

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
April 16-17, 1975

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The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus at 1:15 P.M. on Wednesday, April 16, 1975, pursuant to written notice.

The meeting was called to order by the Chairman, Robert D. McCallum, and Dr. Paul Tudor Jones led the meeting in prayer.

The members of the Board of Trustees present were:

<u>Synod of the Mid-South</u> Sterling J. Edwards, Jr., '75 Walk C. Jones III, '75 Robert D. McCallum, '76 William H. Mitchell, '75 Judith Mitchener, '75 Jere B. Nash, Jr., '77 Morton D. Prouty, Jr., '76 John H. Stennis, '75 Hewitt P. Tomlin, Jr., '77 Anne Wilson, '75 <u>HONORARY LIFE TRUSTEE</u> Edmund Orgill James H. Daughdrill, Jr., President, <u>ex officio</u>	<u>Elected by Trustees</u> Walter P. Armstrong, Jr., '77 L. Palmer Brown, '76 Charles P. Cobb, '77 Jefferson Davis, '77 David H. Edington, Jr., '77 Margaret R. Hyde, '75 Paul Tudor Jones, '76 Michael McDonnell, '76 William W. Mitchell, '76 Wayne W. Pyeatt, '78 Martin B. Sereteau, '78 S. Shepherd Tate, '78	<u>Synod of Red River</u> Edward M. Carmouche, '75 Dan F. Goodwin, Jr., '76 G. R. Hollingsworth, '78 Kenneth G. Phifer, '77 <u>Faculty Members</u> Richard Batey, '75 Fred Neal, '76 <u>Student Members</u> Theresa Cloys Mary Margaret Falls (Peg) Arthur Kellerman
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Present by Invitation

Ray M. Allen David C. Ferner Josephine Hall Marshall Phillip Jones Frank M. Mitchener, Jr.	Robert G. Patterson Loyd C. Templeton, Jr. Anne Marie Williford Ron A. Yarbrough
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The following members were absent:

<u>Synod of the Mid-South</u> John H. Bryan, Jr., '76 John W. Wade, '78	<u>Elected by Trustees</u> Stanley J. Buckman, '78 William B. Dunavant, '78 C. B. Harrison, '75 W. Neely Mallory, '75 Sidney A. Stewart, Jr., '75 Spence L. Wilson, '75	<u>Synod of Red River</u> Evelyn Landis, '75 William C. Raspberry, '78 <u>Faculty Members</u> Charles Warren, '77
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On motion duly made and seconded, the minutes of the meeting of the Board of Trustees held on January 15, 1975, a copy of which was sent to each member of the Board, were approved.

On motion duly made and seconded, the following motion was unanimously passed:

That the degrees which will be approved by the Faculty Committee on Curriculum, Standard and Standings and granted by the college on May 31, 1975 and on August 30, 1975 be approved.

That the following students, together with any others who might make application to President Daughdrill before the graduation date, be permitted to graduate in absentia on May 31, 1975, or in the case of a summer candidate, on August 30, 1975.

Benjamin Cooper Mathes
Cheryl Johnson Hamilton
David Kempo Osborn (August candidate)

The Chairman recognized President Daughdrill to make a few announcements.

President Daughdrill called for a moment of silent prayer to honor the memory of John Michael Pidgeon, the 17-year-old son of Palmer and Sally Brown, who was a student at Sewanee Academy; and of Professor Joye Fourmy Romeiser, an instructor in the educational department, a teacher of physical education, and the leader of the Southwestern Dancers. He read from a tribute written by Professor Helen Hall to Mrs. Romeiser. (See Attachment A, p.13)

President Daughdrill announced and displayed a book entitled The Pharisee written by board member Morton D. Prouty, Jr.

President Daughdrill reported on the progress in achieving the Annual Objectives 1974-75.

President Daughdrill mentioned that at the last meeting of the Board of Trustees (see Minutes of Board of Trustees dated January 15, 1975, p.2) his appointment of Robert G. Patterson as Executive Vice President and Academic Dean effective January 15, 1975, had been approved by the Board, but that Dean Patterson was out of the city at the time of the meeting due to the death of his mother. The Board expressed its appreciation and congratulations to Dean Patterson with applause.

President Daughdrill also announced that he had appointed Anne Marie Williford as Assistant Legal Counsel effective upon her graduation from Memphis State Law School on May 10, 1975.

A motion was duly made, seconded and unanimously carried that the appointment of Anne Marie Williford as Assistant Legal Counsel, effective upon her graduation from Memphis State Law School on May 10, 1975, be approved.

President Daughdrill stated that there had been presented to each of the members of the Board of Trustees today the Statement of Policies and Procedures In Regard To Faculty (see Attachment B) which would be considered by the Faculty and Educational Program Committee at the afternoon meeting and brought back to the Board tomorrow.

The Chairman stated that the baccalaureate service will be on May 30, 1975, at 3:30 P.M. at the Second Presbyterian Church, and that Dr. John F. Anderson, Minister of the First Presbyterian Church of Dallas, Texas, and father of a

Southwestern student, would give the sermon. He also stated that the commencement exercises would be on May 31, 1975, at 10:00 A.M. in the Hubert F. Fisher Memorial Garden, and that Chancellor Alexander Heard, of Vanderbilt University and the father of a graduating student, would give the address.

The Chairman recognized Mr. Frank M. Mitchener, Jr., General Chairman of the Southwestern Fund, who reported that with a goal of \$555,000, approximately \$385,000 had been received to date in cash and pledges. He said that the Alumni Division with a goal of \$160,000 had received approximately \$121,000, the Board of Trustees Division with a goal of \$150,000, had received approximately \$126,000, the Campus Division with a goal of \$14,000 had received approximately \$12,000, the Memphis Community Campaign with a goal of \$150,000, had received approximately \$55,000, and that the National Corporations and Foundations Division with a goal of \$60,000, had received approximately \$53,000, and that the Parents Division with a goal of \$21,000 had received approximately \$15,000.00.

He called upon the Board of Trustees to contact friends of the college whose gift cards had not been received.

The Chairman thanked Mr. Mitchener for the outstanding job he is doing in this campaign. He commented that he had never seen a campaign which had been handled as efficiently and where the chairman had worked as diligently. The Chairman observed that as of this date the campaign was \$70,000, or about twenty per cent (20%), in excess of the amounts received in cash and pledges at the same time last year.

The Chairman called upon President Daughdrill to present for consideration the Ten Year Master Plan Goals, a copy of which had previously been sent out to each of the members of the Board of Trustees. (see Attachment C). President Daughdrill pointed out that these were recommendations from the Long Range Planning Team, and that he was making the presentation as Chairman of that group, which recommended adoption of these Goals by the Board.

President Daughdrill recounted the broadly representative process that resulted in the recommended Ten Year Master Plan. The recommended Plan is the work of over 300 people including Mid-South leaders and other friends of the college, students, administrators, alumni, faculty and Trustees.

He stated that this is the most important business to come before the Board since he has been President.

President Daughdrill said that in voting for the Ten Year Master Plan, each Trustee should thereby declare that he or she undertakes responsibility for its fulfillment. He said that it would be detrimental to the life of the college if the Trustees voted for a Plan if they did not feel that it would be done. He charged each Trustee that his or her affirmative vote be a pledge of support, both financial, and, as an advocate to seek the generous support of others, to reach successfully the Goals of the Ten Year Master Plan to strengthen Southwestern for the future.

The first Goals to be considered were those designated III. GOALS FOR THE FUTURE OF SOUTHWESTERN, GOALS FOR HIGHEST PRIORITY FOR 1975-80, A, B, C, (Except Goal No. 22, which Mr. Kellerman had asked to be re-referred to the Standing Committee on Students and Campus Life. The Chairman, Mr. McCallum, referred

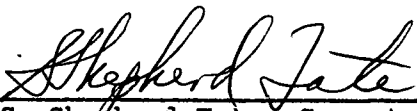
this goal as requested, asking that the Committee make its recommendations to the meeting the following morning.)

A motion was duly made, seconded and unanimously passed that III. GOALS FOR THE FUTURE OF SOUTHWESTERN, GOALS OF HIGHEST PRIORITY FOR 1975-80, A, B, C except Goal No. 22, be approved.

President Daughdrill then presented for consideration III. GOALS FOR THE FUTURE OF SOUTHWESTERN, GOALS OF HIGHEST PRIORITY FOR 1981-85, A, B, and C.

A motion was duly made, seconded and unanimously carried that III. GOALS FOR THE FUTURE OF SOUTHWESTERN, GOALS OF HIGHEST PRIORITY FOR 1981-85, A, B, and C, be approved.

The Board recessed at 2:55 P.M. in order for the various committees to meet during the afternoon and to prepare their reports for the meeting of the Board tomorrow at 9:00 A.M. (See Attachment D, p.34)



S. Shepherd Tate, Secretary

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The Board of Trustees resumed its meeting on Thursday, April 17, 1975, at 9:25 A.M. in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus. The meeting was called to order by the Chairman, Robert D. McCallum, and Dr. Kenneth G. Phifer led the meeting in prayer.

The Chairman thanked Mr. and Mrs. David K. Wilson for the very nice party at the Tennessee Club. He remarked that it was Mrs. Wilson's idea to have these parties during Board meetings, and it certainly has added tremendously to the meetings in assisting the members to get to know one another better.

President Daughdrill introduced Mr. Rudolph Vetter, who is married to an alumna and occasionally visits the campus to give his services as a photographer. He was welcomed and thanked by the Board.

The Chairman announced that Mr. Tate would not attend today's meeting because of a prior commitment to be out of town. He then asked Mrs. Jo Hall to serve as Secretary Pro Tem.

The members of the Board of Trustees present were:

The members of the Board of Trustees present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Sterling J. Edwards, Jr., '75	Walter P. Armstrong, Jr., '77	Edward M. Carmouche, '75
Walk C. Jones III, '75	Charles P. Cobb, '77	Evelyn Landis, '75
Robert D. McCallum, '76	Jefferson Davis, '77	Dan F. Goodwin, Jr., '76
William H. Mitchell, '75	David H. Edington, Jr., '77	G.R. Hollingsworth, '78
Judith Mitchener, '75	Margaret R. Hyde, '75	Kenneth G. Phifer, '77
Jere B. Nash, Jr., '77	Paul Tudor Jones, '76	
Morton D. Prouty, Jr., '76	Michael McDonnell, '76	<u>Faculty Members</u>
John H. Stennis, '75	William W. Mitchell, '76	Richard Batey, '75
Hewitt P. Tomlin, Jr., '77	Martin B. Sereteian, '78	Fred Neal, '76
Anne Wilson, '75	Spence L. Wilson, '75	

HONORARY LIFE TRUSTEE

Edmund Orgill

James H. Daughdrill, Jr., President, ex officio

Present by Invitation

Ray M. Allen	Robert G. Patterson
David C. Ferner	Loyd C. Templeton, Jr.
Josephine Hall	Anne Marie Williford
Marshall Phillip Jones	Ron A. Yarbrough

Student Members

Theresa Cloys
Mary Margaret Falls (Peg)
Arthur Kellerman

The following members were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
John H. Bryan, Jr., '76	L. Palmer Brown, '76	William C. Rasberry, '78
John W. Wade, '78	Stanley J. Buckman, '78	
	William B. Dunavant, '78	
	C. B. Harrison, '75	<u>Faculty Members</u>
	W. Neely Mallory, '75	Charles Warren, '77
	Wayne W. Pyeatt, '78	
	Sidney A. Stewart, Jr., '75	
	S. Shepherd Tate, '78	

The Chairman called upon Mr. Walter Armstrong, Chairman of the Committee on Board Directions and Leadership, to make a report for that committee. (See Attachment E, p. 35).

The Committee nominated the following for election to the Board of Trustees for terms ending in the years indicated:

<u>By the Synod of Red River</u>		<u>By the Synod of the Mid-South</u>	
Edward M. Carmouche	(1977)	Sterling J. Edwards	(1976)
Evelyn Landis	(1976)	Walk C. Jones III	(1977)
		William W. Mitchell	(1977)
		Judith Mitchener	(1978)
<u>By the Board</u>		Richard A. Trippeer, Jr.	(1978)
W. Neely Mallory	(1976)	Edgar H. Bailey	(1978)
Sidney A. Stewart, Jr.	(1976)		
Margaret R. Hyde	(1977)		
Spence L. Wilson	(1977)		
Anne Wilson	(1978)		

should be H.

It was moved and seconded that those Trustees recommended for election by the Synods be approved. The motion carried.

It was moved and seconded that those Trustees nominated to the Board by the Board be elected. The motion carried.

A motion was duly made, seconded and passed that in the future all nominations for Trustees to be elected by the Synods be made at the Winter meeting of the Board of Trustees.

The members were reminded that the October meeting is the first official meeting of newly elected Trustees, but they are members upon election to the Board.

It was moved, seconded and unanimously carried that all present honorary life trustees be elected as Life Trustees pursuant to Article III, Section 8 of the ByLaws.

It was moved, seconded and passed that Article III, Section 9 of the ByLaws be amended by striking the final sentence and substituting the following:

"Honorary Trustees shall constitute an advisory board to the Board of Trustees."

The Chairman reminded the Board that this is the first step toward amending the ByLaws, and this same motion will be voted on again at the October meeting.

Upon nominations made by the Nominating Committee, the following were elected as officers of the corporation for 1975-76:

OFFICERS OF THE BOARD

Chairman.....Robert D. McCallum
Vice Chairman.....Walter P. Armstrong, Jr.
Secretary.....S. Shepherd Tate
Treasurer.....Wayne W. Pyeatt

It was moved, seconded and passed that the Board of Trustees observe the following dates as meeting times during the 1975-76 Session:

October 16, 17 and 18 - (The Board meeting will begin on the 16th and continue through noon on the 17th. Day-long festivities celebrating the college's 50th anniversary in Memphis will take place on the 18th.)

January 28-29, 1976 - Winter meeting

April 28-29, 1976 - Spring meeting

A form headed "Confidential Evaluation for Present Trustees" (See Attachment E-3, p37) was submitted to the Board. This form is to be used by the Committee on Board Directions and Leadership as a tool in determining the qualifications of trustees when their terms come up for re-election. After considering the form, the Committee recommended its approval and its use in the following manner: that it be completed by each individual member of the Committee for each trustee whose term expires, that it be submitted to the Committee Chairman in advance of the meeting in which

the nomination has to be made so it could be used as a basis and merely as a basis for discussion and evaluation at the Committee's next meeting, that it would not be in any way mathematically or statistically binding, and that it be made clear that where the member has no opinion as to the trustee's qualification in a particular field, that he be free to so indicate and not feel that he must evaluate each trustee in each column regardless of whether or not he had actual knowledge. It is to be considered a useful tool but within very strict limitations and only as a basis for discussion and consideration and not in any way binding.

A second form, for the Evaluation of Administrative Personnel, particularly the President and the members of the Administrative Management Team, had been discussed by the Committee, but it was felt by the Committee that it needed further work and revision before it could be placed in its final form. It was felt that this, too, will be a very useful tool for the evaluation of their contribution to the college. The Committee therefore recommends approval in principle of a method of administrative appraisal and performance evaluation for the President and Administrative Management Team, the report in the case of the former to be made to the Board of Trustees and in the case of the latter to the President.

It was moved and seconded that the form which can be used as a tool to determine the contribution to the college of the President and the Administrative Management Team be approved in principle and that the appropriate administrative personnel be requested to prepare an evaluation and to use it for that purpose with the understanding that the evaluation of the members of the Administrative Management Team when prepared shall be submitted to the President for his use and the evaluation of the President be submitted to the Board of Trustees for its consideration. The motion carried.

The Chairman called upon Mr. Walk Jones, Chairman of the Committee on Buildings and Grounds, who made the following report: (See Attachment F, p.38)

The Chairman called upon Mr. Charles Cobb, Chairman of the Committee on Development and Institutional Advancement, to give a report for that committee. Mr. Cobb made the following report which was received (See Attachment G, p.40)

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

RESOLVED, That the full Board establish a Southwestern Development Council as proposed in the October 1973 Feasibility Study submitted by Frantzreb and Pray (now Frantzreb, Pray, Ferner & Thompson);

BE IT FURTHER RESOLVED, That the Committee on Development and Institutional Advancement be authorized to select a chairman of the Southwestern Development Council; and

BE IT FURTHER RESOLVED, That its first meeting take place during during the 1975 fall meeting of the Board of Trustees of Southwestern At Memphis.

Chairman McCallum suggested that the newly established committee mail to the members of the Board the outline of the organization of the Council. The motion carried.

The Chairman called upon Mr. Morton Prouty, Acting Chairman of the Committee on Faculty and Educational Program, to give a report for that Committee. Mr. Prouty made the following report. (See Attachment H, p.43)

Mr. Prouty also presented to the meeting some statistical information which Dean Ray Allen had made available to the Committee. (See Attachment H, p.45-49)

Mr. Prouty noted that no tenure actions were to be made in January 1976, because this is the fifth anniversary of the period in which the college had a freeze on the employing of new faculty members.

It was moved and seconded that tenure be granted to Professor Horst Dinkelacker, effective with his contract for 1975-76. The motion carried.

It was moved, seconded and passed that Dr. Herbert W. Smith, Associate Professor of Psychology be promoted to Professor of Psychology, effective with his contract for 1975-76.

Mr. Prouty stated that the committee considered at some length the "Statement of Policies and Procedures in Regard to the Faculty," which was considered the ground paper and had been approved by the faculty and recommended to the Trustees for adoption at its April 16-17, 1975 meeting. The Committee recommended the following amendments, to be acted upon individually:

1. Page 4, line 6. After "responsibility" add: ",subject to procedures approved by the Trustees,".

After a full discussion, it was moved, seconded and passed that the words ", subject to procedures approved by the Trustees," be added to page 4, line 6 after "responsibility".

2. Page 6, lines 29-30. Delete "the educational goals of the college" and add "the teaching of liberal arts and sciences within a Christian ambience".

A full discussion followed the reading of item 2, after it had been moved by Mr. Prouty and seconded, The motion failed to carry. Mr. Walter Armstrong presented a substitute motion:

That the recommendation of the committee on Item 2 be rejected and in lieu thereof all the language following the ",," line 31, page 2 down through the end of the sentence on line 33 be deleted. The motion was seconded and carried.

It was moved by Mr. Prouty and seconded that:

- Page 12, line 37. After "the" and before "law" add "civil".

A full discussion followed. Mr. Walter Armstrong suggested that in lieu of the Committee's suggestion, that the language in line 37 be amended by striking the words "the provisions of the" and substituting the word "applicable", so as to read "shall be in accordance with applicable law." Mr. Hewitt Tomlin moved that Mr. Armstrong's suggestion be adopted in lieu of the Committee's recommendation. The motion was seconded and carried.

It was moved and seconded that the report as amended be adopted. The motion carried.

Dr. Fred Neal responded that he recognized the legal difficulties that the college has by taking out this matter of the Christian College commitment, but presumed that this in no way changes the basic attitude or stance with regard of the college to Christian commitment. Mr. Armstrong wanted it recorded that his intention agreed with Dr. Neal's expression.

Dr. Neal, on behalf of the faculty, requested that one more statement be recorded in regard to page 4, line 6: "The faculty has no objection whatsoever in regard to this responsibility with the provision of non-academic affairs by the President if this is the best way in which it can be handled, but I want to say that in no way does this indicate a relinquishment on the part of the faculty of its concern for non-academic affairs on the campus. We believe that a lot of teaching is done outside the classroom and that we have a responsibility for it."

It was moved, seconded and passed that the faculty members of the committee be asked to study the advisability of inserting into the paragraph on "Tenure" (page 9 of the "Statement of Policies and Procedures in Regard to Faculty") a statement of evaluative criteria to be used in making tenure decisions, and if deemed advisable, to recommend to the Committee such a statement.

Mr. Prouty brought to the Board's attention the Committee's concern regarding the need of the Admissions Office and the Office for Financial Aid to have as early as possible in the academic year the charges for room, tuition, and, if possible, board in order to facilitate admissions and financial aid procedures. After a full discussion Chairman McCallum stated that this could be and would be done without Board action.

It was moved, seconded and carried that Dean Ray Allen, in consultation with the Faculty Committee on Admissions and Student Financial Aid, be requested to report to the Board Faculty and Educational Program Committee the college's present policies in regard to the admission of students and other alternative policies that the Board might usefully consider.

It was moved and seconded that in view of the increasing use of electronic media in instruction, the Long Range Planning Team be requested to consider and make recommendation to the Board concerning the advisability of including this instructional dimension more explicitly among the stated long-range objectives of the college.

A full discussion followed, and it was recommended by President Daughdrill that Goal #5 should be revised to read: "Provide more sophisticated computer science and other electronic capabilities and develop fuller use thereof in instruction and research."

The motion was made by Mr. Palmer Brown, was seconded and carried.

After a short recess, Chairman McCallum called upon Mr. William W. Mitchell, Chairman of the Finance Committee, to give a report for that Committee: (See Attachment J, p.50)

Mr. Mitchell called to the Board's attention the collection of documents regarding Tuition Remission and Payment Policies for Children and Spouse of Faculty and Staff Members at Southwestern At Memphis. (See Attachment J, p.59)

Mr. Mitchell discussed the January and February "Income and Expense" reports. He said that unless something comes up that is not anticipated at this point, the college should end the fiscal year in the black. He noted that in the February report income over expense is projected at \$2,560.00. It was hoped by the Committee that excess funds would be put into some construction projects that have been held up due to lack of funds.

Mr. Mitchell said that at this point legislation to patch up the Tennessee Tuition Grants bill had been passed by both the House and the Senate and that it had been quoted in a newspaper that the Governor would allow this patch-up legislation to become law without his signature. Construction beyond the budget will depend on the Tennessee Tuition Grant bill's passage and to what extent it is funded.

Mr. Mitchell emphasized Paragraph 4 of the Committee's report. (The situation in Evergreen Hall and Voorhies Residence Hall. (See Attachment J, p. 50)

Dr. Marshall P. Jones presented and reported on the Investment Portfolio for 1974 (See Attachment J, p.56) He said the value of the endowment at the beginning of the year was \$10,702,176.39 and at the end of 1974 was \$8,153,723.84. The total value per unit column is indicative of the total performance of the endowment in token terms of capital appreciation and depreciation in terms of total value per 100 units. Southwestern's loss of about 18% is considered better than the average loss. From December 1974 to March 1975 the endowment value changed from \$8,153,723.84 to \$9,044,394.94, which indicates only an 8.5% loss from January 1974, or an 11.71 increase from January 1975. He complimented the Investment Committee and commented that the Committee remarked that although no one likes to lose money, Southwestern has lost much less than most people and businesses have in the last year. He pointed out that over the 14 month period the same \$100 invested at the beginning (1/74) averaged out to \$91.50.

Mr. Mitchell moved that the following Budget Change Recommendation, which has already been approved by the Budget Committee, be approved by the Board:

- (a) To increase the Financial Aid budget for 1975-76 by five thousand dollars (\$5,000.00) immediately, and
- (b) To make an additional five thousand dollars (\$5,000.00) available for financial aid for 1975-76 at the discretion of the Vice President for Financial Affairs.

The motion was seconded and carried.

The Chairman congratulated the Finance Committee and the Administration on having the college in the position of being in the black, which he felt is a very sound and very enviable position for a small independent college to be in.

The Chairman called upon Dr. Paul T. Jones, Chairman of the Committee on Students and Campus Life. Dr. Jones gave the following report: (See Attachment K).

Dr. Jones reminded the meeting of its action to defer until today the action on Goal #22 of the Ten Year Master Plan. Goal #22 is as follows:

Attract qualified student athletes and coaches to Southwestern and strengthen the college's inter-collegiate athletic program within the framework of the College Athletic Conference philosophy, and broaden and strengthen the intramurals, "life-time sports" and physical education program.

COST ESTIMATE
Regular Budget
and Special
Gifts

After much discussion by the full Board, Dr. Jones proposed the following motions:

- 1) That Goal #22 of the Ten Year Master Plan be approved but that the words "and special gifts" in the COST ESTIMATE be deleted. The motion was seconded and passed.
- 2) That a committee be established to recommend to the Board tentative objectives to enable the college to reach the elements of Goal #22. The Committee shall be composed of the following:
 - 2 Faculty members - elected by the faculty
 - 2 Members of the Administration - (one of which will be from the Development Office) appointed by the Administration
 - 2 Board members - appointed by the Board Chairman
 - 6 Students - appointed by the Student Government Association
 - 2 Alumni - elected by the Alumni Executive Council

The committee is to report to the Board Committee on Students and Campus Life and this Committee will report to the full Board.

The motion was seconded and passed.

Chairman McCallum called upon Mr. Armstrong to make a report for the Committee on Honorary Degrees. Mr. Armstrong said that the following Honorary Degrees would be conferred at Commencement, May 31, 1975: (See Board of Trustees minutes dated 1/15/75, p.7)

DOCTOR OF DIVINITY

- W. Robert Martin, Jr.....Princeton, New Jersey
Executive Director, The Fund for Theological Education, Inc.
- Robert Boynton Smith.....Midland, Texas
Minister, First Presbyterian Church

DOCTOR OF HUMANITIES

- Boyce Alexander Gooch.....Memphis, Tennessee
Civic Leader, Cultural and Educational Philanthropist
- Hollis F. Price..... Memphis, Tennessee
President Emeritus, LeMoyne-Owen College

DOCTOR OF LETTERS

- Albert Russel Erskine III.....New York, New York
Vice President and Editorial Director, Random House, Inc.
- George Alexander Heard.....Nashville, Tennessee
Chancellor, Vanderbilt University

The Chairman recognized Mr. Armstrong, outgoing chairman of the Tennessee Higher Education Commission, who reported that the Commission would be meeting on Southwestern's campus on Friday, May 23. This is the first time the Commission has met on a campus of a private institution.

The Chairman recognized Mr. Edmund Orgill. Mr. Orgill asked about the activities of the Kinney Program. After some discussion, it was suggested that Mrs. Julia Allen, Kinney Coordinator, be invited to speak to the Board at its fall meeting.

Plaques expressing appreciation to out-going members of the Board were to be presented at this time to Messrs. John H. Stennis and C. B. Harrison. Due to Mr. Stennis having to leave the meeting early to catch a plane and the absence of Mr. Harrison, the Chairman requested that these be mailed.

The Chairman expressed appreciation for the services of Theresa Cloys, Mary Margaret Falls and Arthur Kellerman, student members, the first two of whom go off the Board.

The Chairman expressed appreciation to Dr. Richard Batey, faculty member, whose term expires with this Board meeting. Dr. Batey reciprocated and thanked the Board for their interest and concern for the people and work of the faculty.

The Chairman thanked the President for all that he and his associates are doing for the college.

There being no new business to come before the Board, the Board went into executive session. All non-voting members were excused.

There being no further business to come before the meeting, the meeting was adjourned at 12:20 p.m.


Josephine Hall, Secretary Pro Tem

IN MEMORIAM

Joye Fourmy Cobb Romeiser

November 28, 1920 - February 22, 1975

When her mother named her Joye, she must have had precognition, for all through her life she gave joy to all those who knew her.

Joye came to Southwestern over 20 years ago, first as a dance instructor, then adding P.E. classes as well. Because of her interest in education and her deep love of people, she obtained a master's degree in education and joined the Department of Education as a part-time faculty member in 1968, still keeping her dance classes and P.E. work. She became increasingly valuable with each year. She had a wisdom and a deep humanity which her students felt keenly, and they loved as well as admired her.

STATEMENT OF POLICIES AND PROCEDURES IN REGARD TO FACULTY

APPROVED BY THE FACULTY, MARCH 12, 1975, AND RECOMMENDED
TO THE TRUSTEES FOR ADOPTION *

Southwestern At Memphis

1975

*Approved by the Board of Trustees at its April 16-17, 1975 meeting subject to certain amendments (amendments appear on bottom of pages 2, 4 and 12).

1

PREFACE

2 Article VIII of the Bylaws of the Board of Trustees of Southwestern At Memphis,
3 adopted in October of 1974, governs the faculty of the college.

4 ARTICLE VIII, Section 1. Faculty. The faculty shall
5 be charged with the responsibility for the organization
6 and implementation of the educational program of the
7 college. Faculty classifications and ranks and respon-
8 sibilities and duties shall be those as determined by
9 the faculty, recommended by the President after consul-
10 tation with his officers, and approved by the Board of
11 Trustees through its standing Committee on Faculty and
12 Educational Program. The faculty shall be appointed,
13 promoted or dismissed by the President with the approval
14 of the Board in accordance with policies and procedures
15 set forth for those purposes. The Board shall adopt
16 policies in regard to faculty which shall be made duly
17 known through appropriate means to the faculty and shall
18 not be changed except upon thirty (30) days notice to
19 faculty during which period the faculty shall be afforded
20 an opportunity to express its views through the faculty
21 elected Trustees.

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

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

34 Section 4. Campus Governance. Faculty, students and
35 employees of the college shall have the right to form
36 councils, senates or committees, jointly and separately,
37 to fulfill the needs of governing their affairs and ef-
38 fectively serving the college. The Board reserves the
39 right of determining after consultation with the
40 President which of such groups shall be officially rec-
41 ognized.

1 To set forth the policies and procedures in regard to faculty, called for in
2 Section 1, the Board adopted the following Statement at its April, 1975, meet-
3 ing, after due consideration with representatives of the faculty.

4 The Statement may be amended at a stated meeting of the Board, by a majority
5 of its voting members. However, as provided in the Bylaws, at least thirty
6 (30) days notice must be given to the faculty of proposed changes, during
7 which period the faculty shall have opportunity to express its views to the
8 Board.

9 A current copy of the Statement of Policies and Procedures shall be maintained
10 in the offices of the President and the Dean and made available to faculty mem-
11 bers on request.

SECTION ONE. RECRUITMENT AND SELECTION OF NEW FACULTY MEMBERS

12 To recruit, select, retain, and develop officers of instruction who are both
13 competent in their fields and committed to Southwestern's institutional mission
14 is of unsurpassed importance to the success and quality of the college. Pro-
15 cedures outlined in this section are to guide the critical first stages in se-
16 curing such officers.

17 The allocation of full-time faculty positions among the various departments
18 shall be by the President, on recommendation from the Dean. Necessary budget
19 decisions relating to faculty positions will be made by established budgetary
20 procedures. Especially when new faculty positions are proposed, or when posi-
21 tions are to be reallocated from one department to another, the Dean will con-
22 sult with the Faculty Executive Committee and with chairmen of concerned de-
23 partments.

24 Appointment of new faculty members should be made in recognition of the value
25 of maintaining a faculty that is nationally representative by training and
26 experience.

27 All appropriate candidates for a faculty position shall be considered without
28 hindrance due to race, color, or sex. Candidates should possess not only req-
29 uisite educational qualifications and career experience, but also a manifest
30 sympathy with the liberal and collegiate mission of the college. Creed shall
31 be no hindrance to appointment,*but it is expected that all officers of in-
32 struction will find the teaching of liberal arts and sciences within a
33 Christian ambience to be congenial.

34 When a position in an existing department is to be filled, the Dean, after
35 careful consultation with the chairman of the department, will define the edu-
36 cational qualifications and experience required of candidates for the position,
37 the rank at which the appointment shall be made, and the approximate level of
38 remuneration.

39 Except in extraordinary circumstances, selection shall be made only after
40 personal interviews with the candidate. Preferably such interviews should be
41 on campus. All faculty members and representative students in the departments
42 concerned should have an opportunity to participate in the selection process,
43 when feasible.

*amendment (see p. of these minutes) delete all language following ", " on line 31 through line 33.

1 The search for appropriate candidates should include accumulation of ample
2 information on each candidate considered, and the information should be vali-
3 dated with official transcripts and other documentation.

4 Salary for a new faculty member shall be negotiated between the President and
5 the candidate; or the President may delegate this responsibility to the Dean.

6 Final decision in the appointment of a new faculty member is by the President
7 of the college, or by his designated representative, such as the Dean. Due
8 weight shall be given to the recommendation of the chairman of the department
9 concerned, and he in turn will consult with members of his department, and if
10 feasible with students.

11 New faculty members shall not be appointed with tenure.

12 SECTION TWO. FACULTY ORGANIZATION

13 To insure adequate faculty participation in the development of academic
14 policies, and to insure regular and open channels of communication among
15 faculty, and between faculty and administration, the faculty shall hold reg-
16 ular meetings and shall be organized for the proper conduct of its business.

17 Membership. The faculty shall consist of the President of the College, the
18 Dean of the College, all officers of instruction, including visiting and part-
19 time officers, and such others as the Board or faculty may designate.

20 Officers of instruction are college officers appointed to the ranks of
21 Professor, Associate Professor, Assistant Professor, Instructor, or Lecturer,
22 with the exception of instructors in physical education and instructors in ap-
23 plied music who are not under regular contract to teach courses at the college.

24 Meetings. The faculty shall meet regularly at least once a month during the
25 academic year, and shall meet in special session at the call of the President
26 or upon the request of one-fourth of the officers of instruction. A majority
27 of the voting members shall constitute a quorum, and all questions at issue
28 shall be decided by a majority of the votes cast by such voting members. The
29 faculty shall establish its own rules as to those members eligible to vote.

30 It shall be the duty of every member of the faculty to attend meetings of the
31 faculty unless formally excused from attendance by the Dean. In the absence
32 of the President, the Dean of the College shall preside; and in the absence of
33 both the President and the Dean, the senior professor present shall preside.

34 Officers. The faculty shall elect such officers as it deems needful to carry
35 out its responsibilities. Ordinarily, such officers will include a Secretary
36 who shall keep minutes of faculty meetings and such other records as the fac-
37 ulty determines.

38 Jurisdiction. To the faculty shall be committed general responsibility for
39 the formulation and control of the educational program of the college, subject
40 to final approval by the Board. Such responsibility shall include specifica-
41 tion of standards of admission for students and policy for the

1 granting of financial aid; determination of requirements for various degrees
2 in course; establishment of the curriculum of the college; instruction; rec-
3 ommendations for degrees in course; and general supervision over academic
4 disciplinary actions.

5 The President, as chief administrator of the college, or persons whom he des-
6 ignates, have responsibility to supervise non-academic affairs, such as dor-
7 mitory regulation, campus drug and alcohol policy, disciplinary action for
8 non-academic causes, policies governing the athletic program, and non-academic
9 student activities and organizations generally.

10 Both the President and all other members of the faculty should maintain a con-
11 stant, sympathetic, and effective concern for the whole persons of students.
12 Thus, it is fitting that the faculty both individually and jointly should ex-
13 press their views and advice to the President about non-academic affairs, as
14 occasion arises.

15 In a major policy change, the President shall alert the faculty sufficiently
16 in advance so that their advice can be given and heard before final determi-
17 nation of policy is made.

18 Communication Between Faculty and Administration. Open and regular channels
19 of communication should be maintained between faculty and administration.
20 The President and Deans of the college should attend faculty meetings and
21 make regular reports. Administratively appointed committees concerned with
22 general college policy should normally include faculty members, and adminis-
23 trators should be ex officio members of appropriate standing committees of
24 the faculty.

25 Committees. The faculty shall have the duty and the authority to establish
26 any standing committees it deems necessary to meet its responsibilities.
27 Such committees derive their powers and responsibilities from the faculty,
28 and their actions are subject to faculty review and possible veto.

29 Though established by the faculty and subject to it, such standing committees
30 should include student and administrator members in a manner appropriate to
31 the committee's area of concern. The President and the Dean of the College
32 shall be members ex officio of all standing committees, unless the faculty
33 action in constituting the committee explicitly excludes such membership.

34 Availability of Rules and Regulations Relating to Faculty. Rules and regu-
35 lations relating to faculty organization, bylaws, and responsibilities shall
36 be recorded and shall be made available on request to members of the faculty.
37 The Office of the President shall maintain and make available a current copy
38 of the Bylaws of the Trustees. The Office of the Dean shall maintain and
39 make available a current copy of the Statement of Policies and Procedures In
40 Regard To Faculty, as approved by the Trustees. The faculty secretary shall
41 maintain minutes of faculty meetings and make them available to members of
42 the faculty.

*amended (see p.8 of these minutes) Line 6, after "responsibility" add: ",subject to
procedures approved by the Trustees,"

SECTION THREE. PROFESSIONAL COMPETENCE

1 All officers of instruction must have special competence in the fields in
2 which they teach.

3 In the humanities, social sciences, and natural sciences, all officers of in-
4 struction should have at least a master's degree with a major concentration
5 in an appropriate discipline, before appointment. Before appointment to ten-
6 ured positions, faculty members in these areas will normally be required to
7 hold an earned doctor's degree in an appropriate disciplinary field.

8 In certain exceptional cases in the above named academic areas, unique ex-
9 perience and demonstrated competence may substitute for advanced academic
10 preparation. The Dean must be prepared to document and fully justify such
11 exceptions to the Trustees, before tenure may be granted.

12 In the creative arts, and in specialized professional or vocational fields,
13 evidence of professional competency is acceptable in lieu of formal post-
14 baccalaureate academic preparation. This competency may be based upon ap-
15 propriate specialized training, or successful experience as a practitioner
16 in the occupational field.

17 The Dean's Office shall maintain for each faculty member an up-to-date file
18 in which is validated his academic and professional competence for his teach-
19 ing assignment.

SECTION FOUR. PROFESSIONAL GROWTH

20 Southwestern At Memphis is primarily a teaching rather than a research insti-
21 tution. However, the best teaching is inextricably bound together with con-
22 tinuous professional growth. The college and the individual faculty member
23 should cooperate in assuring this professional growth.

24 The college, so far as its resources permit, will facilitate research and
25 creative activity by providing or helping to secure needed library, labora-
26 tory, and computer facilities. Additionally, and again within the limits of
27 its resources, the college will encourage professional development by pro-
28 viding grants for summer research and creative activity, support for sabbat-
29 ical leaves of absence for study and research, and subsidies for attendance
30 at professional meetings and workshops.

31 Each officer of instruction should take initiative to identify and meet his
32 own professional growth needs. It is his responsibility to keep abreast of
33 his field of scholarship by study and by participation in the activities of
34 professional societies, and by research which may serve both to enhance his
35 effectiveness in teaching and to extend knowledge.

36 In addition, each officer of instruction should continually develop his skill
37 in the teaching of students entrusted to his care, by giving attention to the
38 development of skill in teaching, by soliciting periodic evaluations from col-
39 leagues, students, or consultants, and by participation in appropriate work-
40 shops and training opportunities.

SECTION FIVE. RANKS AND PROMOTIONS

1 Full-time officers of instruction shall be classified and shall rank as
2 follows:

- 3 (1) Professor
4 (2) Associate Professor
5 (3) Assistant Professor
6 (4) Instructor

7 Visiting or part-time officers of instruction may be appointed to any of the
8 above ranks, or may be appointed to the unranked classification of Lecturer,
9 in all cases with the word "Visiting" or "Part-time" included in the title of
10 their offices.

11 "Part-time" officers of instruction, whose rights and responsibilities are
12 more fully described in a separate section of this Statement, hold appointments
13 that may or may not carry the expectation of renewal for more than one session.

14 "Visiting" officers of instruction, who may be full-time, normally hold appoint-
15 ment for one session only.

16 New members of the faculty holding the earned doctor's degree will normally be
17 appointed at the rank of Assistant Professor, unless prior teaching experience
18 justifies appointment at the rank of Associate Professor. New members of the
19 faculty whose doctorates have not been completed will normally be appointed to
20 the rank of Instructor, pending completion of the doctorate.

21 Normally, when an Assistant Professor is completing five years in that rank,
22 consideration shall be given to promoting him to the rank of Associate. Such
23 promotion may or may not coincide with the year in which tenure is granted.

24 Normally, about seven or eight years after promotion to the rank of Associate,
25 consideration is appropriate for promoting the officer to the rank of Professor.

26 Since the rank of Professor is the highest professional rank at the college,
27 appointment to that rank shall be made only for officers of instruction who have
28 demonstrated superior teaching ability, growing competency in their disciplinary
29 fields, exemplary standards of character and conduct, and commitment to the edu-
30 cational goals of the college. In addition, appointment to the rank will nor-
31 mally require that candidates hold an appropriate terminal earned degree from
32 a recognized university.

33 While consideration for promotion in rank is appropriate at several stages in
34 a career, this does not mean that promotion is automatic after a certain number
35 of years of service. Neither is promotion to be used as a substitute for in-
36 creases in salary. Rather, promotion recognizes quality of performance.

37 The procedure for initial appointment of an officer of instruction to a partic-
38 ular rank was described in Section One. Any promotion to a higher rank shall
39 be by the Trustees, on recommendation of the President, who shall consult with
40 the Dean. The Dean shall have prior consultations with the chairman of the de-
41 partment concerned. He shall also seek the advice of the Faculty Executive

1 Committee, both for recommending promotions, and for decisions to delay such
2 recommendations.

3 In departments in which endowments provide for named chairs, additional rec-
4 ognition of distinguished professional accomplishment or of meritorious ser-
5 vice to the college may be given in the naming of officers of instruction to
6 such chairs. The President, with advice from the Dean, will designate faculty
7 members to occupy the named chairs.

SECTION SIX. FINANCIAL SECURITY

8 College teaching is a calling rewarding in itself, and those who enter it do
9 not do so simply for the sake of financial reward. But they do expect ade-
10 quate remuneration for the support of themselves and their families, and it
11 is a firm goal of Southwestern to provide faculty salaries which reflect the
12 importance and worth of college teaching in American society.

13 Moreover, Southwestern's objective is to maintain levels of excellence meas-
14 ured by national standards. Thus, an immediate and continuing goal is to
15 maintain salary levels at least equal to the national levels revealed in the
16 annual surveys of the American Association of University Professors.

17 Contracts, Resignations. All officers of instruction shall be provided with
18 a written contract on or about March 1 for the following academic session.
19 This contract shall specify (1) rank and salary, (2) term of appointment,
20 (3) conditions of tenure and status under these conditions, (4) special terms
21 and conditions of employment, if any, and (5) the general duties and respon-
22 sibilities of the faculty member.

23 Each officer of instruction shall inform the President in writing within two
24 weeks after such contract is delivered to him of his acceptance or rejection
25 of the terms of the contract. Any officer of instruction desiring to resign
26 his position shall send his resignation in writing to the President within
27 two weeks after the contract for the next academic year is delivered to him.

28 Benefits Besides Salary. To implement the college policy of retirement for
29 age, the college will include in its program of benefits a retirement plan
30 in which the college participates and in which the faculty member's equity is
31 fully vested. Other benefits, such as health insurance, disability income
32 maintenance, and college tuition allowance, should be developed and maintained
33 by action of the Trustees, on recommendation of the President, after consul-
34 tation with appropriate representatives of the faculty.

35 Salary Increments. Salary increments, reflected in contracts, shall be
36 awarded by the Trustees on recommendation from the President, who shall re-
37 ceive recommendations from the Dean. The Dean shall receive recommendations
38 from departmental chairmen.

39 Southwestern does not follow a binding formula, either in negotiating initial
40 salaries or in granting increments. The college seeks in all cases to grant
41 equal pay for equal value received, one part of this policy being to recognize

1 that experience, and years of service to the college, generally mean greater
2 value to the college.

3 Particular factors that the college considers in granting salary increments
4 include the following:

5 (a) General cost-of-living increases.

6 (b) Special catch-up increments for certain departments or groups of
faculty members, to overcome apparent inequities.

7 (c) Increments to recognize promotions in rank.

8 (d) Special increments to recognize merit.

9 Salary levels for tenured faculty members will not be individually reduced. (In
10 the event of financial exigency, general reduction of salaries, or the reduction
11 of some but not all salaries, might be necessary.) The Dean shall stand ready
12 to offer any faculty member who requests it explanation of the basis on which
13 his salary increment was determined.

SECTION SEVEN. ACADEMIC FREEDOM

14 All members of Southwestern At Memphis have both rights and responsibilities
15 based upon the nature of the educational process and the requirements of the
16 search for truth and its free presentation.

17 The Trustees of the college recognize a particular responsibility to protect
18 the integrity of the academic process from external and internal attack. They
19 should be particularly alert to protect the free search for and presentation of
20 truth from suppression by political, ecclesiastical, or financial pressures.

21 A faculty member shall have the right to identify himself as a member of the
22 college and a concurrent obligation not to speak or act on behalf of the col-
23 lege without authorization.

24 Each officer of instruction shall have freedom in the classroom to determine
25 the specific content of his course, within the established course definition,
26 but he has also the responsibility not to depart significantly from his area
27 of competence or to divert significant time to material extraneous to the sub-
28 ject matter of his course.

29 Each officer of instruction shall have freedom in research and in publication
30 of results, subject to the adequate performance of his academic duties. Re-
31 search or consultation for pecuniary return using college facilities shall be
32 based on a prior understanding with the President.

33 In the exercise of the rights of citizenship, every officer of instruction
34 shall be free from institutional censorship or discipline. He should at all
35 times be accurate, should exercise appropriate restraint, should show respect
36 for the opinions of others, and should make every effort to indicate that he
37 is not an institutional spokesman.

1 SECTION EIGHT. PROFESSIONAL SECURITY AND PROFESSIONAL STANDARDS

2 Probationary Period. Unless otherwise stated, the appointment of any officer
3 of instruction who has served the college for a period of less than five years
4 shall be on an annual basis. Notice of termination of appointment shall be
5 given by March 1 of the first year of service, by December 15 of the second
6 year, and twelve months in advance of termination in subsequent years. Such
7 officer of instruction shall not be dismissed before the termination of his
8 appointment except for adequate cause.

9 Tenure. If, after a period not to exceed five years, it is desired to continue
10 the employment of a full-time officer of instruction, he shall be appointed to
11 a position carrying tenure. Except in the case of retirement for age, his serv-
12 ices thereafter shall be terminated only for adequate cause, or under extra-
13 ordinary circumstances because of financial exigencies which must be demonstra-
14 bly bona fide. In the latter event, he shall be shown every possible consider-
15 ation.

16 In a time of financial exigency, the well-being of the college may require re-
17 duction in pay of all faculty members, reduction in the number of full-time
18 faculty members, perhaps including faculty members holding tenured positions,
19 reduction or elimination of an area of instruction, or other measures. Any
20 such decision shall be made by the President only after soliciting recommenda-
21 tions from the faculty and after consultation with the Dean. The President's
22 decision is subject to final approval by the Board.

23 Retirement for Age. Officers of instruction who have reached age 65 by the end
24 of the fiscal year (June 30) will not be extended contracts for the following
25 year. Employment may on occasion be continued on a year by year basis, contin-
26 gent upon desire for continued employment by the faculty member, recommendation
27 for continued employment by the Dean, and approval by the President for each
28 additional year of employment. Beyond two years of additional employment,
29 authorization must be by the Board. Officers of instruction employed prior to
30 March 16, 1972, normally shall retire at age 70.

31 Professional Standards. The provisions for professional security set forth
32 above are not intended to protect an incompetent, negligent, or otherwise im-
33 proper faculty member from appropriate institutional action. Such action may
34 include conferences with the departmental chairman or the Dean or President,
35 letters of admonition, letters of remonstrance, reassignment of duties, or
36 withholding of salary increments. When cause is sufficiently serious, an
37 officer of instruction may be dismissed.

38 Dismissal For Cause. When reason arises to question the fitness for continued
39 employment of an officer of instruction on tenure, or whose term of appointment
40 has not expired, the President and the Dean of the College shall ordinarily
41 discuss the matter with said officer of instruction in private conference. The
42 matter may be appropriately concluded, or reach an adjustment, at this point.

43 If no agreement is reached between the President and said officer of instruc-
44 tion, and if either the President or the officer of instruction wishes it,

1 formal proceedings to consider dismissal of said officer of instruction shall
2 be instituted. Action shall be commenced and carried out under procedures
3 established in this section.

4 The President or his representative shall formulate a statement with reason-
5 able particularity of the grounds proposed for dismissal. Such statement
6 shall set forth the reasons for termination and the rights of the accused
7 officer of instruction to a hearing before a committee of the faculty.

8 If said officer of instruction wishes a hearing, he shall so notify the
9 President in writing as soon as practicable, and no later than four weeks
10 after notification of termination by the President. The hearing must occur
11 within two weeks after the request of the dismissed officer. Not less than
12 seven days before the hearing, said officer of instruction shall answer in
13 writing the charges brought against him.

14 A committee of the faculty for the hearing of such proceedings, designated the
15 Committee on Dismissal for Cause, shall be elected annually by the faculty,
16 and shall consist of five members, one of whom shall be elected chairman by
17 the committee itself. Neither the President nor the Dean of the College shall
18 be members of this committee ex officio. This hearing committee shall consist
19 of officers of instruction of the ranks of Professor and Associate Professor.
20 Its members shall not sit on the Faculty Professional Interests Committee, and
21 they shall not have been previously concerned with the consideration of the case
22 of termination or dismissal for cause. The hearing committee, in consultation
23 with the President and said officer of instruction, shall determine if the
24 hearing is to be public or private.

25 The dismissed officer of instruction shall have the option of assistance by
26 counsel of his own choosing, whether a member of the faculty or not, and the
27 President shall have the option of attending the hearing or of designating a
28 representative to assist in developing the case. In the hearing of charges
29 of incompetence the testimony may include that of officers of instruction and
30 other scholars. The college shall provide a full stenographic record of the
31 hearing, which shall be made available to the parties concerned. The hearing
32 committee shall aid the dismissed officer in securing the attendance of wit-
33 nesses, if needed. Rules of procedure shall follow the Statement on Academic
34 Freedom and Tenure adopted in 1940 by the Association of American Colleges
35 and by the American Association of University Professors and the Statement on
36 Procedural Standards in Faculty Dismissal Proceedings adopted in 1958 by the
37 Association of American Colleges and by the American Association of University
38 Professors.

39 Subject to approval by the Board, the decision of the hearing committee shall
40 be final.

41 SECTION NINE. PROFESSIONAL RESPONSIBILITIES

42 Every officer of instruction shall have maximum regard for the integrity, good
43 reputation, general welfare, and stated purpose of the college.

1 Every officer of instruction will be expected to maintain the highest per-
2 sonal standards of character and conduct.

3 All full-time officers of instruction shall be present at the college for the
4 first faculty meeting before the session opens, and shall continue on duty
5 throughout the academic year, including the graduation exercises. Applications
6 for leave of absence of seven days or fewer shall be made to the Dean of the
7 College; applications for leave of more than seven days shall be made to the
8 President. A member of the faculty, in accepting an appointment from the Board,
9 thereby agrees to conform to all regulations adopted by the faculty or by the
10 Board.

11 Full-time officers of instruction have professional responsibilities wider than
12 simply the instruction of classes and the conducting of laboratories. These
13 responsibilities include some, and may include many, of the following, as well
14 as other responsibilities not here itemized: maintaining availability to stu-
15 dents and colleagues through office hours, leading directed inquiries, student
16 advising, writing letters of reference, curriculum development, departmental
17 administration, faculty committee duty, attendance at faculty meetings and for-
18 mal convocations, ordering books for the library collection, and generally con-
19 tributing to the educational development of students, the welfare of the de-
20 partment, and the educational welfare of the college.

21 It is expected that in carrying out the above obligations, a faculty member
22 will be on campus a substantial part of each of the work days of the week.

23 Attendance at student-sponsored events is encouraged as opportunity permits,
24 though not formally required as a professional responsibility.

25 An officer of instruction shall not substitute nor appoint anyone to perform
26 his college duties without the approval, in each case, of the Dean of the
27 College.

28 No full-time faculty member shall engage, without the express permission of the
29 President, in any undertaking, pursuit or occupation, with or without compen-
30 sation, which interferes with the thorough and efficient performance of his
31 college duties. No agreement shall be made for giving instruction in another
32 institution during the academic year without the permission of the President.

33 The responsibility of every officer of instruction to maintain and develop
34 professional competence has been described in an earlier section of this
35 Statement.

SECTION TEN. PART-TIME OFFICERS OF INSTRUCTION

36 Part-time faculty members, particularly those with special skills, may be an
37 asset to the college.

38 However, the college shall take care to see that the educational program does
39 not depend too heavily on part-time faculty. In any area in which a major is
40 offered, there shall be at least one full-time faculty member.

1 Part-time officers of instruction are appointed for the teaching of a desig-
2 nated number of courses. Except for such contact with students outside of
3 class time as is needed for effective teaching, a part-time position does
4 not carry extra-course obligations that are normal to a full-time position,
5 such as presence on campus outside of class time, student advising, curricu-
6 lum development, departmental administration, faculty committee duty, or
7 presence at formal academic convocations.

8 If extra-course duties are expected of a part-time faculty member, they shall
9 be agreed upon in letters of employment, and appropriate remuneration given.

10 Provisions of this Statement regarding the recruitment of faculty, their pro-
11 fessional competence, professional standards, and participation in the rights
12 and responsibilities of academic freedom, apply fully to part-time faculty
13 members.

14 Remuneration of part-time faculty members will generally be determined by a
15 flexible formula, based on the number of three-hour courses or equivalents,
16 being taught. As faculty remuneration in general rises, the normal "fee" for
17 teaching a three-hour course should also rise.

18 It is recognized that in individual cases, remuneration lower or higher than
19 normal may be negotiated between the prospective officer of instruction and
20 the Dean. However, every officer of instruction should receive some remuner-
21 ation. An officer of instruction wishing to contribute his services may return
22 his remuneration to the college as a gift.

23 Part-time appointments do not carry inherently the expectation of indefinite
24 renewal until retirement. They may be made on a contingent basis (for example,
25 contingent upon a sufficient number of students enrolling for a proposed course),
26 on an academic term basis, or on an annual basis. In all cases, the college
27 has responsibility to be completely candid about the kind of appointment being
28 made.

29 If agreeable to the part-time officer of instruction and to the college, ap-
30 pointment may be renewed for additional academic term[s] or year[s]. Years of
31 appointment in part-time positions do not accrue towards an eventual appointment
32 on tenure. Termination of appointment of a part-time officer of instruction
33 during the term of his appointment shall only be for cause, and with due process
34 as described earlier in this Statement.

35 SECTION ELEVEN. MINORITIES AND WOMEN AS OFFICERS OF INSTRUCTION

36 All policies and procedures of the college in regard to faculty shall be in ac-
37 cordance with the provisions of the law. This includes full compliance with
38 the law regarding employment of national minorities and women.

39 Equal Opportunity. Full equality of opportunity shall obtain in recruiting,
40 hiring, promotion, the granting of tenure, remuneration, professional utili-
1 zation, appointment to committees, to administrative positions, and to special
2 task forces.

*amended (see p. 8 of these minutes) Line 37 be amended by striking the words "the pro-
visions of the" substituting the word "applicable".

1 Nepotism. If a person being considered for a position as an officer of in-
2 struction is a family member of a present Southwestern employee, employment
3 will follow regular procedures to insure that the best candidate is secured.

4 Maternity Leaves. (a) When a full-time woman officer of instruction knows
5 she will need a maternity leave, she should let the Dean or her departmental
6 chairman know as soon as is convenient, so that arrangements for a substitute
7 may be made. (b) The leave should take effect at a time mutually agreeable
8 to the faculty member, the chairman of the department, and the Dean of the
9 College. (c) The leave may extend up to one year, without pay, but with the
10 guarantee, under normal circumstances, of a position at the end of that year
11 at the same or a comparable level.

In keeping with this philosophy and purpose, and to strengthen the college to fulfill these ideals, we set ourselves to accomplish:

III. GOALS FOR THE FUTURE OF SOUTHWESTERN

GOALS OF HIGHEST PRIORITY FOR 1975-80:

COST ESTIMATE

- A. The College's Most Pressing and Immediate Need Is To Build Endowment:
1. Strengthen the future of the college and its ability to attract outstanding students by increasing student financial aid, with the income from a Scholarship Endowment. \$3,200,000 Endowment
 2. Strengthen the academic program of the college through the creation of 20 Endowed Chairs. 20 @ \$500,000 = \$10 million to endow.
 3. Expand the Burrow Library Collection. Except for faculty, the Burrow Library is Southwestern's most important educational resource. Library holdings are one of the chief measurements when accrediting and rating agencies study a college. With the knowledge explosion, it is of critical importance that Southwestern improve and expand the Burrow Library as an outstanding resource. \$400,000 to endow new holdings in 10 departments.
 4. Increase the services offered to Southwestern students through a broadened program of career guidance, vocational counseling, and placement service. \$100,000 to endow program expenses.
 5. Provide more sophisticated computer science and other electronic capabilities and develop fuller use thereof in instruction and research. Planning for enlargement of such facilities at the college should include consultations with many departments, including some that do not presently use computers. \$1.25 million to endow
 6. Begin a Visiting Artists Program to attract to the campus nationally recognized performers and artists for the benefit and enrichment of the campus community and the surrounding area. \$400,000 to endow
 7. Offer better opportunities to commuting students to become more active participants in the extracurricular and social life of the campus. \$200,000 to endow program for Thos. Briggs Student Center.
 8. Provide for faculty renewal and enrichment through continued and expanded support for sabbaticals, summer grants for research and creative activity, attendance at professional societies and at workshops to upgrade teaching and communication skills, and through faculty exchanges, released time and continuing education. \$1,000,000 to endow.
 9. Strengthen the program in Communication Arts by endowing an additional position for the department. \$500,000 to endow.

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|---|------------------------------|
| 10. Establish a President's Discretionary Fund. From time to time in the life of every institution there arise emergencies and opportunities that must be met quickly if the college is to overcome the problem or seize the opportunity. The President's Discretionary Fund will provide for this and enhance the effectiveness and flexibility of the administration. | \$500,000
to endow |
| 11. Strengthen the program in Sociology by endowing an additional position for the work of that department. | \$500,000
<u>to endow</u> |
| Total for Additional Endowment 1975-80 | \$18,050,000 |

B. Goals To Be Accomplished Within the Regular Budget of the College:

- | | |
|---|-------------------|
| 12. Increase compensation, first, to catch up with salaries paid by institutions of comparable quality and to keep up with the erosion of purchasing power caused by inflation; then to strengthen the position of Southwestern in attracting the most capable faculty, administration and staff possible. This is the college's highest priority within the regular budget. | Regular
Budget |
| 13. Emphasize equality of opportunity for women students in academic, athletic, extracurricular, and career counseling services, and all areas of the college's life. | Regular Budget |
| 14. Enhance the career-relatedness of Southwestern's liberal arts education through providing support to develop new educational tracks in certain departments, to increase use of internships in appropriate departments, and to develop increased capacity at the departmental level for career counseling. | Regular Budget |
| 15. Increase the student enrollment by 15 full-time equivalent students per year. Develop the "whole college" approach to recruiting. During the years ahead the competition for an approximate stable number of potential students will increase sharply. The job cannot be done by recruiting specialists working in isolation. Each department of the college should not only seek closer cooperation with the Admissions Office but should look for ways to increase recruiting efforts through its staff and students. | Regular Budget |
| 16. Hold an annual Parents' Weekend. Parents like to visit the college but are often reluctant, lacking an "occasion." The Parents' Weekend would feature several athletic events, presentations of the performing arts, and discussions with the college President and panels of professors and students. | Regular Budget |
| 17. Produce a color audio-visual on Southwestern. Multiple copies of an audio-visual presentation on Southwestern will be available to alumni clubs, admissions counselors, churches, etc. (Because styles and programs change quickly, we recommend slides with recorded cassette soundtracks based on current technology.) All copies should be constantly kept up to date and changed entirely every three years. | Regular Budget |

18. Create an Office of Institutional Research to furnish increased and timely data for college planning (especially the Offices of Student Affairs and Admissions). Regular Budget
 19. Recognize the achievements of outstanding alumni and students by providing Alumni Awards to students who have excelled in three areas: academic, athletics, and performing arts. Regular Budget
 20. Recruit high-ability students by giving added weight to extracurricular leadership, accomplishments and abilities, as well as academic abilities (measured by secondary school grades and national testing services). Theoretically, admissions' policy has two extremes: One extreme is to grant all financial aid on the basis of the needs of students. The opposite extreme is to grant all financial aid on the basis of the needs of the college (i.e. to attract the best student scholars, athletes, musicians, leaders, etc.). The effect of this goal is to move slightly along the line from the former pole in the direction of the latter. Regular Budget
 21. Develop a network of Alumni Leaders in cities where there are sufficient Southwestern alumni to have activities. Alumni leaders will serve as contact persons to promote the college in their area. Regular Budget
 22. Attract qualified student athletes and coaches to Southwestern and strengthen the college's inter-collegiate athletic program within the framework of the College Athletic Conference philosophy, and broaden and strengthen the intramurals, "lifetime sports" and physical education program. Regular Budget and special gifts.
 23. Expand the educational program of the college into the community, region, and church, and among people of post-college age, by increasing Southwestern's summer offerings of self-supporting conferences, symposia, and workshops. Self-supporting programs.
 24. Offer special college-level programs for superior secondary school students. These programs might include: courses of enrichment for the secondary school courses the students might be taking, courses carrying college credit, and courses ancillary to the students' proposed collegiate majors. Such a program would serve the community, attract superior high school students to Southwestern through academic contact, and serve the needs of outstanding students. Self-supporting programs.
- C. Physical Plant Goals:
25. Renovate Hardie Auditorium to provide a facility for concerts, drama productions or large classes. \$185,000 construction

26. Renovate and improve tennis courts, install lighting, water fountains, quality surfaces and better quality fencing, to increase the use and enjoyment of the tennis courts. Those who use the tennis courts, but who are not Southwestern students or not family members of the faculty or staff, should be charged a fee to help maintain the tennis courts and to pay the costs of a supervisor during the afternoon and evening hours and during the summer months.	\$50,000 construction
27. Renovate the Residence Halls including central air conditioning. They will be made more attractive and comfortable to the end that Southwestern will be able to attract students in the years of increased competition among colleges.	\$900,000 construction (Phase I)
28. Provide a new residence hall with flexible housing patterns.	\$1,000,000 partial construction cost that will not be self-sustaining.
Total Construction 1975-80	<u>\$ 2,135,000</u>
Total: To Accomplish All Goals for 1975-80	<u>\$20,185,000</u>

GOALS OF HIGHEST PRIORITY FOR 1981-85

A. The Need for Increased Endowment Will Continue as the College's Most Pressing Need:

29. Increase student financial aid with income from a Scholarship Endowment--Phase II (See Goal No. 1)	\$2,000,000 Endowment
30. Expand the Burrow Library Collection--Phase II (See Goal No. 3)	\$ 500,000 to endow holdings in 10 departments.
31. Increase the maintenance budget. Southwestern has one of the most beautiful campuses in the country. The buildings and grounds are important parts of the educational process and set the "tone" of educational quality. It is imperative that the beauty and function of these facilities be maintained and improved to strengthen the quality of educational excellence for which the college is noted. This is expensive. But mediocrity and shoddiness is the alternative. During the next 10 years additional funds must be designated for replacement, coordinated through a Useful Life and Replacement Schedule.	\$1,000,000 to endow Plant Stabilization Fund.
32. Establish a Dean's Venture Fund for Educational Innovation.	\$ 500,000 to endow
33. Employ an additional College Recruiter	\$ 500,000 to endow additional position.
34. Establish one Visiting Professorship. This would be a non-tenured position, with remuneration sufficiently substantial to attract to the campus a series of the nation's leading scholars and artists. The period of residence would vary from one term to one or two academic years.	\$ 850,000 to endow

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|--|---------------------------------|
| 35. Initiate Annual Alumni Lecture Series. Alumni interest in the college will be generated by providing annual Alumni Lectures, at which one or two distinguished scholars and national or international leaders would speak, providing a format for enrichment for our alumni and outstanding publicity for the college. Out-of-town alumni would be invited to return to the campus for this outstanding opportunity. | \$100,000 to
endow |
| 36. Sustain and develop Southwestern's outstanding program of Continuing Education. | \$1,000,000
to endow |
| 37. Establish a Campus Beautification Fund. Income from this fund will provide for the over-all planning, landscaping and improvement of the campus grounds. This will provide funds above these budgeted for regular care and maintenance to enhance the beauty of the Southwestern campus. | \$400,000 to
endow |
| 38. Employ a college chaplain. To strengthen a supportive community for students requires the dedication of all members of the campus community; and the employment of a college chaplain for counseling, to help organize worship services, to preach, to lead extracurricular forums and study groups, will be an important part of this endeavor. | \$500,000 to
endow |
| 39. Expand the college's radio station WLYX-FM to AM Transmission. This will provide quality programs for the Memphis area and a creative outlet for the work of faculty and students, provide expanded educational opportunities for students in Communication Arts, broaden the college's continuing education program to off-campus students, and build awareness of and identity with Southwestern in the Memphis area. Establish the position Director of Electronic Media. This person would be qualified and would teach part-time in the Communication Arts Department, would direct the operation of Southwestern's radio (and possibly TV) stations, and would initiate and promote programs from the Center of Continuing Education using the electronic media. | \$ 500,000 to
endow position |

Total for Additional Endowment 1981-85

\$7,850,000

Physical Plant Goals for 1981-85.

- | | |
|--|-----------|
| 40. Build a swimming pool to strengthen the college's programs of recreation, physical education and intercollegiate athletics. Further study should be made to determine the practicality of a "convertible" swimming pool, to provide for indoor swimming during most of the academic year, and outdoor swimming for participants in the summer programs of the college, "guests," and the campus community. | \$400,000 |
|--|-----------|

41. Renovate the second and third floors of Palmer Hall. These floors are used for classrooms and faculty offices. The oldest building on the campus is still central in its importance and contribution to the life of Southwestern's academic program. Renovation will include new tile and carpets, paint, lighting, and central air conditioning.	\$ 600,000
42. Renovate the Residence Halls--Phase II (See Goal No. 27)	\$1,000,000 construction
43. Renovate classrooms to provide flexibility in teaching-learning format. Consideration should be given to projection facilities, electronic student-feedback, single and double-level seminar rooms, as well as to the renovation and re-equipping of traditional classrooms	6 @ \$10,000 - \$60,000 construction
44. Strengthen the opportunities for enriched social and community life by upgrading the facilities of the Briggs Student Center.	\$400,000 construction
45. Provide adequate facilities for activities of the performing arts and music departments. The facilities should be designed so as to be usable for other appropriate activities.	\$4 mil. to \$7 mil. (Size and cost to be determined after thorough study.)
Total Construction 1981-85	\$ 9,460,000
Total: To accomplish All Goals for 1981-85	\$17,310,000

	1975-80	1981-85	Ten Yr. Totals
For Endowment	\$18,050,000	\$ 7,850,000	\$ 25,900,000
For Construction	2,135,000	9,460,000	11,595,000
	\$20,185,000	\$ 17,310,000	\$ 37,495,000
Totals	\$20,185,000	\$ 17,310,000	\$ 37,495,000

<u>Board Directions & Leadership</u>	<u>Faculty members</u>	<u>Student members</u>	<u>ex officio</u>
Walter P. Armstrong, Jr., Chmn.	*Fred Neal, '76		#J.H. Daughdrill, Jr.
John H. Bryan, Jr.	Kenneth Williams, '76		#Robert D. McCallum
Jefferson Davis	(Board alternate)		
Neely Mallory			
Judith Mitchener			
#Sidney A. Stewart			
Hewitt Tomlin, Jr.			

<u>Buildings and Grounds</u>			
#Walk C. Jones III, Chairman	Albert M. Johnson	Oliver P. Cobb	Roy R. Twaddle, Jr.
David H. Edington, Jr.	Arlo I. Smith	Robert L. Donnell	Susan L. Smith
Margaret Hyde		*Arthur Kellerman	
John H. Stennis			

<u>Development & Institutional Advancement</u>			
#Charles P. Cobb, Chairman	*Richard Batey, '75	*Theresa Cloys	L.C. Templeton, Jr.
#L. Palmer Brown		Carol Ellis	Ron A. Yarbrough
Edward M. Carmouche		Louise Rutkowski	Josh Brown
William B. Dunavant			Park H. Moore, Jr.
W. C. Raspberry			
Martin B. Seretean			
#S. Shepherd Tate			
Anne Wilson			

<u>Faculty and Educational Program</u>			
#John W. Wade, Chairman	Wm. Larry Lacy, '75	*Mary Margaret Falls (Peg)	Robert G. Patterson
Jere Nash, Jr.	Richard D. Gilliom, '76	Patricia G. Smith (Patti)	Ray M. Allen
Kenneth G. Phifer	Jack U. Russell, '77	Anne W. Womack	Mary Jo Miller
Morton D. Prouty, Jr.	*Charles Warren, '77		
G. R. Hollingsworth	Douglas Hatfield		

<u>Finance</u>			
#William W. Mitchell, Chairman	Frank Thomas Cloar	Carl B. Hill	#Robert D. McCallum
Stanley J. Buckman	Helmuth M. Gilow	Andrew S. Scott (Andy)	J.H. Daughdrill, Jr.
C. B. Harrison	Charles Mosby	F. Jay Wills	Marshall Phillip Jones
William H. Mitchell			Paul Hallock
Wayne W. Pyeatt			

<u>Students and Campus Life</u>			
#Paul Tudor Jones, Chairman	Marshall E. McMahon	G. Herbert Gunn	Charles I. Diehl
Sterling J. Edwards, Jr.	James D. Witherspoon	Vicki J. Gilmore	A.M. Williford
Dan F. Goodwin, Jr.		Henry Millard Lee (Ike)	
Evelyn Landis			
Michael McDonnell			
Spence L. Wilson			

<u>Honorary Degrees</u>			
Walter P. Armstrong, Jr., Chmn.	Robert L. Amy	Anne S. Richardson	Robert D. McCallum
Palmer Brown	Granville D. Davis		J.H. Daughdrill, Jr.
Paul Tudor Jones			

#Executive Committee Member
 *Board member

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

The Committee on Board Directions and Leadership met on Wednesday afternoon, April 16, 1975. The members present were: Walter P. Armstrong, Jr., Chairman; Jefferson Davis, Judith Mitchener, Hewitt Tomlin, Jr., Fred W. Neal and J.H. Daughdrill, Jr., ex officio and Robert D. McCallum, ex officio.

The committee considered a number of matters which will result in recommendations and require Board action.

The committee was first charged with the nominations of the members of the Board of Trustees and we have a unique situation this year in that we are trying to adjust under the new ByLaws both with the representation required from the various Synods as recently re-established constitutions and also the terms of office so as to provide three-year staggered terms which requires the nominations of new members of the Board of Trustees and nominations of old members for varying terms this year.

1. The Committee nominates the following for election to the Board of Trustees for terms ending in the years indicated:

	<u>Class</u>
By the Synod of Red River:	
Evelyn Landis	1976
Edward M. Carmouche	1977
By the Synod of the Mid-South:	
Sterling J. Edwards	1976
Walk C. Jones III	1977
William W. Mitchell	1977
Judith Mitchener	1978
Richard A. Trippeer, Jr.	1978
Edgar H. Bailey	1978
By the Board:	
W. Neely Mallory	1976
Sidney A. Stewart, Jr.	1976
Spence L. Wilson	1977
Margaret R. Hyde	1977
Anne Wilson	1978

The committee realizes that the recommendation of the nomination and election of members by the Synods at this meeting makes the period between this meeting and the time the Synod meets very, very short and inadequate really to bring the information before them and let them consider it and act upon it properly. Therefore the Committee recommends:

2. That in the future all nominations for Trustees to be elected by the Synods be made at the Winter meeting of the Board of Trustees.

The next item to be considered is a technical one, but one the Committee believes is necessary under the new ByLaws. In the past the class of honorary life trustees consisted of members of the Board who have served for periods on the Board and reached the requisite age. Under the new ByLaws, there is a provision for both an honorary trustee and for a life trustee. Therefore the Committee recommends:

3. That all present Honorary Life Trustees be elected Life Trustees pursuant to Article III, Section 8 of the ByLaws.

The Committee also recommends that in the case of the Honorary Trustees that consideration be given to the possibility of naming Honorary Trustees and it was felt that in the future there should be constituted a Board of Honorary Trustees as an Advisory Board to this Board of Acting Trustees but not as actual members of it. Therefore the Committee recommends:

4. That Article III, Section 9 of the By-Laws be amended by striking the final sentence thereof and substituting the following:

"Honorary Trustees shall constitute an Advisory Board to the Board of Trustees."

5. The Committee recommends the election of the following officers for the terms provided by the ByLaws:

Chairman - Robert D. McCallum, Jr.
Vice Chairman - Walter P. Armstrong, Jr.
Secretary - S. Shepherd Tate
Treasurer - Wayne W. Pyeatt

6. The Committee recommends that meetings of the Board of Trustees be held at Southwestern At Memphis on the following dates during the coming academic year:

October 16-17-18, 1975 - January 28-29, 1976 - April 28-29, 1976

7. The Committee recommends approval of the "Confidential Evaluation Form for Present Trustees" attached hereto to be used by the Committee in evaluating Trustees eligible for re-election in the following manner: the form is to be completed by each individual member of the Committee and submitted to the Committee Chairman in advance of the meeting at which the nomination is to be made so as to form a basis for discussion and evaluation at that meeting. Where the member has no opinion as to the Trustee's qualifications in any particular category, it should be so stated.
8. The Committee recommends approval in principle of a method of administrative appraisal and performance evaluation for the President and Administrative Management Team, the report in the case of the former to be made to the Board of Trustees and in the case of the latter to the President.

Walter P. Armstrong, Chairman

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS

April 16, 1975

The following Committee members were present:

Walk C. Jones III, Chairman	Arlo I. Smith
David H. Edington, Jr.	Robert L. Donnell
Margaret Hyde	Roy R. Twaddle, Jr.
John H. Stennis	Susan L. Smith
Albert M. Johnson	Ike Lee

I. Status of Frazier Jelke Science Center Leaks - Walk Jones

Following a tour of the facilities with architects and contractors, the leak situation was found to be worse than originally thought. Litigation problems compound because the architect of record, the first of two contractors who worked on the project, and the college's on-site inspector are deceased. Prospects of collecting damages are dim. Maintenance is doing all it can to isolate and correct as many leaks as possible in line with a program of items that can be handled on the college skill level. The college has scheduled minor work this summer and observation points.

It is quite possible that within a few years the college will be faced with the expensive prospect of excavation along the walls and perhaps removal of the terrace to re-waterproof. Even then 80% effectiveness would be considered successful.

A suit has been filed though further proceedings may not follow. Mr. Stennis has raised a question of suit against the bonding companies and it will be brought to the attention of college attorneys.

II. Progress Reports - Susan Smith

A. The refectory renovation is virtually complete. The air conditioning for the south end of the dining area and the installation of new ovens were recently finished. Except for a few minor finishing points the project is complete and is a vast improvement.

B. In the Student Center the south exterior doors have been replaced.

C. Building physical inventories are continuing in an effort to provide the type of information needed to schedule and fund major repair needs over a period of 5-10 years. This should be a valuable aid to the budget process.

D. The Soderstrom property is being appraised and readied for sale. (Sale approved at the January Board meeting.)

E. Flat roof replacement for Trezevant and Townsend residence halls and Burrow Library will be scheduled this summer if funds permit.

F. Plans for the renovation of the west end of first floor Palmer are almost complete and the estimated cost is \$62,000. The work would

include the Admissions, Registrar's, and Business-Cashier's Offices. The go-ahead will be dependent upon the financial situation of the college at the close of this fiscal year.

G. An engineer has offered to do a study of the humidity control-air-conditioning needs of the Rare Books Room of Burrow Library as a service to the college.

H. A tour of several older residence halls at the request of student members showed plumbing work is needed and replastering and repainting in cheerful colors. This can be done as part of normal maintenance but because of student request and rather dreary visual impact, this work should be done as budgeted funds are available.

The lower level of Voorhies, which is temporarily being used as dormitory rooms, needs some improvements.

III. Residence Halls - Robert L. Donnell

The thrust of the presentation and concern is toward the oldest residence halls, Robb, White, and Ellett. The visual aspect is poor. Plaster has been damaged by plumbing leaks. The plumbing is of particular concern and age is probably the primary problem source.

Doors, door frames, and locks are in poor condition. They are worn out and easily pryed open.

Air conditioning is by window units, many of which will need to be replaced in the near future.

These are problems that need to be anticipated for the long-term plans of the college.

Mr. Donnell distributed photographs of particular problem areas and then led a tour of Robb, White, Ellett, and Voorhies basement. Voorhies basement is used to house 9 to 18 women when other housing has been filled. It is sub-standard but all residents are informed of the situation prior to accepting them for basement residence. The discussion and tour should be received as information to give the Board an idea of the areas of particular concern to students and maintenance. More repair and maintenance funds will need to be directed to the dormitories in coming years as age and wear take their toll.

By way of information in conjunction with an item of the Ten Year Master Plan, the Committee also viewed Hardie Auditorium and Theater 6.

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT

April 16, 1975

1) Frank Campbell, President of the Alumni Association, reported on the activities of the Alumni Executive Council and Board. A new constitution and bylaws were adopted. He explained the new organization.

There are four major committees:

1. Resources and Public Relations (Church Relations, Estate Planning and Annual Giving)
2. Alumni Relations (community action, continuing education, etc.)
3. Student Affairs (alumni and student work opportunities, internships, counselling, and athletics)
4. Campus Activities (Homecoming, Dilemma, etc.)

These are to back up the work of the college.

2) Frank Mitchener, General Chairman of the 1975 Southwestern Fund, reported on the progress of the The Fund. He said we may be short of the Trustee goal and the Campus goal. Memphis Community Campaign is almost underway (see report from Edgar Bailey). Alumni, Parents, National Foundations may go over their goals. Mrs. Wilson suggested that Trustees outside of Memphis be used to help solicit parents. Frank Mitchener said we've got a lot going for Southwestern and for this campaign, so we need to move ahead and complete our campaign goal.

Edgar Bailey, Memphis Community Chairman, reported that organization has been set up to solicit about 400 calls in Memphis. The Memphis Community Campaign portion of The Southwestern Fund goal is \$150,000.00. He assured the committee that \$150,000 will be raised by May 30. In addition to Trustees involved in soliciting, about 65 others will be working beginning April 28.

3) Loyd Templeton reported on the need to form a Committee on College Relations on which some work has already been completed. The purpose of the committee will be to involve distinguished public relations people in Memphis to help tell the "Southwestern story" more effectively. These people will be asked to make recommendations on how Southwestern can more effectively market itself.

We are now ready to implement the committee using some of the top communications people in Memphis. They would then be informed of our types of constituents, what techniques we use at present and would be asked for their advice on how best to market Southwestern.

Loyd Templeton also reported on plans for the Fiftieth Celebration of Southwestern in Memphis. He said Homecoming, Board of Trustees, and Parents' Weekend will be combined into the weekend of October 17-18. Several events taking place during the academic year will be part of the overall celebration.

4) L. Palmer Brown reported on the Diehl Society. There are eleven (11) Founding Members and five (5) Associate Members, with a few more expected before year's end. He also noted that the \$141,000 given by The Diehl Society members represents about 43% of the total given to-date.

5) Bill Hughes, Chairman of Alumni Solicitation, reported that toward their goal of \$160,000, more than \$121,000 has been secured through personal solicitation, class agent letters, and phonothons. Six nights of phonothons in Memphis this month raised \$14,000.00. Phonothons are also being held in ten (10) cities outside of Memphis where we hope to get another \$30,000.00.

6) Ron Yarbrough, in the absence of W. C. Rasberry, reported on Trustee giving saying that the average gift this year for Trustee giving is \$3,025 compared to \$1,515 for the same time last year.

7) Park Moore, in the absence of Jim Springfield who is chairman of the Planned Giving Sponsoring Committee, reported on the progress of the planned giving program. He announced that Herb Rhea, Norman Blake, P.K. Seidman, Les Rosen, and Bobby Loyd are members of this committee who serve as a professional resource group. The expectancy list continues to grow as we identify more people who have a planned gift for Southwestern. There are 55 who have said that Southwestern is in their wills. Many have given us a definite amount. There are others with annuities, trusts, and insurance. Total on our expectancy list is \$2,481,000.00.

By the end of April, two mailings will have gone out offering estate planning information. We hope to get a response to which we can offer help and ask them to consider Southwestern.

Today at noon, the first of a series of four estate planning seminars was held for Southwestern faculty, staff and their spouses. About fifteen people attended.

8) Ron Yarbrough presented for action by the committee a proposal for forming the Southwestern Development Council which would incorporate all committees in Development and Institutional Advancement. The Development Council would serve as the principal leadership body for college relations and development. It will function as an extension of the Board Committee on Development and Institutional Advancement in helping to plan and carry out activities aimed at realizing the goals of the Ten Year Master Plan.

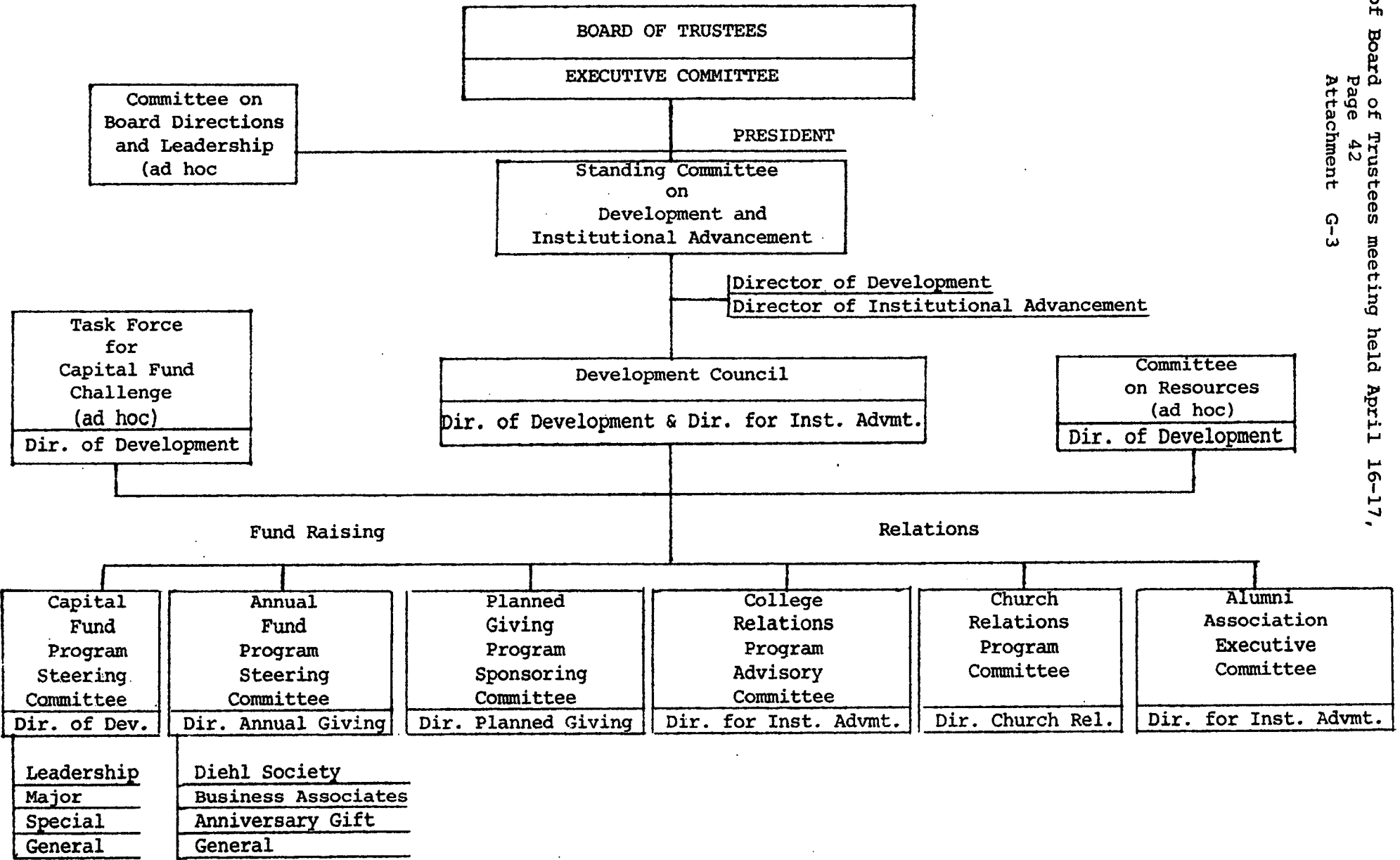
A resolution was adopted recommending that the full Board establish a Southwestern Development Council as proposed in the October 1973 Feasibility Study submitted by Frantzreb and Pray. The committee endorsed expediency in the selection of a chairman of the Development Council and encouraged the first meeting to be held at the Trustee meeting in October 1975.

Charles Cobb, Chairman

CHART C

RECOMMENDED DEVELOPMENT PROGRAM ORGANIZATION

Minutes of Board of Trustees meeting held April 16-17, 1975
Page 42
Attachment G-3



SOUTHWESTERN AT MEMPHIS

FACULTY AND EDUCATIONAL PROGRAM COMMITTEE

April 16, 1975

Mr. Morton D. Prouty, Jr., serving as chairman in the absence of Dean John Wade, called the meeting to order at 3:00 p.m. Besides the chairman, those present were trustees Jere Nash, Jr., Kenneth G. Phifer, and G. R. Hollingsworth; faculty members W. Larry Lacy, Jack U. Russell, and Douglas Hatfield; students Peg Falls, Patti Smith, and Anne Womack; and administrators Robert G. Patterson, Ray M. Allen, and Mary Jo Miller.

The chairman asked the members of the committee to introduce themselves.

Dean Patterson reported that there would be no tenure actions to be made in January of 1976, and therefore no effective tenure decisions to be made between now and May 31st.

After various presentations, made chiefly by Dean Patterson, Professor Lacy, and Dean Allen, and after appropriate discussion, the committee passed the following motions and recommended them to the Board for adoption.

1. That tenure be granted to Professor Horst Dinkelacker, effective with his contract for 1975-76. (Motion by Dean Patterson; seconded; passed unanimously.)
2. That Dr. Herbert W. Smith, Associate Professor of Psychology, be promoted to Professor of Psychology, effective with his contract for 1975-76. (Motion by Dean Patterson; seconded; passed unanimously.)
3. That the Statement of Policies and Procedures in Regard to Faculty be approved by the Board as amended, subject to concurrence by the faculty in the amendments. (Motion by Dr. Phifer; seconded; passed unanimously.)

The following amendments had been previously adopted.

Page 4, line 6. After "responsibility" add: ", subject to procedures approved by the Trustees," (Motion by Peg Falls; seconded; passed unanimously.)

Page 6, lines 29-30. Delete "the educational goals of the college" and add "the teaching of liberal arts and sciences within a Christian ambience" (Motion by Dr. Phifer; seconded; carried by majority vote.)

Page 12, line 37. After "the" and before "law" add "civil" (Carried by common consent.)

4. That the faculty members of the committee be asked to study the advisability of inserting into the paragraph on "Tenure" (page 9 of the Statement of Policies and Procedures) a statement of evaluative criteria to be used in making tenure decisions, and if deemed advisable, to recommend to the committee such a statement. (Motion by Dean Patterson; seconded; carried by majority vote.)

5. That in order to facilitate admissions and financial aid procedures, the Board request its Finance Committee to recommend tuition, room charges, and if possible board charges, for the following academic year, at the October meeting of the Board. (The present practice is for such recommendations to come to the Board at the January meeting, along with the budget for the ensuing year.) (Motion by Mr. Nash; seconded; passed unanimously.)
6. That Dean Allen, in consultation with the Faculty Committee on Admissions and Student Financial Aid, be requested to report to the committee the college's present policies in regard to the admission of students and options of policy that the Board might usefully consider. (Passed by common consent.)
7. That in view of the increasing use of electronic media in instruction, the Long Range Planning Team be requested to consider and make recommendation to the Board concerning the advisability of including this instructional dimension more explicitly among the stated long range objectives of the college. (Motion by Dean Patterson; seconded; passed unanimously.)

The meeting was adjourned at 5:30 p.m.

Morton Prouty, Acting Chairman

A REPORT ON APPLICATIONS [REDACTED] MISSION IN SEPTEMBER [REDACTED]

April 13, 1973 - April 15, 1974 - April 16, 1975

	1973				1974				1975			
	FRESHMAN		TRANSFER		FRESHMAN		TRANSFER		FRESHMAN		TRANSFER	
	Res	Com	Res	Com	Res	Com	Res	Com	Res	Com	Res	Com
APPLICATIONS ACCEPTED AND UNCANCELLED												
Men	208	31	9	5	215	45	9	5	252	57	10	4
Women	203	32	12	5	224	36	15	4	223	30	12	5
APPLICATIONS PENDING												
Men	39	14	10	5	47	20	20	9	29	5	7	7
Women	22	7	6	3	41	17	9	5	13	8	11	7
WAITING LISTS												
Men	0	0	0	0	0	0	0	0	13	0	1	0
Women	0	0	0	0	0	0	0	0	12	0	0	0
APPLICATIONS DECLINED												
Men	12	4	0	0	16	4	0	1	34	3	6	1
Women	11	4	2	1	18	1	0	0	15	5	2	2
CANCELLATIONS FROM ACCEPTED STUDENTS												
Men	19	2	0	0	6	0	1	0	7	2	0	0
Women	23	1	1	1	17	0	0	0	11	0	0	0
APPLICATIONS WITHDRAWN PRIOR TO COMMITTEE ACTION												
Men	0	0	0	0	0	0	0	0	2	0	0	0
Women	1	1	0	0	1	0	2	0	4	0	0	0

Minutes of Board of Trustees meeting held April 16-17, 1975

<u>SUMMARY</u>	<u>MEN</u>	<u>WOMEN</u>	<u>TOTAL</u>
Applications received April 13, 1973	358	337	695
Applications received April 15, 1974	398	390	788
Applications received April 16, 1975	440	360	800
Advance deposits received April 13, 1973	40	48	88
Advance deposits received April 15, 1974	36	50	86
Advance deposits received April 16, 1975	41	34	75

SOUTHWESTERN AT MEMPHIS

Memphis, Tennessee 38112

A PROFILE OF THE ENTERING CLASS
Session 1974-75

FRESHMAN APPLICATIONS

	Men	Women	Total
Applications Received	372	368	740
Applications Accepted	307	320	627
Students Enrolled	157	163	320

DISTRIBUTION OF THE SCHOLASTIC APTITUDE TEST SCORES

MEN

Verbal				Mathematics		
Applied	Accepted	Enrolled		Applied	Accepted	Enrolled
1	1	1	750-800	10	10	6
7	7	3	700-749	16	16	6
23	23	13	650-699	40	40	21
40	38	17	600-649	57	56	20
52	52	28	550-599	61	59	29
56	55	26	500-549	47	43	26
49	46	22	450-499	25	19	11
27	21	9	400-449	16	7	3
18	7	2	350-399	9	3	1
10	4	3	300-349	6	1	1
3	0	0	250-299	0	0	0
1	0	0	below 250	0	0	0

WOMEN

3	3	3	750-800	1	1	1
9	9	4	700-749	8	8	1
16	16	8	650-699	29	29	18
56	56	26	600-649	47	47	22
51	51	25	550-599	63	60	28
54	54	29	500-549	55	53	27
51	45	21	450-499	39	36	13
28	22	9	400-449	30	20	12
17	5	3	350-399	14	6	5
5	1	0	300-349	6	2	1
2	0	0	250-299	1	0	0
1	0	0	below 250	0	0	0

DISTRIBUTION OF THE AMERICAN COLLEGE TEST (ACT) SCORES

Men			Women		
Applied	Accepted	Enrolled	Applied	Accepted	Enrolled
25	25	12	30-35	17	17
90	89	54	24-29	85	85
51	31	15	18-23	63	42
16	2	0	below 18	24	4
					1

MEAN OF THE SCORES
(Enrolled Students Only)

S.A.T.:	Men (124)	Women (128)	Total (252)	A.C.T.:					
				Test I	Test II	Test III	Test IV	Test V	
Verbal	542	551	547	Men (81)	22	27	26	28	26
Math	585	550	567	Women (84)	24	25	24	25	25
				Total (165)	23	26	25	26	25

SECONDARY SCHOOL CLASS RANK OF FRESHMAN APPLICANTS

	Applied	Accepted	Enrolled
First quintile	344	327	172
Second quintile	151	128	60
Third quintile	88	72	41
Fourth quintile	56	41	26
Fifth quintile	21	7	5
Rank not available	80	52	16

GEOGRAPHICAL DISTRIBUTION OF ENROLLED FRESHMEN

Alabama	20	Massachusetts	1
Arkansas	45	Mississippi	17
Connecticut	1	Missouri	8
Delaware	1	New Hampshire	1
Florida	11	North Carolina	4
Georgia	19	Ohio	1
Hawaii	1	South Carolina	4
Illinois	4	Tennessee	147
Kentucky	4	Texas	5
Louisiana	19	Virginia	1
Maryland	2		
		Argentina	1
		Brazil	2
		The Phillipines	1

GRADE POINT AVERAGE OF ENROLLED FRESHMEN

3.50 - 4.00	30 per cent
3.00 - 3.49	28 per cent
2.50 - 2.99	24 per cent
2.00 - 2.49	15 per cent
2.00 - 1.75	2 per cent

FINANCIAL AID TO CURRENT STUDENTS

	FRESHMEN (157)	UPPERCLASSMEN (248)	TOTAL (405)	RANGE
Scholarships	\$ 161,482	\$ 317,566	\$ 479,048	\$ 50 - 2550
Loans	24,550	56,600	81,150	100 - 2000
Employment	<u>36,230</u>	<u>111,944</u>	<u>148,174</u>	200 - 1800
Totals	\$ <u>222,262</u>	\$ <u>486,110</u>	\$ <u>708,372</u>	

This fall, 37 per cent of the 1,095 full-time students received financial assistance, totaling \$708,372. Of the 320 freshmen, 49 per cent received \$220,000. Of the \$708,372 total, \$187,000 was obtained by students through non-college based aid programs, such as state educational assistance programs, guaranteed loan programs, privately endowed scholarships, National Merit Scholarship Programs, Basic Educational Opportunity Grant Program, etc. Candidates for financial aid must file a Parents' Confidential Statement with the College Scholarship Service, preferably by February 1.

ENTRANCE REQUIREMENTS

A minimum of 16 high school units, 13 of which must be in academic areas and must include: English, 4 units; the same foreign language, 2 units; algebra, 2 units; geometry, 1 unit. A further unit of mathematics is strongly recommended for students who plan to elect math or to pursue a major in a math related field.

The Scholastic Aptitude Test (SAT) of the College Entrance Examination Board (CEEB) OR The American College Test (ACT) of The American College Testing Program

Resident students should apply by February 1.

SOUTHWESTERN offers an EARLY DECISION PLAN to applicants who are certain they wish to attend if accepted. Outstanding secondary school records through the junior year, strong test scores (either SAT or ACT), and good recommendations from the secondary school officials qualify a student for favorable consideration.

Further information may be obtained from: The Admissions Office, SOUTHWESTERN AT MEMPHIS, Memphis, Tennessee 38112.

Southwestern At Memphis

A college of liberal arts and sciences. founded in 1848

VICE PRESIDENT FOR FINANCIAL AFFAIRS

April 16, 1975

MINUTES OF THE FINANCE COMMITTEE

BOARD OF TRUSTEES

SOUTHWESTERN AT MEMPHIS

Meeting of April 16, 1975

3:00 P.M.

Members present were: Mr. William W. Mitchell (Chairman of the Committee), Mr. William H. Mitchell, Mr. Wayne W. Pyeatt, Professor Frank Thomas Cloar, Professor Charles Mosby, Mr. Carl B. Hill, Mr. Andrew S. Scott, Mr. F. Jay Wills, Mr. Paul Hallock, and M.P. Jones.

Mr. Paul Hallock, Controller, presented the monthly financial reports for January, 1975, and February, 1975, copies of which are attached.

M.P. Jones reported on the completion of the renovation of the West end of the first floor of Palmer, on the development of the plans for the renovation of the East end of the first floor of Palmer, on plans for paint-up and fix-up of Evergreen during the Summer of 1975, on possible improvements in the basement of Voorhies during the Summer of 1975, on the near completion of the Refectory renovation, and on several paving needs on the campus.

The Committee voted without dissent to bring again to the attention of the Board of Trustees the situation in Evergreen Hall and in the basement of Voorhies Hall. The Committee reiterated the stand of January 15, 1975, that the improvement of these situations be given high priority consideration.

The Committee received the endowment report, and an explanation and discussion followed concerning the performance figures.

The Committee voted without dissent to approve the budget change recommendation as attached.

The Committee received as information the attached written document concerning tuition remission and payments. By common consent, the Committee agreed to report this description of benefit to the full Board of Trustees for information.

The Committee received a report on the phasing out of the special retirement system that is applicable to only a few employees.

Finance Committee Minutes

Page two

4/16/75


M.P. Jones reported that a major effort is required to comply with the Employee Retirement Income Security Act (Pension Reform Act) of 1974. The objective in this area is to be in full compliance with ERISA legislation by August 31, 1975. The second objective in this area is to produce an employee handbook, much of which will incorporate material required by the ERISA legislation. (The delay in producing the employee handbook was attributed to the greatly increased complexity of the situation resulting from the ERISA legislation.)

The Committee considered several sections of the proposed faculty policy and found nothing to which exception was taken.

The Committee considered informally the prospect of determining tuition earlier than it is now determined. The drift of the discussion was that it would be difficult to ascertain tuition prior to the time the full budget was adopted. No formal action was taken in this regard.

The Committee adjourned at approximately 4:30 P.M.

Respectfully submitted,



M.P. Jones
Secretary

	<u>1/12 Budget</u>	<u>Actual Income & Expense January, 1975</u>	<u>7/12 Budget</u>	<u>Actual Income & Expense Year To Date</u>	<u>Annual Budget</u>	<u>Income & Expense Projected to 6/30/75</u>
INCOME						
Tuition and Fees	\$ 190,750	\$ 318,413	\$ 1,335,250	\$ 1,942,173	\$ 2,289,000	\$ 2,412,000
Church Gifts & Grants	13,750	25,535	96,250	80,841	165,000	165,000
Continuing Education	1,667	541	11,669	10,452	20,000	20,000
Endowment Income	45,417	39,358	317,919	234,586	545,000	488,000
Interest and Other	6,250	9,681	43,750	60,307	75,000	75,000
Annual Support Program	27,292	29,852	191,044	223,692	327,500	396,000
Auxiliary Enterprises	71,917	89,803	503,419	882,517	863,000	878,000
Miscellaneous	10,000	614	70,000	15,094	120,000	120,000
	<u>\$ 367,043</u>	<u>\$ 513,797</u>	<u>\$ 2,561,301</u>	<u>\$ 3,449,662</u>	<u>\$ 4,404,500</u>	<u>\$ 4,554,000</u>
EXPENSE						
Instructional	\$ 123,396	\$ 138,105	\$ 863,772	\$ 874,710	\$ 1,480,742	\$ 1,527,479
Dean of the College	9,985	6,100	69,895	59,931	119,825	121,617
Athletics	15,807	14,386	110,649	101,854	189,689	193,525
Continuing Education	6,449	5,222	45,143	40,184	77,392	78,804
Library	15,503	16,142	108,521	120,092	186,032	189,863
Guidance & Counseling	2,136	2,215	14,952	14,851	25,635	26,450
Student Services	26,638	25,710	186,466	162,042	319,652	327,124
Operation & Maintenance of Plant	38,989	38,819	272,923	264,591	467,866	487,836
President's Office	7,126	7,891	49,882	50,774	85,509	87,141
Business Office	15,880	12,316	111,160	97,836	190,555	195,289
Board Meetings	367	1,108	2,569	3,483	4,400	4,400
Computer Center	709	919	4,963	4,306	8,507	8,507
Development Office	8,630	9,290	60,410	61,788	103,564	106,114
Institutional Advancement	7,462	7,647	52,234	56,035	89,544	91,449
Capital Funds Program	-0-	3,000	-0-	21,952	-0-	-0-
Interest	8,042	4,889	56,294	52,316	96,500	96,500
Student Aid	21,000	(6,032)	147,000	155,609	252,000	292,000
Auxiliary Enterprises	55,457	37,698	388,199	340,718	665,488	678,302
Insurance	3,467	-0-	24,269	8,757	41,600	41,600
	<u>\$ 367,043</u>	<u>\$ 325,425</u>	<u>\$ 2,569,301</u>	<u>\$ 2,491,829</u>	<u>\$ 4,404,500</u>	<u>\$ 4,554,000</u>
EXCESS OF INCOME OVER EXPENSE	<u>-0-</u>	<u>\$ 188,372</u>	<u>-0-</u>	<u>\$ 957,833</u>	<u>-0-</u>	<u>-0-</u>

Minutes of Board of Trustees meeting held April 16-17, 1975

	1/12 Budget	Actual Income & Expense February, 1975	8/12 Budget	Actual Income & Expense Year To Date	Annual Budget	Income & Expense Projected to 6/30/75
INCOME						
Tuition and Fees	\$ 190,750	\$ 176,757	\$1,526,000	\$2,118,930	\$2,289,000	\$2,412,000
Church Gifts & Grants	13,750	1,530	110,000	82,371	165,000	120,000
Continuing Education	1,667	773	13,336	11,225	20,000	17,000
Endowment Income	45,417	22,575	363,336	257,161	545,000	488,000
Interest and Other	6,250	5,708	50,000	66,015	75,000	75,000
Annual Support Program	27,292	21,029	218,336	244,721	327,500	396,000
Auxiliary Enterprises	71,917	12,394	575,336	894,911	863,000	881,000
Miscellaneous	10,000	788	80,000	15,882	120,000	120,000
	<u>\$ 367,043</u>	<u>\$ 241,554</u>	<u>\$2,936,344</u>	<u>\$3,691,216</u>	<u>\$4,404,500</u>	<u>\$4,509,000</u>
EXPENSE						
Instructional	\$ 123,396	\$ 139,320	\$ 987,168	\$1,014,030	\$1,480,742	\$1,487,624
Dean of the College	9,985	13,866	79,880	73,797	119,825	120,123
Athletics	15,807	16,217	126,456	118,071	189,689	192,363
Continuing Education	6,449	10,882	51,592	51,066	77,392	77,466
Library	15,503	13,753	124,024	133,845	186,032	188,761
Guidance & Counseling	2,136	2,207	17,088	17,058	25,635	26,433
Student Services	26,638	29,100	213,104	191,142	319,652	322,064
Operation & Maintenance of Plant	38,989	41,079	311,912	305,670	467,866	472,419
President's Office	7,126	7,105	57,008	57,879	85,509	88,775
Business Office	15,880	15,764	127,040	113,600	190,555	190,555
Board Meetings	367	382	2,936	3,865	4,400	5,000
Computer Center	709	559	5,672	4,865	8,507	8,507
Development Office	8,630	9,640	69,040	71,428	103,564	106,281
Institutional Advancement	7,462	8,682	59,696	64,717	89,544	106,481
Interest	8,042	11,272	64,336	63,588	96,500	96,500
Student Aid	21,000	-0-	168,000	155,609	252,000	310,000
Auxiliary Enterprises	55,457	61,828	443,656	402,546	665,488	665,488
Insurance	3,467	6,968	27,736	15,725	41,600	41,600
	<u>\$ 367,043</u>	<u>\$ 388,624</u>	<u>\$2,936,344</u>	<u>\$2,858,501</u>	<u>\$4,404,500</u>	<u>\$4,506,440</u>
EXCESS OF INCOME OVER EXPENSE	-0-	(147,070)	-0-	832,715	-0-	2,560

Minutes of Board of Trustees meeting April 16-17, 1975 Page 53 Attachment J-4

EXTRA-BUDGET EXPENSE

Capital Funds Program

7/1/74 -- 2/28/75

\$ 24,840

Estimated to 6/30/75

\$ 38,500

SOUTHWESTERN AT MEMPHIS

INVESTMENT PORTFOLIO

<u>DATE</u>	<u>ADDED OR WITHDRAWN AMOUNT</u>	<u>STANDARD & POORS. ADJ. FOR INCOME</u>	<u>DOW-JONES ADJ. FOR INCOME</u>	<u>VALUE OF THE ACCOUNT</u>	<u>NUMBER OF UNITS</u>	<u>TOTAL VALUE PER UNIT</u>	<u>INCOME SINCE INCEPTION</u>	<u>INCOME VALUE /UNIT</u>	<u>PRINCIPAL VALUE /UNIT</u>
12/31/74	8,153,723.84	68.56	616.24	8,153,723.84	81,537.24	100.00	.00	.00	100.00
1/15/75	(7,025.03)	72.29	654.94	8,429,735.70	81,469.35	103.47	32,315.20	.40	103.07
1/31/75	(32,315.20)	77.29	706.89	8,677,223.07	81,167.08	106.91	32,315.20	.40	106.51
2/15/75		81.95	739.96	9,003,169.35	81,167.08	110.92	46,310.22	.57	110.35
2/28/75	(22,932.82)	82.17	745.16	9,044,394.94	80,961.79	111.71	64,323.02	.79	110.92

Minutes of Board of Trustees meeting held April 16-17, 1975

INVESTMENT PORTFOLIO

DATE	ADDED OR WITHDRAWN AMOUNT	STANDARD & POORS ADJ. FOR INCOME	DOW-JONES ADJ. FOR INCOME	VALUE OF THE ACCOUNT	NUMBER OF UNITS	TOTAL VALUE PER UNIT	INCOME SINCE INCEPTION	INCOME VALUE /UNIT	PRINCIPAL VALUE /UNIT
12/31/73	10,702,176.39	97.55	850.86	10,702,176.39	107,021.76	100.00	.00	.00	100.00
1/15/74	(50,634.75)	94.39	847.79	10,324,748.90	106,499.47	96.95	30,264.36	.29	96.66
1/31/74	25,000.00	96.89	858.48	10,691,094.48	108,749.09	100.15	30,264.36	.28	99.87
2/15/74	(30,239.36)	92.75	824.73	10,360,002.64	106,438.41	97.33	43,839.41	.41	96.92
2/28/74		96.83	866.24	10,599,808.78	106,438.41	99.59	62,612.02	.59	99.00
3/15/74	(32,347.66)	100.03	895.03	10,907,296.86	106,123.68	102.78	85,793.04	.81	101.98
3/29/74	(28,255.15)	94.86	855.28	10,471,528.64	105,838.00	98.94	102,161.24	.96	97.98
4/15/74	(32,755.22)	93.09	854.08	10,326,070.95	105,503.33	97.87	123,632.39	1.16	96.71
4/30/74		91.49	848.53	10,184,253.29	105,503.33	96.53	123,632.39	1.16	95.37
5/15/74	(25,106.37)	91.77	859.35	10,286,353.09	105,246.45	97.74	148,738.76	1.40	96.34
5/31/74		88.75	817.07	10,165,464.59	105,246.45	96.59	148,738.76	1.40	95.19
6/14/74	(9,800.00)	92.90	859.40	10,593,840.59	105,149.18	100.75	190,052.19	1.79	98.96
6/28/74	(31,513.43)	87.73	820.14	10,061,868.51	104,820.89	95.99	193,191.51	1.82	94.17
7/15/74	(43,335.52)	85.67	806.06	9,845,155.71	104,361.52	94.34	233,387.71	2.21	92.13
7/31/74		81.35	778.44	9,320,013.32	104,361.52	89.31	233,387.71	2.21	87.10
8/15/74	(19,170.14)	78.48	760.35	8,937,130.20	104,138.14	85.82	254,366.35	2.41	83.41
8/30/74		74.47	702.58	8,714,810.80	104,138.14	83.69	304,452.81	2.89	80.80
9/13/74	(51,894.96)	67.65	652.64	8,243,296.27	103,486.65	79.66	343,119.81	3.26	76.40
9/30/74	(38,667.00)	66.16	635.05	8,169,212.50	102,999.13	79.31	346,259.13	3.29	76.02
10/15/74	(187,405.66)	74.20	687.14	8,458,352.12	100,766.52	83.94	380,525.47	3.62	80.32
10/31/74		76.81	696.00	8,608,137.94	100,766.52	85.43	380,525.47	3.62	81.81
11/15/74	(39,097.05)	74.97	679.65	8,415,157.44	100,300.52	83.90	420,822.52	4.02	79.88
11/29/74		73.16	652.14	8,328,780.75	100,300.52	83.04	434,197.52	4.16	78.88
12/13/74	(14,559.63)	70.40	627.73	8,134,215.20	100,121.31	81.24	481,717.47	4.62	76.62
12/31/74	(47,738.45)	72.06	653.11	8,153,723.84	99,538.53	81.92	488,945.63	4.71	77.21

SOUTHWESTERN AT MEMPHIS

INVESTMENT PORTFOLIO

2/28/75

	<u>Market Value</u>	<u>% of Account</u>	<u>Estimated Annual Income</u>
CASH AND TEMPORARY INVESTMENTS (CERTIFICATES OF DEPOSIT, COMMERCIAL PAPER AND TREASURY BILLS)	\$ 2,768,000	30.6	\$ 210,411
BONDS*	1,814,266	20.1	128,765
CONVERTIBLE SECURITIES	162,500	1.8	12,500
COMMON STOCKS	<u>4,289,704</u>	<u>47.4</u>	<u>118,084</u>
TOTAL SECURITIES	\$ 9,034,470	99.9	\$ 469,760
CASH BALANCE	9,925	.1	
GRAND TOTAL	<u>\$ 9,044,395</u>	<u>100.0</u>	<u>\$ 469,760</u>

* \$400,000 maturing in 1975.

NOTE: The above distribution is accurate as of 2/28/75. Subsequent to that date, approximately \$521,000 additional was transferred from temporary investments to common stocks.

April 16, 1975

BUDGET CHANGE RECOMMENDATION

FROM: Budget Committee

- (a) To increase the Financial Aid budget for 1975-76 by five thousand dollars (\$5,000.00) immediately
- (b) To make an additional five thousand dollars (\$5,000.00) available for financial aid for 1975-76 at the discretion of the Vice President for Financial Affairs

3/26/75

A BRIEF PLAN DESCRIPTION

TUITION REMISSION AND PAYMENT POLICIES FOR
CHILDREN AND SPOUSE OF FACULTY AND STAFF MEMBERS,
SOUTHWESTERN AT MEMPHIS

For a child or spouse of an eligible employee, the College will provide full tuition remission at Southwestern for up to four academic years. An eligible employee is a current, full-time employee who has completed at least three full years of full-time service at Southwestern.

A child or spouse of a part-time employee or of an employee with less than three years of employment at Southwestern may qualify for partial tuition remission. The employee should read the complete description which follows.

For a child of a tenured current Southwestern faculty member, the College will provide tuition grants for up to four academic years of pre-baccalaureate study at any other accredited college or university in The United States. No such grant shall exceed the then current Southwestern tuition.

NOTE: This "brief plan description" is meant to describe the normal tuition remission or payment applicability. All the conditions, exceptions, and qualifications which follow in the complete description are fully in force.

3/26/75

TUITION REMISSION AND PAYMENT POLICIES FOR
CHILDREN AND SPOUSE OF FACULTY AND STAFF MEMBERS,
SOUTHWESTERN AT MEMPHIS

This section is to be taken in its entirety. Certain statements in the earlier portion are qualified by statements in latter portions. This section consists of five pages.

- I. Tuition Remission At Southwestern
(For Children And Spouse Of All Eligible Employees)
 - A. ¹For a tenured faculty member, full tuition will be granted.
 - B. ¹For non-tenured faculty and staff, the following regulations will apply:
 - a. After one year of employment, one-third of tuition will be remitted.
 - b. After the second year, two-thirds of the tuition will be remitted.
 - c. At the end of the third year, there will be complete tuition remission.
 - C. ¹The above applies only to full-time employees or faculty. For part-time personnel, the above benefits will be in proportion to the teaching or work load; thus, if a person works half-time or teaches one-half a full load, one-half of the above benefits will accrue.
 - D. ²Tuition remission for the child or spouse of a current Southwestern employee is limited to four academic years (or the equivalent thereof) for a spouse and four academic years for each child. Exceptions should not be expected and can occur only with the written approval of the President of the College.
 - E. ²Tuition remission at Southwestern will not cover summer directed inquiries nor other courses for which the instructor is paid on the basis of the number of enrollees.

¹Jones, Jameson M. and M.J. Williams, Jr., Memorandum to All Faculty and Staff, May 26, 1969.

²Administrative policy as confirmed by the President and Administrative Management Team, March 5, 1975.

3/26/75

TUITION REMISSION AND PAYMENT POLICIES, Continued

Page 2 of 5 pages

II. Tuition Payments To Other Colleges And Universities
(For Children Of All Eligible Faculty Members)

- A. ³Children of tenured members of the faculty are eligible to receive tuition grants for undergraduate education at Southwestern or at any other accredited college or university in The United States. Such tuition grants will be made directly to the institution attended and will not exceed the amount set as tuition at Southwestern. It is assumed, under this policy, that each child will make every appropriate effort to take advantage of scholarships offered by the other institutions or by any other agency.
- B. ⁴Some institutions have general, non-refundable fees that are required of all students. To the extent that such fees at a particular institution cover some of the same services that are included at Southwestern under Southwestern's comprehensive tuition, then such fees will be construed as a part of that institution's tuition.
- C. ⁵There shall be a limitation of four academic years (or the equivalent thereof) of pre-baccalaureate study for each child of a tenured faculty member included in the tuition payments eligibility. Enrollment for more than four academic years and/or after the receipt of a baccalaureate degree will not qualify for tuition grants.
- D. ⁶Tuition payment for part-time enrollment and/or for a part of an academic year will be limited to the pro rata annual tuition of the college or university attended, and will not exceed the pro rata portion of the then current annual Southwestern tuition.

³Action of Board of Trustees, Southwestern At Memphis, October 18, 1967.

⁴Action, Executive Committee, Board of Trustees, Southwestern At Memphis, February 18, 1974.

⁵President and Administrative Management Team, March 5, 1975.

⁶President and Administrative Team, March 26 , 1975.

TUITION REMISSION AND PAYMENT POLICIES, Continued

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III. Limitation And Explanation Of Remission And Other Payment Amounts When Non-Southwestern Financial Aid Is Involved.

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A. If a child of a faculty or staff member attending Southwestern receives from non-Southwestern sources either scholarship grants or other grants, then the amount of the Southwestern tuition remission plus the total amount of the above described grants will be credited to the student's account, except, however, if the grand total of the remission and the grants shall exceed the sum of tuition, room, and board as specified in the then current Southwestern catalogue, then the amount of the tuition remission will be reduced by the amount by which the grand total exceeds the total of tuition, room, and board. If the credits in the student's account exceed the charges, he will receive a cash refund. Any cash refund will be derived from the Southwestern tuition remission. If the student receives a Tennessee Tuition Grant, that grant will always be applied toward tuition.

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B. If a child of a tenured Southwestern faculty member attends another college or university, Southwestern will pay towards the student's total bill an amount equal to the smaller of the then current Southwestern tuition and the then current tuition at the college or university the child is attending, unless the grand total of the Southwestern payment plus other grants and scholarships the student receives shall exceed the total of tuition, room, board, and mandatory fees required of every student, as stated in the then current catalogue of the institution attended. If the grand total does exceed the stated institutional total described above, then the Southwestern payment shall be reduced by the amount by which the grand total exceeds the stated institutional total described above.

⁷ Action, Executive Committee, Board of Trustees, Southwestern At Memphis, April 15, 1974.

⁸ Ibid.

TUITION REMISSION AND PAYMENT POLICIES, Continued

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IV. Tuition Remission In The Event Of Death, Retirement, Or Total Disability Of A Southwestern Employee

⁹For all Southwestern employees. In the event of death, retirement, or total disability of a Southwestern employee, Southwestern will pay tuition at Southwestern for the children and/or spouse of the employee on the basis of one academic year for each child and/or spouse for each full four years of full-time employment, with a maximum of four academic years, except that in the case of total disability, the benefit will be subject to termination by the College when the period of total disability terminates and the employee resumes employment not at Southwestern.

⁹Action of Board of Trustees, Southwestern At Memphis, January 15, 1975.

TUITION REMISSION AND PAYMENT POLICIES, Continued

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V. Limitations And Terminations Of Tuition Remission And Tuition Payment

- A. ¹⁰For a child of a tenured Southwestern faculty member, the aggregate total of tuition remission (provided in Section I) and tuition payment (provided in Section II) shall not exceed four academic years (or the equivalent thereof).
- B. ¹¹If the employment at Southwestern of any Southwestern employee is terminated for any reason, then there shall be no tuition payment or remission benefit available for the spouse or any child of the employee subsequent to the termination of employment, except as provided in Section IV.

- NOTE: A. This and all fringe benefits at Southwestern are subject to alteration and/or deletion by action of the Board of Trustees.
- B. The section on tuition remission and payment policies as contained in these four pages is accurate to the best of my knowledge and belief. If there are inaccuracies, the right to make the document consonant with Trustee and/or administrative policy is explicitly reserved.

Marshall Phillip Jones

Marshall Phillip Jones

Vice President for Financial Affairs

¹⁰President and Administrative Management Team, March 26, 1975.

¹¹Ibid.

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE

April 16, 1975

Members present were: Sterling Edwards, Dan Goodwin, Michael McDonnell, Spence Wilson and Arthur Kellerman (student Board member). Student members present were Joe Meals (invited guest) Herbert Gunn and Vicki Gilmore. Faculty members present were Marshall McMahon, Charles Diehl and Anne Marie Williford.

The Committee heard reports from the student members and invited student guests concerning Goal #22 of the Ten Year Master Plan. After much discussion the following was adopted:

1. That Goal #22 of the Ten Year Master Plan be approved but that the words "and special gifts" in the COST ESTIMATE be deleted.
2. That a committee be established to recommend to the Board tentative objectives to enable the college to reach the elements of Goal #22. The committee shall be composed of the following:
 - 2 Faculty members - elected by the faculty.
 - 2 Members of the Administration (one of which will be from the Development Office) appointed by the Administration.
 - 2 Board members appointed by the Board Chairman.
 - 6 Students, appointed by the Student Government Association.
 - 2 Alumni, elected by Alumni Executive Council.

Chairman Jones asked for a report of the impact on students of changes in the Financial Aid Program. Miss Vicki Gilmore so reported, stating that the Financial Aid Committee was working on a restricted budget this year. She said that many students are concerned about the financial difficulties they face. Dr. Jones commended the Administration and faculty for its efforts and attempts to be as fair as possible to all.

Paul T. Jones, Chairman