whinney in detail. Also, the auditors had presented their letter of recommendations to which management will respond in the next meeting. The committee voted to reappoint Ernst & Whinney as the college's auditors for 1982-83.

The committee decided to allow Mr. Kepple to arrange the date for a special meeting of the Finance Committee to review budget assumptions. It appears this should be in middle or late November in order not to interfere with the exam schedules of the student or faculty representatives.

Mr. Allen presented the Cash Management Report (attachment #4) for September. The simple annualized yield for September was 13.12%. For the twelve months ended June 30, 1982, the cash management portfolio earned 16.25%.

The committee discussed the Policy for Cash Management Investments and decided to review this policy at each meeting. Furthermore, Mr. Rudner and Mr. Rhea agreed that this policy falls within the jurisdiction of the Finance Committee rather than the Investment Committee. Mr. Allen will prepare a list of specific banks from which bankers' acceptances may be purchased and distribute this list to the members for their approval by return mail. The committee passed a motion to amend the policy

for Cash Management Investments to include loans guaranteed by the U. S. government (attachment #5).

The committee next reviewed the Capital and Non-Recurring Expense Budget Request. Mr. Kepple commented on several of the major expenditure requests and answered questions concerning these allocations. The committee passed a motion to approve the allocations as outlined (attachment #6).

There being no further business the committee adjourned at 4:40 p.m.

Southwestern At Memphis  
 Current Funds Unrestricted - Unappropriated  
 For the Three Months Ending September 30

	1982-83			1981-82		
	<u>Year to Date</u> <u>Actual</u>	<u>Annual</u> <u>Budget</u>	<u>%</u>	<u>Year to Date</u> <u>Actual</u>	<u>Annual</u> <u>Budget</u>	<u>%</u>
<u>Income:</u>						
Tuition and Fees	\$2,968,419	\$5,296,463	56.0	\$1,829,891	\$4,786,000	38.2
Continuing Education	12,823	28,000	45.8	18,774	26,000	72.2
Church Gifts and Grants	12,065	107,000	11.3	24,568	100,000	24.6
Interest and Other	206,756	606,900	34.1	148,748	358,500	41.5
Endowment	244,120	1,525,000	16.0	149,530	725,000	20.6
Annual Support Program	<u>79,518</u>	<u>857,000</u>	9.3	<u>66,687</u>	<u>783,000</u>	8.5
Total Education & General	\$3,523,701	\$8,420,363	41.9	\$2,238,198	\$6,778,500	33.0
Auxiliary Enterprises	1,818,263	2,469,750	73.6	1,183,929	2,113,289	56.0
Student Aid	<u>7,776</u>	<u>124,800</u>	6.2	<u>26,419</u>	<u>121,000</u>	21.8
Total Income	\$5,349,740	\$11,014,913	48.6	\$3,448,546	\$9,012,789	38.3
<u>Expense:</u>						
Instruction and Research	\$ 412,312	\$3,399,011	12.1	\$ 323,230	\$3,040,565	10.6
Athletics	91,138	420,272	21.7	69,660	353,386	19.7
Library	126,414	384,447	32.9	116,526	335,419	34.7
Student Services	193,655	815,716	23.7	145,837	686,806	21.2
Plant Operation & Maintenance	329,116	1,437,841	22.9	274,900	1,188,907	23.1
General Administration	<u>358,863</u>	<u>1,329,999</u>	27.0	<u>292,589</u>	<u>1,139,622</u>	25.7
Total Education & General	\$1,511,498	\$7,787,286	19.4	\$1,222,742	\$6,744,705	18.1
Auxiliary Enterprises	427,580	1,423,972	30.0	204,216	1,167,084	17.5
Student Aid	1,333,541	1,460,549	91.3	39,603	1,078,000	3.7
Budget Committee Contingency	<u>          </u>	<u>343,106</u>		<u>          </u>	<u>23,000</u>	
Total Expense	\$3,272,619	\$11,014,913	29.7	\$1,466,561	\$9,012,789	16.3
Excess of Income Over Expense	\$2,077,121			\$1,981,985		

Budget Changes 1982-83

Income

Tuition	\$ (286,000)
Endowment	772,000
Other Gifts and Grants	(101,550)
McCoy Theatre	<u>20,613</u>
Net Additions to Income Budgets	<u>\$ 405,063</u>

Expenses

Scholarship Promotion	\$ 57,000
Conference for Headmasters	20,000
Plan for Excellence	61,000
Rising Senior Summer Seminar	12,000
New Equipment - Computer Center	20,450
McCoy Theatre Expenses	20,613
Renovation & Replacement	<u>214,000</u>
Total Additions to Expense Budgets	<u>\$ 405,063</u>

Capital Funds Campaign Report  
Cumulative Through September 30, 1982

Receipts restricted for endowment	\$28,119,860
Other restricted receipts	4,867,588
Unrestricted gifts on hand	357,455
Campaign expenses	<u>413,111</u>
Total Receipts	\$33,758,014
Outstanding pledges reported by the Development Office	<u>9,149,505</u>
Total Campaign	<u>\$42,907,519</u>

$$\frac{\text{Total Receipts for Endowment}}{\text{Total Receipts - Campaign Expenses}} = \frac{28,119,860.08}{33,344,903.31} = 84.3\%$$

Attachment #4  
Cash Management Report  
September 1982

	<u>July</u>	<u>August</u>	<u>September</u>
<b>I. <u>Daily Averages</u></b>			
Average High Yield Investments	\$4,365,371	\$5,853,776	\$6,332,567
First Tennessee Operating Account	49,123	52,579	24,552
Union Planters	3,013	5,090	5,029
National Bank of Commerce	<u>2,511</u>	<u>2,511</u>	<u>3,163</u>
Total Daily Average	<u>\$4,420,018</u>	<u>\$5,913,956</u>	<u>\$6,365,311</u>
Percent of Cash in High Yielding Investments	<u>98.76%</u>	<u>98.98%</u>	<u>99.49%</u>
<b>II. <u>Investment Income</u></b>			
Interest Received	\$ 9,923	\$ 61,228	\$ 87,336
Gains from Sales	608	375	909
End of Period Accrual	193,566	203,170	184,534
Less Prior Accrual	<u>(149,927)</u>	<u>(193,566)</u>	<u>(203,170)</u>
Total Income	<u>\$ 54,170</u>	<u>\$ 71,207</u>	<u>\$ 69,609</u>
Simple Annualized Yield	14.71%	14.45%	13.12%
Comparative Rates:			
90 Day T-bills	11.60%	8.64%	7.95%
90 Day C. D.'s	13.72%	10.58%	10.62%
<b>III. <u>Investments at End of Period</u></b>			
Certificates of Deposit	\$ 100,000 2.2%	\$1,100,000 17.6%	\$ 800,000 12.
Bankers' Acceptances	2,524,721 56.0%	4,053,731 64.8%	4,458,496 68.
U. S. Government	1,105,660 24.6%	1,105,660 17.6%	1,105,660 17.
Other	<u>775,000 17.2%</u>	<u>                    </u>	<u>100,000 1.</u>
Total	<u>4,505,381 100.0%</u>	<u>\$6,259,391 100.0%</u>	<u>6,464,156 100.</u>
Less: Shares Owned by Restricted Funds			<u>(1,224,320)</u>
			\$5,239,836
Weighted Average Maturity (days):			
Non-Government	43	89	118
Government	339	308	277
Total Weighted Average	116	128	145
Borrowings Outstanding	\$ 0	\$ 0	\$ 0

I recommend that we add the following investment instruments, in accordance with section IV.D:

II.A. 10. Loans guaranteed by full faith and credit of the United States government which have an active secondary market.

- a. The amount of guaranteed loans shall not exceed \$500,000 from any one lender.
- b. No loan will be purchased at a price which exceeds 102.
- c. Total guaranteed loans held by Southwestern will be subject to the general limitation described in section III. A.

This addition will necessitate the amendment of section III. C. to read:

There is no limitation on the amount of U. S. Government or Agency securities except for the limitations on guaranteed loans discussed in section II.A. 10.

October 4, 1982

TO: Finance Committee

FROM: James H. Daughdrill, Jr.

RE: Capital Budget (Allocation of 1981-82 Income over Expenses)

I recommend the following budget:

ACADEMIC		\$229,381
Slide acquisition for new courses	Art	3,000
Human area relations file (final addition) 16 mm. film projector	Anthropology/ Sociology	1,650 751
Spectrophotometer	Biology	15,000
Centrifuge		10,000
Psychrotherm		4,500
Infrared spectrophotometer	Chemistry	10,000
Chart recorder		1,100
Chromatographic integrator		3,600
Letter quality printing terminal	Mathematics	6,000
Computer graphics equipment		10,000
Piano replacement	Music	5,000
Equipment reconditioning		5,000
Piano concert series		3,000
Replacement funds	Theatre &	1,820
Shop tools	Media Arts	4,200
Library reserve collection	"Man"	3,000
Office renovation		
Equipment purchase	Registrar	2,000
Classroom renovation	Dean	25,000
Hardie Auditorium		5,000
Renovation to offices, 4th floor Palmer Hall		7,500
Inverted microscope w/phase	Biology	6,000
Silent film screen projector	Foreign Languages	235
Projection screen (208 Palmer)		65
Maps (209 Palmer)		89
A/V materials	Language Center	500
Video tape player		1,000
Portable electric typewriter	History	350

Typewriter	International	879
Maps	Studies	450
Typewriter	Mathematics	800
Software for Apple		1,000
Notes & Questions Books	Philosophy	3,500
Video recording system	Theatre & Media Arts	2,580
Western civilization slide series	"Man"	845
Construction of shelf-unit		50
Caramate projector		665
Slide projector		750
Ballistic pendulum	Physics	359
Force tables (2)		772
He-Ne laser		279
Dual-trace oscilloscope		750
Counter-timer		450
Repair of Questar telescope		700
Furniture (office)	Political Science	500
Equipment (calculator)		80
Microphones	WLYX	600
Typewriter		300
Mimeograph	Continuing	3,500
Video recorder	Education	800
Letter quality printer	Computer	4,000
Upgrade VT52's to UT100's		3,800
Decword		10,000
To complete new computer purchase		37,550
Index table	Library	1,500
Microfilm		1,500
Renovation of faculty "print shop"	Dean	500
Auto		9,062
Equipment maintenance & repair subsidy		2,000
Mimeograph (for PT)		3,500

## DEAN OF STUDENTS

\$ 52,250

Chairs and Tables	Refectory	22,200
Lighting & Acoustical Treatment	Refectory	11,500
Refinish woodwork - South End	Refectory	1,800
Flooring - Foyer	Refectory	2,800
Replace Chairs in Lynx Lair	Briggs	8,000
Grill Equipment - Oven	Briggs	750
Desk	Dean Students Office	800
Typewriter		900
Furniture repair & replacement	Dorm Social Rooms	2,000
Lockers-Women's Dressing Rooms		1,500

## ADMINISTRATIVE SERVICES

\$131,660

Trezevant Showers Rpl. 1st floor	Dorms	8,000
Gym Sewer Rpl.	R & M	2,165
Security Radio base	Sec	7,245
Buffing machine	Housekeeping	1,700
Carpet Shampoo Machine	Housekeeping	1,500
Kennedy Hall Blinds	R & M	4,000
Voorhies Sink Hardware	Dorms	2,600
F.J. Surface Engineering Study	R & M	7,000
Williford Lobby Carpet	Dorms	3,300
Glassell Ceiling tile	Dorms	3,000
Dorm Furniture	Dorms	20,000
Neely Boiler Wall	R & M	1,200
Word Processor	A.S.	1,600
Printer	A.S.	4,000
Library Lane Paving	Grounds	18,000
Palmer Hall Main Walk	Grounds	4,000
University/Evergree/Stewart Repairs	Dorms	12,000
Library North Roof	R & M	2,800
Street Sweeper	Grounds	15,000
Charge back Printer	Mailroom	3,750
Student Center North Roof	R & M	3,800
Energy Projects	R & M	5,000

## DEVELOPMENT

\$ 8,500

Lynx Prints	7,000
Shelving with doors	1,000
Sound Proofing for Computer Rm	500

ENROLLMENT

\$11,830

Diablo to replace outdated MT/ST	Financial Aid	7,500
Furniture for Tower Reception area	Admissions	1,800
Furnishings for Admissions Ofc	Admissions	600
Filing Cabinets	Alumni Ofc	105
		225
Furnishings for Fin. Aid	Financial Aid	1,000
Typewriter	Admissions	600

PRESIDENT'S OFFICE

\$11,675

Outside painting	Pres. Home	720
Tiles & labor for roof	Pres. Home	3,000
Repair Oriental rugs	Pres. Ofc.	500
Purchase regalia for Trustees	Pres. Ofc.	500
Dining Room Draperies	Pres. Home	3,555
Refinish desk	Pres. Ofc.	400
Reupholster chair	Pres. Ofc.	250
Boiler condensor - return tank and pump	Pres. Home	1,500
Hall of Fame cases for 2nd floor Palmer Hall		1,250

OTHER

\$207,204.62

Repair Frazier-Jelke surface or renovate Central Mailroom	153,000
Kellogg Grant Matching	43,793
Addition to Fund Balance	10,411.62

=====  
 Total \$652,500.62

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - October 14, 1982

Meeting in Voorhies Social Room  
Thursday, October 14, 1982

The Committee on Students and Campus Life met at 2:45 P.M., October 14, 1982, in the Voorhies Social Room. The following persons were present: Trustees John M. Tully, Chairman, Nancy H. Fulmer, Richard F. Keathley, Eleanor B. Shannon, Robert B. Smith; Professor E. Llewellyn Queener; Students Dawn McGriff, Laura Hollandsworth, Rick Sullivan; guests Michael Eads, Richard Banks, Roger Worrell, Kim Chickey, and manager of WLYX, Jeff Cowell, Coordinator of Student Activities, Lis Nielsen, College Counselor, Dr. Elizabeth Robertson, and ex-officio members Dean C.V. Scarborough and Assistant Dean of Students Frayna E. Goodman.

The Chairman asked everyone to introduce themselves and then read the Board's charge to the committee. Mr. Tully also spoke to the concern last spring about the financial aid program and the resulting changes in the program for 1983-84.

Dean Scarborough introduced two new staff persons, Dr. Libby Robertson, the new College Counselor, and Lis Nielsen '82, the new Coordinator of Student Activities.

Dean Scarborough and Dawn McGriff '83 explained the new efforts in the Chaplain/Placement Officer areas. (See attached Community Worship Service Bulletin and Placement Office schedule). They told of new weekly community worship services involving students, faculty, and staff. They described new programs and efforts of the Placement Office along with the Alumni Council and Mortar Board.

Dean Scarborough introduced Richard Banks, Roger Worrell, and Jeff Cowell to discuss student participation in radio station, WLYX. They discussed the re-opening of the station, the training of new volunteers, and the new program format. Now students will be given priority in staffing the station and a greater variety of music will be broadcast more regularly. The students were most optimistic about the future of the station.

Kim Chickey and Michael Eads discussed the work of the Refectory Renovation Committee. Mr. Eads explained changes planned for this year: new tables and chairs, lighting and accoustical treatment on the north side and refurbishing of paneling on the south side of the refectory. Ms. Chickey explained plans for the future additions of a new serving area, a new dish return area, a new banquet facility, and an improved foyer.

Mr. Eads, SGA President, was asked to speak to current student concerns. First Michael discussed the recommendation before the faculty to adopt a two-semester calendar in place of the present three term arrangement. Students are almost unanimously in favor of retaining the current 12-12-6 calendar. An open forum was held Wednesday night, October 13, and approximately 300 students appeared to express their support of Term III. Students have been encouraged to discuss their concern about the future of Term III with their professors. Mr. Smith also encouraged students to see the Academic Dean.

Mr. Eads also mentioned student efforts under way to work with the National Conference of Christians and Jews in establishing a Human Rights club on campus. Representatives from various campus groups will form a steering committee to coordinate the activities of such a club.

The committee adjourned at 4:40 P.M.

## Southwestern At Memphis

COMMUNITY WORSHIP SERVICE  
October 12, 1982

PRELUDE

CALL TO WORSHIP

ADORATION

\* HYMN 21 "Joyful, Joyful, We Adore Thee"

SCRIPTURE LESSON: Isaiah 55:1-9

HOMILY "The Ways of God"

Dr. Donald Kaller

\* HYMN 144 "I Greet Thee, Who My Sure Redeemer Art"

\* BENEDICTION

POSTLUDE

Revised 10/1/82

PLACEMENT OFFICE SCHEDULE, TERM I, 1982

The following forums, workshops, and dinners are sponsored by Mortar Board, The Alumni Council, and the Placement Office through the Dean of Students Office.

Career Opportunity Forums

Thursdays, 6:00 P.M., White Hall Social Room\*

October 7, 1982 - Career Options for Women in Management \* (Voorhies Social Room)  
 October 21, 1982 - Career Options for History Majors  
 November 4, 1982 - Career Options for Psychology Majors  
 November 18, 1982 - Career Options for Anthropology/Sociology Majors  
 December 2, 1982 - Career Options for Theatre/Media Arts Majors

Getting a Job

This is a three day workshop on specific job search skills, Tuesday, Thursday and Wednesday, 7:00 p.m. to 9:00 p.m.

October 12 - East Lounge  
 October 14 - Frazier Jelke A  
 October 20 - East Lounge

Professional Advice

Alumni will have dinner on campus with ten students. This is an opportunity to discuss their work and their preparation for that work. Details in SFA Newsletter each week. Reservations are made in the Counseling Center.

Tuesdays, 6:00 p.m., Bell Room, Burrow Refectory.

October 5, 1982 - SALES	November 9, 1982 - ADVERTISING
October 19, 1982 - CHEMISTRY	November 16, 1982 - PARALEGAL
October 26, 1982 - SOCIAL WORK	November 30, 1982 - HEALTH SCIENCES
November 2, 1982 - PUBLIC RELATIONS	

Human Sexuality Workshop - Offered by the Counseling Center

This is a two day workshop dealing with issues that males and females may encounter in this area.

October 27, 1982 - White Hall Social Room, 7:00 p.m. to 9:00 p.m.  
 November 3, 1982 - Voorhies Social Room, 7:00 p.m. to 9:00 p.m.

Recruiting Schedule

October 5, 1982 - Ernst & Whinney Accounting Firm  
October 6, 1982 - Ernst & Whinney Accounting Firm  
October 7, 1982 - Presbyterian Theological Seminary of Louisville  
October 11, 1982 - Columbia Theological Seminary  
October 12, 1982 - Union Theological Seminary in Richmond  
October 13, 1982 - Cumberland School of Law, Samford University  
October 13, 1982 - Reynolds, Bone, Griesbeck Accounting Firm  
October 14, 1982 - Deloitte, Haskins and Sells Accounting Firm  
October 15, 1982 - Touche-Ross Accounting Firm  
October 18, 1982 - Rhea & Ivy Accounting Firm  
October 20, 1982 - Price, Waterhouse Accounting Firm  
October 21, 1982 - Goldsmith's Department Store - Management  
October 22, 1982 - Coopers & Lybrand Accounting Firm  
October 29, 1982 - T. C. Williams School of Law in Richmond  
November 4, 1982 - Emory University School of Law  
November 12, 1982 - NCR, Level Sales and Marketing  
November 15, 1982 - Emory University School of Nursing  
November 16, 1982 - U.S. Navy - Student Center Lobby  
November 16, 1982 - Jones School of Business Administration, Rice University  
November 17, 1982 - U.S. Navy - Student Center Lobby  
November 17, 1982 - Tulane School of Law  
December 2, 1982 - IBM - Marketing, Business technology  
December 7, 1982 - Southern Methodist University School of Business Administration

This schedule will be updated each month. Detailed information on these and additional opportunities will appear in the SFA Newsletter. For further information and to make appointments see Ms. Darby, Placement Office, Room 301, Briggs Student Center, or call 274-1800, ext. 307.

## DEGREES CONFERRED ON JUNE 5, 1982

BACHELOR OF ARTS

Laura Olynda Acklen	Collierville, Tennessee	English
Sam Jones Albritton III	Florence, Alabama	International Studies
*Philip Max Aldrich	Jackson, Tennessee	Economics & Business Administration
Paul Charlton Allen	Greensboro, North Carolina	History
Kim Gay Alton	Pearl River, New York	English
Julie Claire Angle	Memphis, Tennessee	Economics & Business Administration
Edmund Wesley Archer	Nashville, Tennessee	Communication Arts & History
Pervis Jefferson Ballew, Jr.	Memphis, Tennessee	Political Science
Margaret Rebecca Barr	Blountville, Tennessee	Political Science
Mary Eloise Barrett	Nashville, Tennessee	International Studies
Michael Edward Barthol	Memphis, Tennessee	Business Administration
James Edward Barton	Memphis, Tennessee	Communication Arts
Mary Louise Battle	Memphis, Tennessee	Business Administration
*Tanya Renee Beck	Memphis, Tennessee	French-International Studies Joint Major
Scott Laurence Bernard	Memphis, Tennessee	Psychology
Kimberly Lynne Bledsoe	Charlotte, North Carolina	Communication Arts
Denise Frances Blum	Dallas, Texas	Foreign Languages
Robert Winslow Bolster, Jr.	Nashville, Tennessee	English
Richard Halbach Booth	Memphis, Tennessee	Communication Arts
Mary Lynn Brock	Blytheville, Arkansas	Psychology
Mary Louise Bryan	Nashville, Tennessee	Mathematics-Economics
Maria Patrice Buford	Little Rock, Arkansas	Art
#*Rebecca Isabelle Butler	Florence, Alabama	Business Administration Psychology Bridge
William McCadden Byrd, Jr.	Memphis, Tennessee	Business Administration
*Byrd Douglas Cain III	Franklin, Tennessee	Business Administration
Joan Boillin Cain	Nashville, Tennessee	English
Carolyn Louisa Camp	Nashville, Tennessee	Economics & Business Administration
David Linton Cartwright	Hendersonville, Tennessee	Economics & Business Administration
@Charles Mason Cashion	Great Falls, Montana	Business Administration
Wilford Caulkins IV	Lookout Mountain, Tennessee	Political Science
Kristin Chalfant	Hutchinson, Kansas	History
*Mitchell Randolph Childress	Memphis, Tennessee	Anthropology/Sociology
John Evander Patton Clinton	Signal Mountain, Tennessee	Business Administration
Melissa Ann Coleman	Jackson, Tennessee	Political Science
Eleanor Ann Collins	Birmingham, Alabama	History
Melanie Hulsey Craft	Atlanta, Georgia	Business Administration
Mark Simpson Culler	Matthews, North Carolina	Political Science
Peter Bryant Daniels	Ozone, West Virginia	English

Sandra Lynn Denman	Birmingham, Alabama	Biology-Psychology Bridge
Jane Louise Dewey	Memphis, Tennessee	Biology
Dorothy Ann Dodson	Forrest City, Arkansas	Psychology
Mary Kelly Dowling	Memphis, Tennessee	English
Ann-Clifton DeMere Dwyer	Memphis, Tennessee	Anthropology/Sociology
#*David Lee Eades	Nashville, Tennessee	Philosophy
Alison McRae Egger	New Orleans, Louisiana	French
Eleanor Alexander Evins	Atlanta, Georgia	Religion
#*Margaret Ann Fain	Barrington, Rhode Island	English
Lisa Anne Ferguson	Nashville, Tennessee	English
Stacie Simpson Ferguson	Little Rock, Arkansas	Political Science
Laura Ann Frase	Dallas, Texas	International Studies
*Nancy Grace Gable	Davidson, North Carolina	Communication Arts
Kim Elizabeth Gibbons	Nashville, Tennessee	Anthropology/Sociology- Psychology Bridge
Sarah Dabney Gillespie	Jackson, Mississippi	American Studies
#+Andrea Lee Gilliom	Memphis, Tennessee	Economics-Mathematics
Cecil Adair Godman III	Memphis, Tennessee	Business Administration
William Senton Granberry, Jr.	Laurel, Mississippi	History
@John David Grannan	Memphis, Tennessee	Anthropology/Sociology
Trusa Charmaine Grosso	Memphis, Tennessee	Anthropology/Sociology- Psychology Bridge
Lydia Moore Haff	Memphis, Tennessee	Communication Arts
Susan Downs Haley	Little Rock, Arkansas	Business Administration
Lesa Carol Halfacre	Memphis, Tennessee	Business Administration
Rosemary Hall	Chattanooga, Tennessee	English
William Terry Hampton	Charlotte, Tennessee	Communication Arts
Catherine Wilkerson Harrell	West Point, Mississippi	Business Administration
*Ellen Blanche Harris	New Orleans, Louisiana	Anthropology/Sociology
#*Faith Elizabeth Hart	Dallas, Texas	English
*Anita Louise Hauenstein	Atlanta, Georgia	Psychology-Religion Bridge
Marc Warren Haut	Little Rock, Arkansas	Psychology
Heidi Lynn Hayslett	Memphis, Tennessee	Business Administration
Jill Harper Herbers	Bethesda, Maryland	English
John Reed Hill, Jr.	Lebanon, Tennessee	Business Administration
Nell Elizabeth Hindman	Memphis, Tennessee	Business Administration
Paul William Hoad	Bridgetown, Barbados	Psychology Religion Bridge
Hunter McAlpin Hodge	Nashville, Tennessee	Psychology
William Templeton Howard, Jr.	Memphis, Tennessee	International Studies
Robert Fletcher Howell	Nashville, Tennessee	History
Wayne Edgar Hoye	Memphis, Tennessee	Psychology
Laura Anne Huff	Augusta, Georgia	English
#*Craig Ian Hughes	Memphis, Tennessee	International Studies
Margaret Craig Hunter	Florence, Alabama	Economics & Business Administration
*Mark Nolan Hurley	St. Louis, Missouri	History
#*Laureen Campbell Hurt	Lexington, Kentucky	Foreign Languages
Jennifer Ruth Inglis	Marietta, Georgia	History
Grant Sims Johnston	Crystal City, Missouri	International Studies
Lisa J. Jones	Greenville, Mississippi	Art
Melissa Stephens Jordan	Atlanta, Georgia	Psychology-Religion Bridge
Adele Juengst	Carrollton, Georgia	Anthropology/Sociology Psychology Bridge
*Janet Ryan Kaller	Decatur, Alabama	Foreign Languages

Marilyn Lee Kaylor	Davidson, North Carolina	German
Catherine Monsted King	New Orleans, Louisiana	Business Administration
#+Ann Elizabeth Kingsolver	Carlisle, Kentucky	Anthropology/Sociology
Randy Richard Knoll	Schuylkill Haven, PA	International Studies
Elizabeth Louise Larson	Birmingham, Alabama	History
Nancy Claire Lee	Greenville, South Carolina	Business Administration
Sarah Margaret Lewis	Little Rock, Arkansas	Biology-Psychology Bridge
John Lucas Loftin, Jr.	Mount Pleasant, Mississippi	International Studies
Karen Ann Loss	Little Rock, Arkansas	Anthropology/Sociology- Psychology Bridge
Julia Ann Love	Memphis, Tennessee	Spanish
John Hubbard Lunn	Memphis, Tennessee	Political Science
Adrienne Delores McCraven	Memphis, Tennessee	Foreign Languages- International Studies
Elizabeth Stuart McLean	Fairhope, Alabama	Joint Major
Robert Gilliam McNair	Atlanta, Georgia	Psychology
Robert Edward McRae	Signal Mountain, Tennessee	Economics & Business Administration
Robert Ian Mackett	Oakville, Ontario, Canada	Business Administration
Bernard Craig Magruder	Atlanta, Georgia	Communication Arts
#*Philip Curtis Mahla	Cabot, Arkansas	Psychology
Cynthia Pannill Marchese	New Orleans, Louisiana	Art
Freeman Anthony Marr	Memphis, Tennessee	Political Science
Mary Margaret Masters	Memphis, Tennessee	International Studies
Donley Alan Matthew II	Wichita, Kansas	Business Administration
John Paschall Matthews	Laurence, Kansas	Business Administration- International Studies
John Payson Matthews IV	Somerville, Tennessee	Joint Major
*Maria Gail Meier	Arlington, Tennessee	Philosophy-Psychology- Religion Bridge
Paul Edward Melton	Memphis, Tennessee	International Studies
Douglas Wendell Menz	Little Rock, Arkansas	International Studies
John McElwee Miller	Avondale Estates, Georgia	Business Administration
Melody Lee Mitchell	Memphis, Tennessee	Business Administration
Sherry Lynn Moore	Nashville, Tennessee	Psychology-Religion Bridge
Terry Gwynn Moore	Nashville, Tennessee	Psychology
Tracy White Moore	Pulaski, Tennessee	Psychology-Religion Bridge
Robert Turner Morehead	Malden, Missouri	International Studies
@Susan Leigh Murray	Georgetown, Kentucky	Religion
Mary Lynn Myrick	Atlanta, Georgia	Business Administration
Mary Katherine Naus	Shreveport, Louisiana	Business Administration
Christine Arax Nemetz	East Hanover, New Jersey	English
#+Helen Lisbeth Nielsen	Jacksonville, Florida	Philosophy
Patrick Dennis Owen	Memphis, Tennessee	History
Scott Martin Owen	Spring, Texas	International Studies
Gertrude Vogt Palmer-Ball	Louisville, Kentucky	Psychology-Religion Bridge
Gregory Alan Peters	Little Rock, Arkansas	Business Administration
#*Teresa Ann Phillips	Muscle Shoals, Alabama	Economics
Stuart Willoughby Pitner	Dayton, Ohio	History
Paul Francis Poole	Milan, Tennessee	Business Administration
Charles W. Pope	Kingsport, Tennessee	Economics & Business Administration

*new diploma 7/83*  
*also see Poole*

Joshua Adam Powers	Chattanooga, Tennessee	English
John Mark Presley	Little Rock, Arkansas	Economics & Business Administration
Lynn Ann Quackenbush	Davidson, North Carolina	Anthropology/Sociology-Psychology Bridge
Margaret Elizabeth Ramier	Memphis, Tennessee	International Studies
*Evelyn Christine Ray	Little Rock, Arkansas	Classics
Linda Kaye Reed	Memphis, Tennessee	History
Julia Peek Reilly	Lookout Mountain, Tennessee	Psychology-Religion Bridge
David Paul Reinmund	Memphis, Tennessee	International Studies
William A. Ridley	Gallatin, Tennessee	Music Education
Janet Annette Roberson	Greenville, South Carolina	English
Shaler Sinclair Roberts III	Florence, Alabama	International Studies
Mary Rider Rodgers	Houston, Texas	Economics & Business Administration
Kimberly Lynn Rodrigue	Metairie, Louisiana	International Studies
Jane Allen Ruffin	Memphis, Tennessee	Anthropology/Sociology
/*Dorothy Elberta Sanders	Mobile, Alabama	Music (Voice)
Margaret Sidonie Sansom	Hendersonville, Tennessee	History
Sandra Kay Schaffer	Hickory Valley, Tennessee	Psychology
Donna Marie Schardt	San Antonio, Texas	Economics & Business Administration
Hunter McRae Shannonhouse	Greenville, South Carolina	Psychology
Susan Marie Sharp	Knoxville, Tennessee	Religion
Anne Bolding Shugerman	Birmingham, Alabama	Psychology-Religion Bridge
Raphael Ford Smith IV	Nashville, Tennessee	Economics & Business Administration
@John Heriot Stevens	Memphis, Tennessee	English
#+Morgan Gray Stevens	Evergreen, Alabama	Philosophy
Angela Louise Sundberg	Tallahassee, Florida	English
John Calvin Tarrant	Memphis, Tennessee	Business Administration
Laura Lynn LeSueur Thomason	Memphis, Tennessee	Psychology-Religion Bridge
Charlotte Elizabeth Thompson	Youngstown, Ohio	International Studies
/*Lizabeth Lynn Thrasher	Florence, Alabama	English
Robert Taylor Threlkeld	Memphis, Tennessee	Business Administration
Paul Joseph Tracy	Memphis, Tennessee	Art
Claire DeLaney Tunnell	Dallas, Texas	English
Robert Gregor Turk	Atlanta, Georgia	Psychology-Religion Bridge
Paul Byron Unkauf	New Orleans, Louisiana	Political Science
Jane Gordon Van Deren	Memphis, Tennessee	Economics & Business Administration
Victoria L. Wallace	Atlanta, Georgia	Political Science
Cara Rose Washburn	Jackson, Tennessee	English
William Bradley Watkins	Dunwoody, Georgia	Communication Arts
Madeleine Sears Watson	Memphis, Tennessee	English
Adele Orgill Wellford	Memphis, Tennessee	Art History
/*Diana Allen Williams	Jacksonville Beach, Florida	Communication Arts
*Paul Staley Williford	Memphis, Tennessee	Psychology-Religion Bridge
Kent Duval Wills	Memphis, Tennessee	Business Administration
Eugene Daniel Witherspoon III	Cary, North Carolina	Business Administration
/*Kathryn Lee Woody	Huntsville, Alabama	Economics-International Studies Joint Major

Eleanor Courtney Wright  
 Ashley Vernon York  
 Kathryn Elizabeth Young  
 Elizabeth Marcelle Brinkley  
 Zarshenas

Atlanta, Georgia  
 Memphis, Tennessee  
 West Point, Mississippi

Psychology-Religion Bridge  
 Art  
 Economics-Psychology Bridge

Memphis, Tennessee

Business Administration

BACHELOR OF SCIENCE DEGREE

Paul Charlton Allen  
 Linda Adair Baird  
 #\*Ronald Patterson Barton  
 Susan Mather Black  
 Anthony F. Blatnik  
 \*Raymond Michael Brewer  
 \*Gordon Boyd Chitwood  
 \*Claudia Lou Clopton  
 Alan Eugene Curle  
 #+David Humphrey Drenning  
 Betsy Marie Eiford  
 Harry Edward Flowers II

Greensboro, North Carolina  
 Huntsville, Alabama  
 Memphis, Tennessee  
 Atlanta, Georgia  
 Greensburg, Pennsylvania  
 Mount Pleasant, Tennessee  
 Little Rock, Arkansas  
 Jonesboro, Arkansas  
 Memphis, Tennessee  
 Memphis, Tennessee  
 Scottsboro, Alabama  
 Paris, Tennessee

Biology  
 Chemistry  
 Chemistry  
 Biology  
 Biology  
 Chemistry  
 Physics  
 Chemistry  
 Biology  
 Chemical Biology  
 Physics  
 Mathematics-Computer  
 Science

Cheryl Lynn Fong  
 \*Robert Marvin Ford, Jr.  
 Catherine O'Keefe Hayden  
 #\*Jeffrey Evans Hazlewood  
 Julia Ann Houston  
 #Dawn Maree Huff  
 \*Michael Lee Iglehart  
 #\*John Amis Jernigan  
 \*Stephen Matthews Kidwell  
 Harless Alton McDaniel, Jr.  
 #\*Jean Marie McPherson  
 Charles Albert Moss III  
 John Stewart Murphy  
 David Elroy Nelson  
 #\*Heather Hope North  
 Steven Clyde Pettit  
 William Langley Pridgen  
 Melissa Laura Ray  
 Elizabeth Ewing Smith  
 Thomas Earl Stevens, Jr.  
 Robert Crocker Strong  
 Walter Allen Townsend  
 John David Ward  
 Mary Elizabeth Ward  
 Kum Sung Wong  
 Janet Elaine Woodson  
 Wendy Marion Zilch

Hughes, Arkansas  
 Wynne, Arkansas  
 Chattanooga, Tennessee  
 Jackson, Tennessee  
 Clarksville, Tennessee  
 Clarksville, Tennessee  
 Clarksville, Tennessee  
 Kingsport, Tennessee  
 Wentzville, Missouri  
 Silver Spring, Maryland  
 Brentwood, Tennessee  
 Birmingham, Alabama  
 Memphis, Tennessee  
 Jackson, Tennessee  
 Marcellus, New York  
 Nashville, Tennessee  
 Memphis, Tennessee  
 Shreveport, Louisiana  
 Murfreesboro, Tennessee  
 Jackson, Mississippi  
 Roanoke, Virginia  
 Paris, Tennessee  
 Atlanta, Georgia  
 Shreveport, Louisiana  
 Kuala Lumpur, Malaysia  
 Nashville, Tennessee  
 Orlando, Florida

Biology  
 Biology  
 Biology  
 Chemistry  
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 Physics  
 Chemistry  
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 Chemical Biology  
 Chemical Biology  
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 Biology  
 Biology  
 Biology  
 Physics  
 Biology  
 Psychobiology  
 Psychobiology  
 Psychobiology  
 Physics  
 Chemistry  
 Anthropology/Sociology-  
 Biology Bridge

Cum Laude  
 + Magna Cum Laude  
 & Summa Cum Laude  
 # Phi Beta Kappa  
 @ in absentia

BACHELOR OF MUSIC DEGREE

Patricia Mary Berckes	Cordova, Tennessee	Music Education
Thomas Glen Merrill	Houston, Texas	Music Education

DEGREES CONFERRED ON AUGUST 31, 1982

BACHELOR OF ARTS DEGREE

George Atkinson, Jr.	Sardis, Mississippi	English
William Robert Bruce	Memphis, Tennessee	Political Science
Richard Garland Burns, Jr.	Charlottesville, Virginia	Psychology
Jay Robert Hahn	Hinsdale, Illinois	Communication Arts
Philip Wesley Howie	Carbondale, Illinois	German
Elinor Ruth Jarvis	Murfreesboro, Tennessee	History
Melinda Kay Kindle	Shreveport, Louisiana	Business Administration
David Eric LeMaire	Lafayette, Louisiana	Art
William Dunavant Mask III	Hickory Valley, Tennessee	International Studies
David Barlow Robinson	Memphis, Tennessee	English

BACHELOR OF SCIENCE DEGREE

Stephanie Marie Bankston	Zachary, Louisiana	Biology
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BACHELOR OF MUSIC DEGREE

Redmond R. Eason III	Memphis, Tennessee	Music (Piano)
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GRADUATED WITH HONORS

Ronald Patterson Barton	Chemistry
David Lee Eades	Philosophy
Faith Elizabeth Hart	English
Ann Elizabeth Kingsolver	Anthropology/Sociology
John Lucas Loftin, Jr.	International Studies
Philip Curtis Mahla	Art
Helen Lisbeth Nielsen	Philosophy
Morgan Gray Stevens	Philosophy
Kathryn Lee Woody	Economics-International Studies Joint Major

- \* Cum Laude
- + Magna Cum Laude
- & Summa Cum Laude
- # Phi Beta Kappa
- @ in absentia