

MINUTES OF BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
October 22-23, 1981

81-10-1 The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus at 1:30 P.M., Thursday, October 22, 1981, pursuant to written notice. The meeting was called to order by the Chairman, Mr. Frank M. Mitchener, Jr., and Dr. Paul Tudor Jones led the meeting in prayer. The role was called by the Secretary, Mr. S. Shepherd Tate.

81-10-2 Members of the Board present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '84	Walter P. Armstrong, Jr., '83	John H. Crabtree, '83
Robert H. Buckman, '84	Winton M. Blount, '83	Jessie Falls, '83
Joseph R. Crosby, '83	L. Palmer Brown, '82	Henry Goodrich, '84
Richard F. Keathley, '83	Charles P. Cobb, '83	Murray O. Rasberry, '84
Robert D. McCallum, '82	Robert F. Fogelman, '83	Robert H. Seal, '82
Frank M. Mitchener, Jr., '84	Margaret R. Hyde, '84	Robert B. Smith, '82
Jere Nash, Jr., '83	Paul T. Jones, '82	
S. Herbert Rhea, '82	W. Neely Mallory, '84	<u>Faculty Trustees</u>
Henry B. Strock, Jr., '83	William B. Rudner, '82	Julian T. Darlington, '83
Henri P. Watson, Jr., '82	Martin B. Sereteian, '84	James C. Lanier, '82
	Eleanor B. Shannon, '83	E. Llewellyn Queener, '84
<u>Life Trustees</u>	S. Shepherd Tate, '84	
Edmund Orgill	Hewitt Tomlin, Jr., '83	<u>Student Trustees</u>
	John M. Tully, '84	Rebecca I. Butler (Becky)
<u>Ex Officio Member</u>	Norfleet R. Turner, '82	Christe Evelyn Ray
James H. Daughdrill, Jr.	John C. Whitsitt, '82	Albert Brian Sanders
	Anne Wilson, '84	

Present by Invitation

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

81-10-3 The following were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>
Morton D. Prouty, Jr., '82	Michael McDonnell, '82
Richrd A. Trippeer, Jr., '84	

81-10-4 The Chairman introduced and welcomed the following new members of the Board: Mr. Robert H. Buckman, Miss Margaret R. Hyde, and Mr. W. Neely Mallory. Also introduced and welcomed were the new members of the Board from the faculty: Dr. E. Llewellyn Queener, and from the student body: Ms. Christe Ray and Mr. Brian Sanders. The Chairman also welcomed a new member of the staff, Mr. William B. Allen, Jr., Controller.

81-10-5 A motion was duly made, seconded and passed that the minutes of the meeting of the Board of Trustees held on April 23, 1981 and the minutes of the Executive Committee held on July 28, 1981 be approved as prepared and previously mailed to the Board.

81-10-6 It was brought to the attention of the meeting that the following motion had by inadvertence been left out of the minutes of the meeting of the Board of Trustees held October 19, 1979, and a motion was duly made, seconded and passed that the following be inserted in those minutes at page 5, between items 79-10-30 and 79-10-31:

One matter needs clarification. The Student Loan Fund Program is limited to a total of \$275,000 and \$50,000 in any one year. The question is with regard to a carry-over of an unexpended portion of that \$50,000, whether the following year be increased above the \$50,000, or whether it has to be limited to \$50,000 in any one year. The Finance Committee makes no recommendation, but it does request clarification on this matter so we will know how to approve the request.

Dean Ray Allen said that when the original proposal for entering a loan program at Southwestern was proposed by, he thought, Mr. Morton Prouty, he projected something like \$200,000+ over a period of four years. The motion was, as Dean Allen recalled, for \$50,000 a year and it was understood that this would be cumulative. This is the procedure that has been followed. He said that in the Committee on Enrollment report that was made by Mrs. Wilson, \$67,000 in Guaranteed Loans have been made since June 30 of this year, and this amount of loans was lent on the premise that we had those funds to lend.

Mr. Brown moved that the \$50,000 a year, up to \$275,000 originally designated shall be cumulative. The motion was seconded and passed.

81-10-7 Secretary Tate stated that several actions have been taken by the Board by written consent through the mail pursuant to Section 10, Article V of the By-Laws, namely:

- 1) May 18, 1981, promotion of Dr. Robert G. Mortimer from Associate Professor to Professor of Chemistry.
- 2) May 26, 1981, sale of Dent Road, Shelby County, Tennessee, real estate owned by the college.
- 3) June 15, 1981 and June 17, 1981, sale of Coca-Cola Bottling Co. of Mobile to WOMETCO.
- 4) July 7, 1981, promotion of Dr. Helen Hall from Associate Professor to Professor of Education.
- 5) September 24, 1981, extension of the Capital Campaign by five more years and increase of the goal from \$20 million to \$50 million.

81-10-8 A motion was duly made, seconded and passed that the following standard bank resolution relative to VISA cards be adopted:

WHEREAS, this corporation, Southwestern At Memphis, desires to obtain financial accommodations from FIRST TENNESSEE BANK N.A. MEMPHIS (hereinafter called Issuer) or other reference thereto by the officers and agents of this corporation; and

WHEREAS, this corporation intends to authorize its officers and agents to use such accounts for and in connection with corporate business; and

WHEREAS, ISSUER will not extend such accommodations unless this corporation agrees to assume sole responsibility for the use of such accounts or Visa cards complying with all the provisions herein; and to pay ISSUER for all indebtedness incurred by the use of such accounts, whether or not such indebtedness was authorized by this corporation; and

NOW, THEREFORE, be it resolved that this corporation apply to ISSUER for such accounts and the issuance of a sufficient number of Visa cards as, in the judgement of the officer or officers hereinafter authorized, this corporation may require;

RESOLVED FURTHER, that James H. Daughdrill, Jr., the President of this corporation be and is hereby authorized, directed and empowered, in the name of this corporation to apply to ISSUER for the opening of such accounts, and to execute such application forms and agreements to pay all indebtedness incurred by use of such accounts, whether authorized or unauthorized, as ISSUER may require.

RESOLVED FURTHER, that ISSUER is authorized to act upon this resolution until written notice of its revocation is delivered to ISSUER, and that the authority hereby granted shall apply with equal force and effect to the successors in office of the officers herein named.

81-10-9 The Chairman called upon Mr. Charles P. Cobb, Chairman of the Development Committee. Mr. Cobb made a brief report on the extension of the Capital Campaign. On motion duly made, seconded and passed, the following resolution was adopted:

In view of the expanding needs of the College, the Development Committee recommends to the Board of Trustees that the Board accept its recommendation that the current \$20 Million Capital Campaign be expanded in scope to a \$50 Million Development Campaign and that the term of the campaign be extended by five years to December 1987.

It is further recommended that the policies set forth in the Steering Committee's recommendation of October 9, 1981, be accepted for the campaign.

81-10-10 The Chairman recognized Dean Duff who discussed the Summary Report, Academic Year 1980-81. (Ex. A, p. 9-12)

81-10-11 The Chairman recognized President Daughdrill who pointed out that the Annual Report of the President and Administrative officers, 1980-81, had previously been mailed to all of the members of the Board of Trustees. (Ex. B, pp. 13-44)

81-10-12 The Chair recognized Dr. Jones, who presented the following motion:

It is the intention of the Board that the College substantially comply with requiring two years of sound and comprehensive study of the Bible for the granting of a degree.

After the motion was seconded, there was considerable discussion of the motion. A motion was made that the main motion be amended by striking the words "substantially comply with requiring" and substitute in lieu thereof the word "require". Upon the motion being seconded, there was considerable discussion. Upon a vote on the amendment, it failed to carry.

After further discussion, a motion was made, seconded and passed that the main motion be deferred until the session tomorrow morning.

81-10-13 The Board then recessed at 3:15 P.M. to attend the meetings of the various standing committees.

81-10-14 Friday, October 23, 1981

The Board of Trustees resumed the meeting on Friday, October 23, at 8:55 A.M. in the Edmund Orgill Room of S. DeWitt Clough Hall on the campus.

The meeting was called to order by the Chairman, Mr. Frank M. Mitchener, Jr., and Dr. Robert B. Smith led the meeting in prayer. The role was called by the Secretary, S. Shepherd Tate.

81-10-15 Members of the Board present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '84	Walter P. Armstrong, Jr., '83	John H. Crabtree, '83
Robert H. Buckman, '84	Winton M. Blount, '83	Jessie Falls, '83
Joseph H. Crosby, '83	L. Palmer Brown, '82	Henry Goodrich, '84
Richard F. Keathley, '83	Charles P. Cobb, '83	Murray O. Rasberry, '84
Robert D. McCallum, '82	Robert F. Fogelman, '83	Robert H. Seal, '82
Frank M. Mitchener, Jr., '84	Margaret R. Hyde, '84	Robert B. Smith, '82
Jere Nash, Jr., '83	Paul T. Jones, '82	
Morton D. Prouty, Jr., '82	W. Neely Mallory, '84	<u>Faculty Trustees</u>
S. Herbert Rhea, '82	William B. Rudner, '82	Julian T. Darlington, '83
Henry B. Strock, Jr., '83	Eleanor B. Shannon, '83	James C. Lanier, '82
Richard A. Trippeer, Jr., '84	S. Shepherd Tate, '84	E. Llewellyn Queener, '84
Henri P. Watson, Jr., '82	Hewitt Tomlin, Jr., '83	
	John M. Tully, '84	<u>Student Trustees</u>
<u>Ex Officio Member</u>	Norfleet R. Turner, '82	Rebecca I. Butler (Becky)
James H. Daughdrill, Jr.	John C. Whitsitt, '82	Christe Evelyn Ray
	Anne Wilson, '84	Albert Brian Sanders

Present by Invitation

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

81-10-16 The following were absent:

Elected by Trustees

Michael McDonnell, '82
Martin B. Seretean, '84

81-10-17 The Chairman extended the thanks of the Board to Mr. and Mrs. Charles Cobb and Mr. and Mrs. Palmer Brown for the delightful dinner party given last night at the Memphis Country Club and for the Cobbs and Browns having been such gracious hosts.

81-10-18 The Chairman recognized Dr. Paul T. Jones who reintroduced the motion which he presented yesterday. The motion was seconded, and considerable discussion followed.

Upon a vote, the motion was unanimously adopted.

81-10-19 The Chairman then called for the reports of the various committees.

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. John M. Tully, Chairman. (Ex. C, pp. 45 & 46) The report was received.

81-10-20 President Daughdrill was asked how the phrase "substantially comply" is interpreted. He said that the standard of judgment has been and will continue to be "one year of Bible and one year of Bible-related study" unless there were objections from the Board. Common consent was noted as there were no objections.

Dr. Walter Armstrong made a statement that had the approval of the Board as the sense of the meeting:

That if in future years the Man staff, Dean and President want to change the present content and location of the catalog course description of the Man course, it could be done as follows:

- a) Move the present Man course description, found on pp.94-95 in the 1981-82 catalog, to p.9.
- b) Introduce (precede) that description with the paragraph: "The Trustees of Southwestern have adopted the following resolution: 'It is the intention of the Board that the college substantially comply with requiring two years of a sound and comprehensive study of the Bible for the granting of a degree.' To this end a twelve-hour course, Man in the Light of History and Religion is required of all degree candidates." (This shall be followed by the full text of the present catalog course description found on pp.94-95 of the 1981-82 catalog.)
- c) Place a new course description prepared by the Man staff on p. 94. This description shall specify, "This course is required of all degree candidates. It includes one year of Bible studies and one year of Bible-related studies."

81-10-21 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Dr. Walter P. Armstrong, Jr., Chairman. (Ex. D, p 47)

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

Synod of Red River Class of 1984
Henry Goodrich and Murray O. Rasberry

Synod of the Mid-South Class of 1984
Edgar H. Bailey Robert H. Buckman
Frank M. Mitchener, Jr. Richard A. Trippeer, Jr.

81-10-22 A motion was duly made, seconded and passed that Mr. Thomas R. Kepple, Jr., Director for Administrative Services, upon recommendation of President Daughdrill, be appointed as Dean of Administrative Services.

81-10-23 Dr. Armstrong reported that previously the dates of April 15 and 16, 1982 had been approved as the dates of the annual meeting of the Board of Trustees, but it was later discovered that these dates were in conflict with the spring break for faculty and students. A motion was duly made, seconded and passed that the annual meeting of the Board of Trustees be held on April 22 and 23, 1982.

81-10-24 It was the consensus of the meeting that the same format as the previous January meetings be followed for the January 1982 Board meeting.

81-10-25 REPORT OF THE COMMITTEE ON HONORARY DEGREES - Dr. Walter P. Armstrong, Jr., Chairman.

Dr. Armstrong requested that in keeping with the usual practice, the names of persons who would receive honorary degrees be kept confidential until an announcement has been made by the college.

The Board voted to offer an appropriate honorary degree to this year's commencement speaker.

It was announced that the baccalaureate service would be on Friday, June 4, 1982, at 3:00 P.M. at Idlewild Presbyterian Church, and that commencement exercises would be on Saturday, June 5, 1982, at 10:00 A.M. in Fisher Garden, on campus.

81-10-26 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chairman. (Ex. E, pp. 48 & 49)

A motion was duly made, seconded and passed:

That the Board of Trustees approve the Diehl Memorial Plan with the widening of the parking area at North Parkway and revise item I.C.19 of the Master Plan from \$98,000 to \$135,152.

81-10-27 A motion was duly made, seconded and passed, with note to the Board of Trustees, that the Committee take into consideration that this is quality construction which is costing an 8% to 10% premium:

- 1) Amend Goal I.A.14. music building and maintenance endowment be revised from \$280,000 to \$390,000 and amend goal I.C.11. music building construction be revised from \$1,400,000 to \$1,500,000 to reflect more accurate costs;
- 2) Taylor and Crump Architects be hired to complete the building design development for presentation at the January Board meeting;

- 3) The Buildings and Grounds Committee, Mr. Tom Kepple, Mr. Loyd Templeton, Mr. David Ramsey, and Mr. Charles Cobb will constitute a committee to work with the architects on the music building; and
- 4) A committee chaired by Mr. Charles Cobb be established to seek the additional funds necessary for the building.

81-10-28 REPORT OF COMMITTEE ON DEVELOPMENT - Mr. Charles P. Cobb, Chairman. (Ex. F, pp 50 & 51)

Mr. Cobb called on Mr. Norfleet Turner, chairman of the Trustee Division of the 1981-82 Southwestern Fund. Mr. Turner reported that there had not been 100% participation in last year's fund, and he urged that this year there be 100% participation.

Appreciation was expressed to Dean Don Lineback, who is in charge of the development work for the committee.

81-10-29 REPORT OF COMMITTEE ON ENROLLMENT - Mr. Henry Goodrich, Chairman. (Ex. G, pp 52 & 53) The report was received.

81-10-30 REPORT OF COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Dr. Paul T. Jones, Chairman. (Ex. H, pp. 54-64)

The report was received. Dr. Jones called on Dean Llewellyn to comment on the Report on the Faculty, October 1981 (Ex. H, pp 56-64) which had been prepared by Dr. Llewellyn.

81-10-31 REPORT OF COMMITTEE ON FINANCE - Mr. L. Palmer Brown, Chairman. (Ex. J, pp. 65-77) Mr. Brown called upon Mr. Rudner to make a report for the Investment Committee. The report was received. (Ex. J, p 67)

81-10-32 A motion was duly made, seconded, and passed that the expenditures as listed on the attached allocation of Income over Expenses, 1980-81 (Ex. J, p 68) be approved, but that there be held in abeyance the distribution of the balance subject to a recommendation from the Administrative Cabinet between this date and the next meeting.

81-10-33 In connection with the funding of the HUD loan for dormitory renovation, a motion was duly made, seconded and passed that the attached Requirements for Unrestricted Capital Funds (Ex. J, p 69) be approved, totaling \$246,000, and that \$50,824 each year from undesignated capital funds be set up to repay the HUD loan and set up a maintenance reserve.

81-10-34 A motion was duly made, seconded and passed that the By-Laws be amended as follows:

Amend Article III, Section 1, Number 10

by adding the following as the second sentence of this paragraph:

"Where circumstances warrant, this power may be delegated by the full Board to a Board Committee."

Amend Article VI, Section 8, Committee on Finance

by adding the following sentence as a paragraph to follow the paragraph reading "to establish policies and procedures with respect to investment and reinvestment of all funds and to have general oversight of the investments of the college;":

"To decide on retention or sale of real estate given to the college;"

and that this motion will serve as the 60 days' notice in advance of the January 1982 meeting of the Board of Trustees, at which time action will be taken on these amendments.

81-10-35 Reference was made to a memorandum from President Daughdrill to the Finance Committee dated October 9, 1981 relative to health insurance. (Ex. J, p 77)

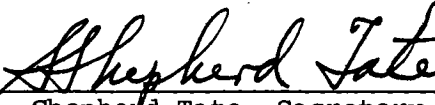
A motion was duly made, seconded and passed that the Board approve the conversion from Teachers Insurance and Annuity Association health insurance to the Blue Cross/Blue Shield health and dental plans as described in President Daughdrill's memorandum of October 9, 1981, to be effective November 1, 1981.

81-10-36 REPORT OF COMMITTEE ON AUDIT - Mr. John C. Whitsitt, Chairman. (Ex. J5-J10, pp.70-75) The report of the Committee was received.

A motion was duly made, seconded and passed that the College retain Ernst and Whinney as auditors for the fiscal year 1982 on the basis as outlined in their letter of October 1, 1981 to Mr. Thomas R. Kepple, Jr., Director of Administrative Services, Southwestern At Memphis. (Ex. K, p.78)

81-10-37 Degrees conferred on June 5, 1981 and August 31, 1981. (Ex. L, pp. 79-84) [see action of Board 79-4-12]

There being no further business to come before the meeting, the meeting was adjourned at 11:30 A.M.



S. Shepherd Tate, Secretary

DEAN'S REPORT

Ladies and gentlemen of the Southwestern Board of Trustees, I am again pleased and honored to be invited to report to you on the academic program of the college.

As you will remember, last spring I described for you some of the professional activities of the faculty and the way that Southwestern attempts to support these. I mean, of course, special funds for faculty summer research projects, sabbatical leaves, and the Mellon grant which has been so beneficial to the College and its faculty.

I want today to turn to another topic directly involving the faculty-teaching load in terms of students enrolled or credit hours attempted in the various departments of the College. Before you, you see a summary report of some statistics from the academic year just complete, 1980-81. (Ex. A, p. 12) It lists for you in a numerical way how teaching loads were distributed last year and points to some trends in student enrollment and to some strains in our assignment of Faculty to the academic departments. The report was prepared by Dean Robert Llewellyn, but I'll be glad to take credit for it. It's an interesting and informative piece of work.

It illustrates well much of what we already knew, and it adds to our ability to predict where enrollments will be pressuring us in the near future. It, of course, can't tell us everything we need to understand about Southwestern's academic enterprise. Numbers in themselves never tell the whole story, but they tell certainly something of it and they cannot be ignored in their weight and implication. Interpretation is always necessary, without doubt.

Note that the average credit hours attempted by students per full-time equivalent faculty was 345.1. Credit-hours attempted is the product of number of students enrolled in a given set of classes multiplied by the hours of credit attempted by each student. So then a class of twenty students offering three hours credit would yield sixty credit-hours generated for that class.

In terms of raw numbers note the departments generating the largest numbers of credit hours: Economics/business administration, international studies, political science, mathematics, biology, communication arts.

It is precisely in these areas that the College is feeling the greatest strain with staffing personnel.

For example, in business administration, we have one full-time teacher of accounting, a course which has grown increasingly popular with students from all parts of the College. That teacher, Professor Sue Legge, typically teaches 130 students per term, while professors in some other departments have only a fraction of that number. This is not to say that all classes or disciplines can be expected to be, or ought to be, equally attractive to students. But it is pertinent in helping determine where open teaching slots should be located when the opportunity arises. I can tell you that the Faculty Executive Committee, the President and I have recommended that a currently open slot be assigned to Econ/Bus Ad for 1982-83.

International Studies had the highest number of credit-hours attempted for FTE faculty--671.9. The field itself is booming; Southwestern has long had an attractive major in I.S., and the demand continues to mount. This area is the other field where the College will locate the other slot due to come open in 1982-83.

But we have only two slots, as I said, and other departments also with pressing needs.

One other department illustrated the fact that numbers can mislead, I believe. English. Its average is below that of the College, but it is in real need of an additional faculty member, I would submit. The nature of the kind of teaching done there is one reason: writing classes with frequently assigned papers to be marked carefully and gone over with in office conferences with students must be small. The work load there cannot be accurately defined in raw numbers. And other reasons are considerable, as well.

Communication Arts is another area of great pressure and need. The new theatre is already new demands on the staff, (which they welcome, by the way) and will draw off more energy and commitment to the area of drama and away from media--broadcasting, journalism, mass communication.

To another field--math. Each year the demand from students for courses in computer science grows--not simply from math students as such, but from those in many areas--chemistry, physics, political science, economics. And our computer, the PDP 1170, is on the verge of slowing to an unacceptable level because of the demand upon it. We need another one like it, or superior to it, and we need it last year.

The Man course--Its being required now of all students has caused more than a doubling of staff and subtracted thereby from other areas of the academic program. The new staff needs special attention--seminars, workshops, books--all requiring the expenditure of extra funds. Its director, Professor Fred Neal, will be retiring in a few years, and we'll be needing someone to take over the complex job of administering that staff and that program.

Continuing education is understaffed, more so now that it has been for several years, and yet new ventures requiring extra attention are needful if continuing education is to hold its own and prosper.

One last point--Southwestern's use of part-time faculty--we used 42 persons last year for an FTE of 12.6, a number too high for a quality liberal arts and science residential college, I believe. Many of these part-timers are excellent and contribute in powerful ways to our program. But their allegiance and commitment is of necessity not that of full-time officer of instruction.

I offer these problems as illustrated by some of the points arising from Dean Llewellyn's study not in a dire sense, but with the hope that some of our strains and stresses, some of the pressure on our program and faculty can become meaningful and clearer to you.

I'll be glad to answer questions on any of the points I've raised.

Since I have some extra time, let me mention some non-personnel faculty matters of concern:

- 1) early retirement plans--not been able to work out
- 2) limited professional travel money (meetings, papers, recent developments)
- 3) low-level entry salaries

Some accademic programs matters:

- 1) new academic calendar--problems
- 2) foreign language competency requirement

Some capital expenditure needs directly related to academic program

- 1) Palmer Hall classrooms
- 2) Hardie auditorium--now that Man course is required--the inadequacy of that room for the purpose

ANNUAL REPORT OF THE PRESIDENT
AND ADMINISTRATIVE OFFICERS
1980-81

Southwestern At Memphis

PRESIDENT'S ANNUAL REPORT 1980-81

James H. Daughdrill, Jr.

To the members of the Board of Trustees of Southwestern:

Ladies and gentlemen, I have the honor to present my report for 1980-81.

The year has been a good one for the college, a year of gain and solid achievement.

- We began the year with a new and outstanding Vice President and Dean of the College, Dr. Gerald Duff.
- We dedicated the Physics building as the Peyton Nalle Rhodes Tower in tribute to the great and long-time President of Southwestern.
- We established an affiliate relationship with the Shikoku Christian College in Japan.
- The Day Foundation presented a \$100,000 challenge to the Southwestern Fund, and the college received the gift by meeting its annual fund goals.
- Professor Jack U. Russell was named posthumously as the first winner of the Clarence Day Award for Outstanding Teaching, and Professor John Copper won the coveted Dean's Award for Research and Creative Activities.
- The faculty and Board of Trustees voted to require of all students for graduation that they take the course Man in the Light of History and Religion, thus returning the study of the Bible to the place of prominence in the Southwestern curriculum.
- Frank M. Mitchener, Jr. was elected Chairman of the Board of Trustees, succeeding Robert D. McCallum, who had served as Chairman for 12 years.
- Indicators of fiscal and educational strength improved during the year: enrollment, a budget year that ended in the black for the ninth straight year, applications for enrollment, SAT scores of students, faculty salaries and other indexes of financial position compared to national samples, success of the annual fund, and passing the three-quarters mark in the \$20 Million Commitment Campaign.

These events are important, but they are not ends in themselves. Therefore I will divide my report into two parts. Part One will deal with the ideals and purpose of Southwestern, to furnish the background for this annual report. Part Two will trace the year's events and will be followed by the annual reports of the Cabinet officers.

PART ONE: PURPOSE OF THE COLLEGE

Southwestern is dedicated to the growth of each student as a whole person.

The human being is a creature of God and is the union of four parts: mind, body, emotions, and spirit. The human being is also created in the context of relationships with others. To grow as a whole person involves growing in all five areas, each requiring its own discipline.

Mind. Developing the mind means acquiring knowledge and developing the self disciplines of questioning, study, judgment, and the ability to communicate.

Body. Developing the body means developing the self disciplines of care, cleanliness, and exercise.

Emotions. Developing emotionally means developing aesthetically, examining our feelings, understanding our feelings.

Spirit. Developing the spirit means going beyond the sensible and rational to growth in faith, hope, devotion. It means accepting our self-worth as an absolute and as a gift from God.

Relationships. Developing relationships means understanding and respecting others, serving others, and living in love.

Southwestern offers students opportunities for growth in all areas of life. However, its first and foremost mission is to help students develop intellectually. This is carried out through the principle of requirements for graduation, whereas growth in the other four areas of life, though encouraged and supported, are not required of students to graduate.

Southwestern is a coeducational, undergraduate, urban, private, small, beautiful, church-related college of the liberal arts and sciences, noted for excellence and nationally ranked academically.

Southwestern is dedicated to the belief that the most natural and best education takes place in a setting where there are both men and women students.

Southwestern specializes in undergraduate education. Thus it emphasizes teaching, and its outstanding faculty, not their teaching assistants, teach Southwestern students. The Southwestern budget is not divided among graduate programs, hospitals, or special interests, but is focused on the learning and growth of students during the four years of college, supplemented by a quality program of continuing education for lifelong learning. Southwestern does not try to be all things to all people, but concentrates on being the very best at what it does.

Southwestern is the only liberal arts college in the South rated Very Selective that has an urban campus. The location of the college in residential mid-town Memphis was carefully chosen to provide students the myriad advantages of a city: internships, outlets for social, cultural and service interests, convenient access by transportation of all types, availability of medical and other services, opportunities for off-campus living, and the variety of religious, artistic, governmental, recreational, social service, and business opportunities available to help the student grow. Thus the Southwestern student has the first hand opportunity to learn how to deal with pluralism, yet has opportunities to develop special interests.

Southwestern is committed to the market economic system that has built this country and which has fostered the growth of freedom in our society. We believe that a private college, not operated by the state, provides the best opportunity for furthering educational excellence and the values of religious faith and spiritual growth. Southwestern holds to the highest principles of academic freedom and academic responsibility. Southwestern maintains a spirit of cooperation with public higher education, but stands as an important part of the free enterprise sector of higher education that opposes a government monopoly of higher education.

Southwestern is committed to the belief that the best education takes place in the presence of what psychologists call "significant others." In childhood these are most frequently parents or their substitutes. In adolescence and adulthood these are most often teachers, mentors, or ones who know and care about us. For this reason Southwestern is small and has a low student-faculty ratio that encourages strong personal relationships. The college provides the best in academic advising and in personal and career counseling, but the opportunity to know, to meet with, and to discuss ideas with members of the faculty is one of the most important parts of a true and lasting education.

Southwestern maintains a campus that is second to none in its design, function and beauty. Its elegant architecture inspires, broadens the mind, expands the consciousness to beauty and harmony, and reminds us of the history, context, and breadth of learning. The college is dedicated to maintaining a physical plant and campus that is cared-for and beautiful, not as ends in themselves, but because such a campus shapes the quality of education and provides a constant vision of excellence.

Southwestern is a church-related college, related to the Presbyterian Church since 1855. Southwestern's Christian commitment and church relationship is more than assent to a set of vague values or sentimental emotions. It is a view of existence and reality based upon faith in God as creator, sustainer, and redeemer of life. It recognizes that the fear of God is the beginning of wisdom and that truth is God's self revelation. It is dedicated to the spiritual growth of students, a special witness to the Christian faith, and a community that nurtures lives of faith and service.

Southwestern is dedicated to the pursuit of excellence in all its endeavors. It encourages, supports, and rewards outstanding achievement and merit in all parts of the life of the college.

Finally, Southwestern is founded upon the principle that the best education for all of life is an education in the liberal arts and sciences. The attributes developed by the pursuit of liberal learning include leadership; the potential for a successful career; vision; perspective and equilibrium; the ability to communicate both orally and in writing; the ability to think; the ability to analyze both qualitatively and quantitatively; an understanding of the inter-relationship of all things; an understanding of what is worth knowing; an understanding of self and others; a mental discipline; an inquisitive, questioning and observing attitude; an identity as a world citizen; the formation of a hierarchy of personal values; the ability to make informed judgments; and the ability to think creatively and make new connections.

Southwestern seeks out for appointment to its faculty and staff those who hold high these ideals, and the college recognizes and rewards not only those who have an individual expertise who carry out their personal responsibility but also those who work to further the ideals of the college.

To the ideal of excellence in educating and in helping students to grow as whole persons, Southwestern is dedicated.

PART TWO: THE YEAR 1980-81

Southwestern greeted the 1980-81 fall term with an air of excitement. The vacant chair in the Dean's office had been filled by Dr. Gerald Duff, former Chairman of the Department of English at Kenyon College. The Vice President and Dean of the College is the number two officer in charge at Southwestern, with responsibility for all academic matters. Dean Duff's career and scholarly credentials include the Ph.D. from the University of Illinois, and service as Assistant Professor at Vanderbilt University. In 1972 he joined Kenyon College as an Associate Professor of English. In 1977 he was named Chairman of Kenyon's 16-faculty-member English Department and was consequently thrust into overseeing the Kenyon Review, a prominent literary journal. As poet, novelist, teacher, and Department Chairman, he led Kenyon's English department to revise its academic requirements for English majors. In 1975-76 he was a visiting professor at the University of Exeter, England.

Dean Duff's work during his first year at Southwestern has already enhanced Southwestern's pursuit of excellence.

The Summer School attracted 108 students, about one tenth of the enrollment during the academic year. Along with summer school and record setting temperatures in July, the campus was abuzz with participants in the Elderhostel Program, church-sponsored groups, plus forty students and four teachers from Shikoku Christian College in Japan who participated in a two-and-a-half-week taste of academic life at Southwestern. The Shikoku visitors' stay was scheduled to coincide with the annual conference of College and University Partnership Program (CUPP) at which a number of top Japanese educators and administrators shared views and ideas with their counterparts in American education.

As Southwestern suffered through a record heat wave, campus crews were preparing for the onslaught of winter. Insulation was installed in seven campus buildings to conserve heat during the frigid months ahead. The insulating is one of several energy conservation projects partially funded by the U.S. Department of Energy.

Three new trustees were named to Southwestern's Board of Trustees--John H. Crabtree, Baton Rouge, La., president of Crabtree Investments, Inc.; Joseph R. Crosby of Stockton, Alabama, retired Vice President of Field Creations; and Richard F. Keathley, a Memphis attorney and insurance executive.

Under the auspices of the Harry B. McCoy, Jr. Visiting Artists Program, the college community enjoyed Shakespeare's As You Like It performed by the New Shakespeare Company of San Francisco. The performance took place in Fisher Garden; a more fitting spot would have been hard to find for the late September performance.

The Day Foundation, established by businessman and philanthropist Clarence Day, '52, of Memphis, offered a \$100,000 challenge grant to the college. The college's goals were to receive at least \$700,000 in unrestricted gifts from a minimum of 5,000 donors in the 12-month period. The challenge was successfully met.

Although English professor Jack Farris calls teaching and writing a "poor marriage," he has proven again that his academic and literary career thrives. His 1953 novel Ramey was adapted for a 1974 movie entitled The Greatest Gift and his latest literary creation Into Thy Narrow Bed was brought to the stage during this year receiving critical acclaim.

May Maury Harding, '48, was appointed Director of Continuing Education to succeed Granville D. Davis. She was one of 5,500 participants from 45 nations and six continents who gathered in Toronto for the first "Global Conference on the Future."

A photograph of the February 16 total solar eclipse, taken by physics and astronomy professor, Dr. Jack Streete, graced the front cover of the 1980 scientific journal Sky Interpretation Resources Bulletin, published by the American Astronomical Society. Dr. Street, '60, was on sabbatical at the High Altitude Observatory of the National Center for Atmospheric Research in Boulder, Colorado. He studied eclipse on an expedition to Bijnapalli, India.

This year's Frank E. Seidman Distinguished Award in Political Economy was given to Dr. Albert O. Hirschman, Princeton professor and an authority on the economics of developing nations, particularly Latin American countries.

The college was faced with a shortage of dormitory rooms in September but with some juggling, the college entered its 132nd academic session with a packed house.

A Literary Arts Festival was inaugurated with a visit to the campus for three days by John Gardner, author, motorcyclist, French hornplayer and critic of modern fiction.

Former Lynx football star Tom Mullady, '79, was at the crossroads of his career in the fall of '79. During the season he edged toward the top of it, as one of the New York Giants' most promising players.

Southwestern paid tribute to one of the most dynamic and influential leaders in the college's history with the dedication and naming of the physics building for Southwestern President Emeritus Peyton Nalle Rhodes. Peyton Rhodes is a man of broad scholarship, so perhaps it was fitting that we dedicated the Rhodes Tower on the birthday of William Shakespeare.

The dedication ceremony included tributes from Trustees Eleanor Bosworth Shannon and S. Shepherd Tate, '39, Professor Jack Taylor and student Faith Elizabeth Hart, '82. For most Southwesterners the dedication was the highlight of the year, for the college honored not only a great leader, but the ideals of the college which he has held high as teacher, department chairman, Vice President, President, and President Emeritus.

The 1981 M.L. Seidman Memorial Town Hall Lecture Series during the spring addressed one of the most controversial issues of the day: sports and its influence on the American culture. Two of the nation's most prominent collegiate coaches, University of Michigan's Glenn "Bo" Schembechler and DePaul University's Ray Meyer probed the moral, financial, philosophical and sociological aspects of competitive sports. Author-sociologist H. Roy Kaplan dissected certain sports myths and discussed the degradation of sports by excessive competition, gambling and the prevailing values in the sports sector.

Writer Roy Blount, Jr., author of Crackers and frequent articles, visited the campus and classrooms on a visit to Memphis. (He is the brother-in-law of Dean Gerald Duff.)

Energy conservation, a program headed by Mr. Thomas Kepple and Mr. Roy Twaddle, shaved over \$10,000 from the electric bills during the summer. The effort decreased energy use of the previous summer from 1,183,000 kilowatt-hours to 866,000 kilowatt-hours.

Dr. William Francis Myers, Reader in English Literature at the University of Leicester, spent three weeks on campus as a visiting fellow in British Studies. Dr. Myers is the author of works on John Dryden, George Eliot and T.S. Eliot. He divided his time between classes on English poetry and literature and informal sessions with students discussing Britain's education system, the humanities and his personal impressions of today's American college student.

Mary Kay Loss, '81, a senior major in Spanish and in International Studies, spent two months of her summer wintering in La Paz, Bolivia. She wrote an honors paper on military-civilian relations in Bolivia. She was selected by the Institute

of International Education's National Screening Committee to receive an ITT International Fellowship for postgraduate study in Chile. The fellowship awarded by the Fulbright Scholar Committee goes to the 25 leading applicants in the U.S.

Students had opportunity to hear and question the authoritative Dr. Morton Kaplan, chairman of the International Relations Department at the University of Chicago. He is one of the foremost authorities on bipolarity and systems analysis in international relations.

Partially due to the Day Challenge Grant, alumni participation and the Southwestern Fund as a whole increased significantly. This year a grandparents' solicitation was initiated.

Southwestern's capital campaign, the \$20 Million Commitment Campaign passed the three-fourths mark standing by year's end at over \$15 Million given or pledged.

Southwestern students continue to work with professors on special projects. Under Dr. Harold Lyons' tutelage, John R. Adams analyzed proteins in blood samples, worked with the chief of Urology at Memphis Veterans' Hospital, a method that may someday be used to detect cancer. James Brannon, another student of Dr. Lyons and working with the chief of pathology at Memphis Baptist Hospital, experimented with compounds thought to influence high blood pressure and did research in the way the kidney functions in regulating hypertension. Senior Brooks Robey conducted experiments with methadone, a chemical best known for its application in treating heroin addicts, but also used as a pain-killer. These are but examples of the projects in which our students are involved.

International Studies Associate Professor John Copper flew to Taiwan where he joined the pollsters and political scientists for the December 6 national elections. Dr. Copper, an authority on China, was one of a handful of Americans invited by the Chinese Political Science Association to observe and analyze Nationalist China's 1980 elections.

Professor Darlene May, assistant professor of Arabic and Islamic studies, on a one-year sabbatical, is working on the English translation of an 11th century Arabic work which is considered the most comprehensive text on Islamic public and administrative law. A grant from the National Endowment for the Humanities is funding her work. She is spending a portion of sabbatical in Riyadh, the capital of Saudi Arabia.

A former president of Southwestern, John David Alexander, '53, was named during the year Secretary of the Rhodes Scholarship Trust for the United States.

Construction of the Harry B. McCoy Theatre was begun in the spring and should be ready by spring of 1982. The theatre is being built through the generosity of the McCoy Foundation. Mr. Norfleet R. Turner, Trustee of the Foundation said, "Mr. Harry McCoy attended Southwestern and theatre was a primary interest of his as was the city of Memphis. Construction of a theatre in Memphis at Southwestern will be a fulfillment of all three of his main interests."

With the establishment of the Clarence Day Award for Outstanding Teaching, one full-time Southwestern faculty member each year will receive a prize of approximately \$5,000 for superiority in the field of teaching. The award is thought to be the largest of its kind in the United States. The first award went posthumously to Dr. Jack U. Russell, who died in mid-February after 25 years of service as a mathematics professor at the college. His career at the college was summed up by a colleague as "untiring and self-sacrificing in his work."

In addition to the teaching award, the Day Foundation also established the Dean's Award for Outstanding Research and Creative Activities to be awarded each year or during those years when a faculty candidate qualifies for the distinction. The award honors a full-time faculty member who has manifested outstanding scholarship or creativity through writing and publishing or some other tangible and public form of expression. The prize ranging annually from \$500 to \$2,500 was given to Professor John Copper for the publication of his outstanding book China's Global Role.

Even the most prescient of colleges must assess and update its curriculum periodically. Academic needs change over time. Certain programs once deemed valid can become outdated or ineffective. After long and close scrutiny of the college's current curriculum (in effect since 1970), the faculty and board approved the first step in an overall curriculum revision. Incoming students must take 12 hours of "Man in the Light of History and Religion," an interdisciplinary course introduced at the college in 1945.

The college received a valuable collection of ancient Chinese coins from Dr. and Mrs. Frederick G. Scovel of Stony Point, N.Y. The collection includes 1,449 pieces, some dating back to the second millennium B.C. The coins depict the history of the various Chinese dynasties. Dr. Robert G. Patterson will serve as curator of the collection.

Again this year, outstanding high school students were invited to visit the campus. The college hosted 200 participants in the annual admissions symposium.

The program of off-campus internships continues to grow. Southwestern is the only liberal arts college in the south rated "Very Selective" that is located in a metropolitan area. Internships offer something that textbooks and term papers do not: experience. And in a student's search for the right career, experience can be a valuable tool.

Professor Mel Grinspan notes that the key is in locating a project that the companies want to have done. "The Intern profits from the internship and the business profits. Each has a stake in it. The interns have the blessing of top management, which assures that the company will do everything in its power to make the relationship work." Professor Michael Kirby, instrumental in placing scores of students interested in careers in law, government and public administration, stated that the internship is sound academically. Students link their classroom work to their work. It also gives students a good research outlet.

Visitors to campus during the year included Evelyn M. Witkin, geneticist; former Supreme Court Justice Abe Fortas, '30, who spoke on "The Role of Law in the Evolution of Our Society," and Actress Pat Carroll who performed in "Gertrude Stein, Gertrude Stein."

Five Southwestern students stepped into Soviet shoes and walked off with "top delegation" honors at the annual Model United Nations proceedings sponsored by the University of Nebraska in Lincoln.

Dr. Donald J. Lineback, Director of Development for the past two and a half years, was named Dean of Development with responsibility for the entire development and capital funds programs. He came to Southwestern in 1978 from Hollins College in Virginia where he served as Assistant Director of Development.

Southwestern's men's basketball Lynx wrapped up their 1980-81 basketball season with 23 wins and 3 losses, which broke college records for the number of victories in a season and the number of consecutive wins (14). For two years in a row the Lynx have won the College Athletic Conference and have played in the NCAA Division III play-offs.

Mr. Frank M. Mitchener, Jr., president of the National Cotton Council and a cotton producer from Sumner, Mississippi, was elected chairman of the Southwestern Board of Trustees during its April meeting. He joined the 36-member board in 1976 as chairman of the Development Council and he succeeds Mr. Robert D. McCallum, board chairman since 1968. Mr. McCallum is retired chairman of the Board of Valmac Industries, Inc. Southwestern is

assured of continuing strong leadership in Mr. Mitchener's election. As a member of the board for several years and as chairman of the largest capital fund campaign in the college's history, he has given untiringly to improve and strengthen Southwestern for the future.

Ladies and gentlemen of the Board of Trustees, the year 1980-81, long dreaded by college and university educators because of dire predictions of cutbacks, fewer students and increasing litigation, has been a very good one for Southwestern.

Respectfully submitted,

James H. Daughdrill, Jr.
President

NECROLOGY

1980-81

(Faculty, Officers of the College, Trustees)

Dr. Perry D. Scrivner, Professor Emeritus of Education. He joined the faculty in 1954 and served until 1968. He headed the Presbyterian Guidance Center and was on the Board of Directors at Lausanne School for Girls.

Annual Report of 1980-81
Office of the Vice-President and Dean of the College

Faculty and Staff

Four fulltime officers of instruction joined the faculty in Term I of 1980: two in biology, James Olcese and David Kesler; one in Arabic studies, Amy Van Voorhis; and one in history, Altina Waller. Later in the year with the medical leave of Professor McQuiston, Patricia Smith joined the department of English for Terms II and III. More detailed reports on these persons are included in the chairman's report of the respective departments.

In addition to the absence of McQuiston for health reasons, the English department was without the services of Tara Burkhart, also on medical leave. Both these professors will return to the College on a reduced basis in Term I of 1981-82. To bring the English department roster up to its required strength, Patricia Smith and Ann Marie Wranovix have been appointed as visiting assistant professors for the coming year.

The department of mathematics has added John Tiller on a regular appointment to assist in developing our computer science component and Gregory Johnson as sabbatical replacement for the next three years, should he prove successful. Full descriptions of these persons appear in the chairman's annual report.

Gail McClay, Ph.D., has been appointed assistant professor of education for the coming year. Douglas Southard has been hired for the finance position in the department of economics/business administration. Again we were unable to employ an art historian after an extensive search and several interviews of candidates. We are hopeful for next year.

Faculty development activities are detailed in departmental reports, but I want to highlight this year's publication of Mathematics for Physical Chemistry by Professor Robert Mortimer and the production of Into Thy Narrow Bed by Professor Jack Farris.

The first awarding of the Clarence Day Award for Excellence in Teaching and the Dean's Award for Research and Creative Activity took place in the spring. Jack Russell received the teaching award posthumously and John Copper received the research award for his China's Global Role. Individual departmental student awards were also given this year for the first time.

Professors Hatfield and Waller have received summer grants from the National Endowment for the Humanities. Professors McLain, Lacy and McMahon are conducting a workshop at Vanderbilt University based on their course in "economic justice."

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Academic Program

The overall curriculum reform proposal met heavy opposition from a majority of the faculty. Some significant advances were made in that area, however: the faculty voted a new humanities component which includes the "Man" course and four other courses from a prescribed list; a writing laboratory was established to provide remedial aid for those students with writing problems; the concept of a foreign language requirement or competency was approved on a straw vote; the old freshman colloquium concept was abolished.

The faculty approved a new advising scheme for our students to begin in the first term of 1981-82.

The ETS Student Instructional Report forms were used in all three terms of the year. I find the financial cost high, but I believe the experiment overall to be worthwhile and the questions themselves helpful in assessment. I expect that continued use of the SIR will provide even more useful information as data patterns are established.

Several academic changes were established in the year: a stronger program in computer science is in the process of development, and I recommend good support for it. With the addition of new staff in mathematics and with the popularity of computer courses to students, increased emphasis for the program is highly advisable.

We project a stronger program in social service with the appointment of Roberta Winter.

The status of the Continuing Education Center was studied carefully, and a proposal will come to the president shortly.

We expect a more vigorous and active future for the communication arts department with the addition of the McCoy Theatre. Professor Tony Garner was named the new chairman and has planned an exciting program for the department and the Southwestern community.

There are several academic areas arguably in need of additional staff: Communication Arts, International Studies, English (in the near future), the "Man" program, Chinese-Japanese instruction, Art History.

A new chairman, Professor David Ramsey, has been named in the department of music, and there is need for revisions in that area, particularly in reference to the definition of the role of the preparatory division.

The slimness of our secretarial help for faculty and academic administration was much in evidence this year. Of real note is the need for a computer center clerk to help out in the growing work of that office.

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I have sensed a need to revitalize the academic atmosphere of Southwestern by increased participation in academic events, such as the Dilemma series, and by more genuinely academic events, e.g. visits by truly outstanding scholars and writers.

I join Professor Lemond, Director of the Computer Center, in emphasizing the need to prepare for upgrading our hardware, given the increased use of the computer and our plans for greater emphasis academically in that area.

I should mention briefly that a new chairman of political science, Professor Rodney Grunes, will be replacing outgoing chairman Wilmer Sweetser.

In other areas of concern, I believe that our use of part-time faculty is rather excessive in some areas. Forty-two persons, twelve and four-sevenths FTE, taught here in 1980-81, a potentially alarming number.

Many departments are in need of curriculum major reform because examination of requirements, courses, sequences, have not been done recently. I am encouraging such activity.

I am generally encouraged by our salary advances, particularly with our use of computer models in granting across-the-board, compensatory, and merit increases. We need, however, to continue efforts to improve salary at all levels, but especially at the introductory level. Too often our first-choice candidates go elsewhere, frequently because of salary level.

We are making advances in institutional research, the accumulation and analysis of data on teaching loads, distribution, hours generated and costs thereof. Much more needs to be done in this area.

I have met several times with department chairmen to discuss the definition and role of their tasks. We need to recognize the centrality of their work through special employment provisions, and I will be sending to the president a working paper on the topic soon.

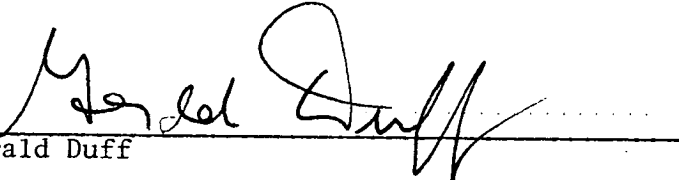
A new college-wide Committee on Tenure and Promotion was established by the faculty in 1980-81 with the task of evaluating proposals for tenure and promotion from departments and making recommendations to the Dean.

We are in need of additional space for the departments of music and international studies and of office space for sabbatical replacements. The Stewart Hall Committee is at work on the matter.

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Capital expenditures need to be made for support of the ARK or a suitable greenhouse soon, if we intend to go forward with that project. Renovation of second floor classroom space in Palmer Hall is called for, as well. The acoustical quality of those rooms is poor, classroom furniture is badly deteriorated in some cases, and the walls and floors are in need of attention.

At the end of my first year as Vice-President and Dean of the College, I can truly say that some good steps have been taken in the academic program and promising development put into operation. Support for such specifics as detailed above has been forthcoming from all areas of Southwestern, and I feel confident about the work that lies ahead.



Gerald Duff

mb

SUMMARY ANNUAL REPORT
for the
DIVISION OF ENROLLMENT

Exhibit B-17

OFFICE OF THE DIRECTOR OF ADMISSIONS

The work of a dedicated Admissions staff and continued execution of the college's marketing plan have resulted as of June 12, 1981, with an increase of 110 applications over all applications received by the opening of the college last year. In the target market areas of Atlanta, Little Rock, Dallas and Nashville, applications for '81 show an increase of 46 over applications received for '80. Currently there is an increase of 7 deposited freshmen for fall 1981 over the number of students from these target areas who actually enrolled in the fall of 1980.

Total composite SAT scores for 1981 (1131) have increased by 18 over the composite of 1113 for 1980. The total composite ACT score is the same for both years at 26.

Comparison of Freshman Enrollment Data for the Past Five Years:

<u>Year</u>	<u>Applied</u>	<u>Accepted</u>	<u>Enrolled</u>	<u>Yield</u>	<u>SAT</u>	<u>Tuition</u>
1977-78	713	638	287	45.0%	1122	\$3,050
1978-79	688	599	298	49.7%	1108	3,400
1979-80	614	546	281	51.5	1100	3,650
1980-81	666	591	286	49 +%	1115	4,000
1981-82	776	647	284 depos-	43.0%	1131	4,500

(For Freshmen '81
Uncancelled as
of June 12, 1981)

sits
(306 Uncancelled
Accepted Applications)

OFFICE OF FINANCIAL AID AND GOVERNMENT RELATIONS

For the year 1980-81, 62% of all full-time Southwestern students received some form of financial aid administered by the Financial Aid Office. The total amount of aid received was \$1,940,411, which includes from Southwestern's own funds \$903,636 in grants and scholarships. This reflects the college's commitment to provide financial aid insofar as it is possible to enable the qualified and interested student to attend Southwestern.

Summary of Financial Aid by Type, Number and Amount:

	<u>Honorary</u>		<u>Need-Based</u>		<u>Total</u>	
	<u>No.</u>	<u>Amount</u>	<u>No.</u>	<u>Amount</u>	<u>No.</u>	<u>Amount</u>
A. <u>Competitive Scholarships</u>						
<u>Presidential Scholars</u>	5	\$ 12,100.	0	\$ 0	5	\$ 12,100.
<u>Dean's Scholars</u>	5	9,750.	1	3,200.	6	12,950.
<u>Trustees' Scholars</u>	29	43,400.	15	35,700.	44	79,100.
<u>Honors Scholars</u>	36	33,850.	29	72,900.	65	106,750.
<u>Southwestern Scholars</u>	94	51,212.	59	97,575.	153	148,787.
<u>Special Achievement Awards</u>	45	46,775.	51	137,275.	96	184,050.
<u>Other</u>	37	19,020.	20	32,500.	57	51,520.
<u>Totals:</u>	<u>251</u>	<u>\$216,107.</u>	<u>175</u>	<u>\$379,150.</u>	<u>426</u>	<u>\$595,257.</u>
B. <u>Grants</u>	0	0	235	\$308,379.	235	\$308,379.
C. <u>Total</u>	251	\$216,107.	410	\$687,529.	661	\$903,636.
Southwestern's Campus Employment (Note: These figures do not include all students who work under this category.)			11	\$ 9,900.	11	\$ 9,900.

Federal Student Assistance Allocated By Southwestern:

	Total	
	No.	Amount
A. College Work Study Program (as of June 8, 1981)	267	\$ 241,225.
B. Supplementary Educational Opportunity Grants:		
1. Initial	61	29,275.
2. Continuing	86	49,990.
C. National Direct Student Loan	207	164,000.
Basic Educational Opportunity Grants	226	221,794.
Tennessee Student Assistance Awards	85	106,883.
Outside Scholarships	64	70,600.
Guaranteed Student Loans Made by Southwestern	71	143,108.
Total: (Unduplicated)	647	\$1,940,411.

OFFICE OF THE DIRECTOR OF ALUMNI PROGRAMS

1980-81 was a busy and productive year for the Alumni Office. Primary areas of activity included: Alumni Volunteer Programs, Development of Alumni Leadership and the National Association; Special Events on Campus and Around the Country; Expansion of Computer-based Alumni Records, Hometown News Releases and other related office projects.

A three-year plan of development adopted by the Alumni Council calls for continuing the Alumni Leadership Seminar program, a realignment of the Alumni Association's business year to match the academic and fiscal year of the college, authorization that there be two Alumni Council meetings each year, further expansion of the regional base of the Alumni Association, and additional support of on-campus athletic events to increase Memphis-area alumni interest and involvement.

In the important area of the Alumni-Admissions Program, 30 alumni in our key market areas made personal contact with approximately 200 prospective students. For next year, the alumni recruiting resource will be continued in Nashville, Atlanta, Dallas and Little Rock, and expanded to include New Orleans, Mobile and Washington, D.C. Within the city of Memphis, several black alumni have organized to help in the recruiting of minority students.

The improvement of work on the alumni computer records system enhanced productivity and efficiency in virtually every area of the Alumni Office's operation. For example, with accurate and easily available data, the distribution of hometown news releases was increased by 120 to a total of 380 for the year, compared to 260 for last year.

OFFICE OF THE DIRECTOR OF NEWS SERVICES

A major accomplishment of the year was the redesign and modification of Southwestern Today. The paper was changed in content and style from a traditional newspaper to a tabloid combining magazine and newspaper elements and featuring longer, indepth articles in addition to shorter campus news stories and notes on alumni and friends of the college. Response to the "new" Today has been quite positive. Southwestern Today now is published every other month for a total of six issues a year whereas the former Today newspaper format was published eight times annually plus a summer supplement. Even so, this year's Today included 96 more pages of articles and stories than all of last year's issues. Reduced frequency plus the awarding of the printing contract to a new and low bidder reduced overall production charges for Southwestern Today by about 50%.

In the area of news releases and the coordination of media events, 102 separate news stories were mailed to newspapers, magazines, radio and television stations over the past year. Some single releases of major importance were distributed to as many as 70 media people. (These releases are in addition to the category of Hometown Releases on Southwestern students.)

The News Services Office worked closely with local media representatives on events of major impact including the Seidman Awards Program, the Seidman Memorial Lecture Series, and the McCoy Visiting Artists Program. The goal of establishing strong relations with the media is ongoing and progress was noted this year, particularly with regard to the print media.

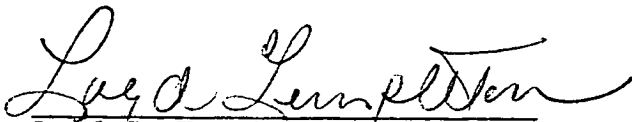
OFFICE OF THE DIRECTOR OF PUBLICATIONS AND SPECIAL EVENTS

The production of over 50 publications was coordinated by this office in 1980-81. Competitive pricing between suppliers helps to keep costs down as much as possible and careful monitoring of cost factors is a continuing goal.

Accumulated photograph files were culled and an orderly system for filing and checking out of pictures was initiated over the year. Mr. Rudolph Vetter, a professional photographer, updated the college's photographic files with over 50 new photographs and about 20 color transparencies.

Special events of the year included the Seidman Award banquet, all convocations, entertainment for the Board of Trustees, the Seidman Lectures, the McCoy Visiting Artists Series, the Red and Black Society dinner, and all details of annual Commencement. The ongoing accumulation of accurate and detailed records of each special event help greatly in making arrangements go smoothly.

Submitted June, 1981


Loyd C. Templeton, Jr.
Dean of Enrollment

ANNUAL REPORT 1980-81 - Dean of Students Office

The college housed more students on campus than at any point in its history. This was perhaps the finest accomplishment of the Dean of Students Office for 1980-81. These arrangements were made with the consultation of student leaders, Administrative Services, and the Music Department. What everyone feared would be an impossible situation became a most pleasant one. A spirit of cooperation and resourcefulness was victorious.

Seeing that the growing demand for on-campus housing would not falter, we began a new effort to encourage off-campus housing. Prof. Diane Sachs, Acting Assistant Dean of Students, prepared listings of off-campus housing opportunities and wrote a series of articles for the Sou'wester encouraging students to look at such opportunities. We also set the date for room deposit refunds later in the year, giving students a better chance to find off-campus housing. We believe these efforts have already had a desired effect. Continuing these efforts may stem the growing demand for housing the college does not have.

A year long search for an Assistant Dean of Students finally resulted in the employment of Frayna Goodman. Frayna has a B.A. in Classics from Goucher College, an M.A. from the University of Florida, and is working on her doctorate from Vanderbilt University. She brings to the position two years of experience in student housing from Vanderbilt. Her appointment to this position should improve the work of this office significantly.

This year we began our first experiment with a residence hall organized around an academic interest. The language house involved fifteen students. The ten women were housed in Neely Hall and the five men were housed in adjacent areas in Robb and White Halls. The experiment was an overwhelming success. Next year twenty-nine students will be involved and Evergreen and Neely Halls will be utilized.

The Black Student Association finally found a home in the area that had been Theatre Six in Palmer Hall. Improvements made by Maintenance and by the students themselves created a pleasant new area for their activities.

The Briggs Student Center was given two beautiful fireplaces by a generous gift of the Thomas W. Briggs Welcome Wagon Foundation. And the Publynx Corporation began a year without debt allowing it to provide for further improvements in student center facilities.

The Kinney Program had an excellent year under the new leadership of Beth Simpson, who had been the first student coordinator of the program. The energy and enthusiasm Beth brought to the program were an inspiration to the students with whom she worked.

Southwestern's first Literary Arts Festival was held in October, 1980. John Gardner, author of October Light and On Moral Fiction, lectured and read to a fine showing of students. Freshmen, who had been asked to read his novel, Nickel Mountain, as part of the Freshman Orientation program, were especially interested in his visit. The

Coordinator of Student Activities, Terry Regan, and student coordinator, Cara Washburn, worked to make the event an outstanding success.

The Counseling Center has been functioning for four years. Students are now more aware of the services offered there and more willing to take advantage of those services. Robert Norfleet and John Whirley served approximately 40% of the student body this year. They saw approximately 50% of the senior class in some form of career counseling. The contribution they are making to this community is significant.

Doctors Daniel, Weir, and Goodman provided excellent health care in the Infirmary this year. Their abilities to meet the needs of students and to coordinate their activities with the nurse in residence made the Infirmary a more pleasant experience for students. Their continued interest in serving the college is invaluable.

For the third consecutive year, group-oriented religious activities increased among Southwestern students. The Chaplain's Office coordinated a number of special worship services during the year for the entire Southwestern community. Groups of students also met on a weekly basis in the dorms for discussion and Bible study. A fellowship group for Southwestern Catholic students was begun and Mass was said every Sunday on the campus.

A Sunday morning car-pooling program provided transportation to area churches for all interested students, and Southwestern's special relationship to Evergreen Presbyterian Church continued to be strong.

In addition to coordinating most of these accomplishments, Chaplain Norfleet was involved in counseling on an individual basis with hundreds of students.

The varsity athletic program was well coached, was well organized, and posted respectable records this year. The men's basketball team was the most winning and the most exciting in the college's history. Herb Hilgeman coached the team to a 23-3 season and led the team to the NCAA Division III regional finals and a conference championship. He also coached the women's volleyball team in a manner that created a spirit and dedication never before seen there. His contribution in the Athletic Department is the obvious high point of the year in athletics. The new efforts of Mike Clary in men's track and Gordon Ellingsworth in men's baseball have stirred a new interest and enthusiasm in those areas.

Bill Maybry, golf and cross country coach and past Director of Athletics, was placed on medical leave this year. He will be missed. Bill Jones will come to the staff from the Financial Aid Office to coordinate all non-varsity programs of the department. His new work in intramurals, club sports, recruiting, physical education, and with work-study students should make a great contribution to the work of the athletic program. We are fortunate to gain Bill's

talents there. These efforts and the opening of a position for another full-time person in women's athletics should solve many of the problems the department has had in the past.

The intramural athletic program was ably supervised by Jeff Cowell and Melanie Giddens. In his second year as student coordinator of the men's program, Jeff again brought great talent, enthusiasm, and efficiency to the program. His dedication to the program and the results of his efforts were outstanding. Almost single-handedly he has directed successfully the athletic program that effects more students than any other. He deserves our thanks.

It has been a very good year in student affairs. There is too little space to cover all of the accomplishments or thank all of those who contributed so much.

C.V. Scarborough
Dean of Students

ANNUAL REPORT
OF THE
DEAN OF DEVELOPMENT
1980-81

Donald J. Lineback

The reorganization of the Development Office this year allowed us to concentrate on fund-raising and related activities. Both the Capital Campaign and the Southwestern Fund set new records, thanks to the work of over three hundred volunteers supported by the Development staff.

THE \$20 MILLION COMMITMENT

The pace for the Capital Campaign was set by the Leadership Gifts Committee, chaired by national campaign chairman Frank M. Mitchener, Jr. This committee is charged with soliciting gifts from prospects whose giving potential is \$100,000 or more.

Gifts and pledges of \$4,726,790 were received for the Capital Campaign during 1980-81, bringing the total in the campaign to \$15,782,370. The Gift Record (page 2) shows the number and amount of gifts needed in the Capital Campaign; the gifts and pledges received to date are filled in.

Complementing the work of the Leadership Gifts Committee were the four Area Campaigns:

Washington, D. C.	--Ambassador H. Reiter Webb, Jr., '52, Chairman
Atlanta, Georgia	--J. L. Jerden, '59, Chairman
Little Rock, Arkansas	--Roy D. Rainey, Sr., '58, Chairman
Nashville, Tennessee	--Commissioner Lewis R. Donelson, '38, Chairman

To date a total of \$165,000 has been received from these areas, and more work is still being done.

ESTATE PLANNING

Winton Smith's efforts this past year have been largely devoted to the coordination of the Bellingrath-Morse case. This has required

Continued on Page 3

voluminous correspondence and frequent contact with the various attorneys and others involved in this matter in order to steer Southwestern through the morass of details and decisions. These efforts were designed to present various alternatives to President Daughdrill for his consideration and decision in order to settle the matter on terms favorable to the college.

Winton has also continued his work in the planned giving area. Planned gifts as of June 30, 1981, account for over 73% of our total Capital Campaign gifts, and thus we have continued our efforts in this area despite the time required by the Bellingrath case.

These efforts have included the presentation of Planned Giving Seminars to the Southwestern Board of Trustees, Leadership Gifts Committee, the Memphis Chapter of the Society of Church Administrators, Florence Rotary Club, First Presbyterian Church in Florence, Alabama, Shady Grove Presbyterian Church in Memphis, Tennessee, and also the presentation of charitable tax plans to capital campaign donors and others interested in the college. These and other efforts have resulted in the following planned gifts from July 1, 1980 through June 30 this year:

Planned Bequests	\$2,359,269.97
Matured Bequests	655,926.35
Irrevocable Planned Gifts	203,871.04
Insurance Gifts	<u>654,200.00</u>
	\$3,873,267.36

THE 1980-1981 SOUTHWESTERN FUND

The biggest--and best--news for 1980-1981 was the Day Foundation Challenge. Clarence Day, Class of '52, would give us \$100,000 toward the Capital Campaign if we reached two goals in the Southwestern Fund:

\$700,000 from 5,000 donors.

Southwestern alumni and friends met the challenge! Unrestricted gifts totaled \$707,574 which represents a 9.5% increase over last year's receipts. There were 5,116 donors supporting the various Divisions of The Southwestern Fund and they pushed donor participation up 23% from last year.

The Day Foundation Challenge was a major factor in the success of this year's Southwestern Fund. Over 200 volunteers helped spread the news about the Day Challenge through their personal solicitation efforts

and a series of phonathons.

We are especially grateful to the leaders of the Southwestern Fund for their work and support. They were:

Mr. Richard A. Trippeer - Southwestern Fund Chairman
Mr. Henry Goodrich - Trustee Division
Mr. Joe Duncan - Alumni Division
Mr. J. Pat Beaird, Jr. - Parents Division
Professor Fred Neal - Campus Division
Mr. George M. Russell - Memphis Community Campaign

Highlights of the campaign:

--The Alumni Division kicked off the year with a Leadership Phonathon that raised \$86,000, a new record for alumni phonathons. The Division exceeded its goal with a 24% increase in gifts from last year. Total: \$279,115.

--The Trustee Division did not have 100% participation, but gifts were up 2.5%. Total: \$169,390.

--For the first time grandparents of current Southwestern students were solicited in the Parents Division. This special solicitation effort raised \$3,100 and helped to offset the loss of several Red and Black Society parent gifts. Total: \$47,082.

--Over 250 Memphis businesses and individuals made a gift to the Memphis Community Campaign. Total: \$132,175.

--The Campus Division had tremendous support from faculty and staff: participation increased 95% which helped us meet the Day Challenge. Total: \$10,913.

--The National Corporation and Foundation Division received a 26% increase in gifts from gift matching companies together with a significant increase in gifts through the TICF. Total: \$50,918.

--Reunion giving increased this year thanks to the special efforts of reunion class chairmen. All reunion classes were well ahead of the alumni average in increased giving and participation.

--The Graduate Gifts Program raised \$955 from 101 members of the newest alumni class, an increase of 42.5% over last year's program.

5

--Gifts to the donor clubs were a key factor in meeting the Southwestern Fund goal. There were significant increases in memberships in the top two societies, the Charles E. Diehl Society and the Red and Black Society. Total memberships in each club were as follows:

	<u>New Members</u>	<u>Total Members</u>	<u>Total Amount</u>
Charles E. Diehl Society			
Founders (\$10,000+)	1	9	\$ 166,641
Associates (\$5,000+)	4	16	78,693
Red and Black Society			
(\$1,000+)	47	164	202,565
Tower Club (\$500+)	64	127	56,358
Anniversary Club (\$132+)	218	696	109,919

Annual Report
Administrative Services Division

Energy Conservation

Even with the highest dormitory occupancy ever and the hottest summer on record Southwestern continued to reduce energy consumption last year. In fact had we consumed as much energy this year as we did in 1971 it would have cost us an additional \$217,209.

Cooperation of the summer faculty particularly Biology helped us reduce the normally high airconditioning load in Frazier-Jelke and our other academic buildings. Insulation and new energy efficient lights installed this year under our Department of Energy 50% matching grant also contributed to our success. As always the physical plant staff under Mr. Roy Twaddle led the way by squeezing savings at every opportunity.

A computerized energy management system, the major part of the Department of Energy grant, will assure Southwestern of additional conservation. Design work was completed in March with installation of the \$200,000 system set for the summer of 1981. The system will provide greater efficiency by more concisely regulating over 180 pieces of heating and airconditioning equipment spread across the campus. In addition, the system will also limit peak electric demand - a major cost factor in our total electric bill.

Energy Solutions, Inc. of Memphis is the consulting engineer and G. H. Avery, also of Memphis, is the prime contractor.

Southwestern's success in energy conservation was recognized in two ways this year. First, in the latest Association of Physical Plant Administrators (A.P.P.A.) energy survey, Southwestern ranked best among the institutions in Tennessee in energy consumption per square foot and forty-third best among the five hundred and fifty eight institutions reporting nationwide. Second, Mr. Tom Kepple was invited to present a paper "Prescription for a Successful Energy Conservation Program" to the A.P.P.A. national meeting in May of this year. The paper was well received by the one hundred and seventy five physical plant directors attending this session.

Aluminum and Paper Recycling

Through the efforts of Charlene Turner, Bill Short and the SCRAP Committee (Southwestern Cares About Recycling Aluminum), an aluminum recycling program was begun in August 1980. During 1980-81 90,000 cans or 3,000 pounds of aluminum have been recycled netting the SCRAP Committee \$900.00. The income has been used to purchase permanent recycling containers, to hire a work study student to assist in can collection and to purchase ten trees for the landscaping of the McCoy Theatre.

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The newspaper recycling program started in 1978 also enjoyed a successful year. During 1980-81, 19,167 pounds of paper was recycled earning the college \$230.00. The income was used to purchase twenty four general reading books for the library.

Campus Appearance

Several major changes were made to the campus this last year to significantly improve its appearance. The semi-circle of hollies planted several generations ago by Memphis Field and Garden Club near North Parkway was moved to enhance two areas. In its original location the hollies had grown so much that they had become an eyesore. By moving them to a new semi-circle around the radio transmitter building, they now have plenty of space to grow and will eventually obscure the view of the last non-stone facility on campus.

The North Parkway entrance was improved by repaving and adding curbs.

Through a gift of sixteen saplings made in memory of Mr. James May of Memphis, and the hard work of our grounds staff Southwestern has established a nursery. Over the years the nursery will substantially reduce the cost of replacing trees and shrubs on the campus.

New sidewalks west of Williford Hall provide walks where mud and dust paths used to be. Other additions of shrubs and trees in this area have also improved its appearance.

The old garage south of the Harris Gate Lodge was demolished to remove it as an eyesore.

Information

Two major steps were taken this year to assist campus visitors. First, fourteen new strategically placed signs were added to direct visitors to specific locations. Second, a new picture type college map was produced to help visitors distinguish between our look-a-like buildings.

McCoy Theatre Underway

Through a generous gift of the Harry B. McCoy Foundation construction began in May 1981 on the McCoy Theatre. The \$734,000 project includes renovation of the former Zeta Tau Alpha sorority house, addition of a major performing space, addition of an eighty space parking lot, and straightening the East-West drive near the theatre. Completion is expected in December 1981.

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Handicapped Access

Continued progress is being made on handicapped access with the completion of a major ramp on the southwest corner of Frazier-Jelke. The new ramp will provide access to both the Frazier-Jelke science center and Kennedy Hall.

Recognition of Southwestern's progress in handicapped access was achieved when a picture of Halliburton Tower was used as the cover for the publication "Adapting Historic Campus Structures for Accessibility."

Carpentry Shop

Following the move of the mechanical, plumbing and electrical shops to the Austin Building, the maintenance staff renovated the interior of the old shop. The renovated space now provides Southwestern with a clean and efficient carpentry shop.

Stewart Hall Refurbished

Seventeen offices and two bathrooms were refurbished in Stewart Hall to provide thirty three spaces for resident students. The refurbishing included new electrical outlets, fire alarms, shower stalls, plastering and painting.

New Duplicating Services

Following a thorough study by Ms. Charlene Turner, Ms. Tan Hille, and Ms. Marsha Stark, a new I.B.M. series III model 30 copier was obtained to replace our existing system. The new copier reduced copying costs from 5¢ to 3¢ a copy providing a \$4,800 savings this year. The new machine automatically charges departments for copies eliminating a time consuming manual charge back. In addition, the new system provides faster speed, improved quality and can collate reports.

Disposal of Outdated Equipment

Purchasing has become recognized as a successful marketing center for disposing of "unuseables" by departments. Such items as office machines, furniture, microscopes, computer equipment, maintenance equipment, chemical bottles, lost and found articles, a pool table, and scale balances were sold through ten sales this year. Through this process over \$8,300 went back to departments to assist them in purchasing equipment they otherwise could not afford.

Staff Activities

Several Administrative Services employees were involved in various organizations during 1980-81. Ms. Charlene Turner, Purchasing Manager, is an active member of the Purchasing Management

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Association of Memphis and is involved in developing programs for the organization. Ms. Jane Darr, Bookstore Manager, completed her term as President of the Tennessee College and University Bookstore Association. Mr. Richard Henley, Director of Housekeeping, was the Vice President for the Memphis chapter of Executive Housekeepers. Mr. Tom Kepple, Director of Administrative Services, completed his term as President of the Vollintine - Evergreen Community Association.

Finance Office Computerized

Through a major effort the Finance and Computer staff developed a new totally computerized accounting and budgeting system to replace several older computer and manual systems. Not only does the system provide better information, but an expensive accounting machine was eliminated.

Summer Conferences

During the summer of 1980 the Southwestern campus was active with a wide variety of guests. Square dancers, young and old arrived in late June just as Continuing Education's Elder Hostel program completed a second successful year. In early July members of the Evangelical Orthodox Church and the Church of the Latter Day Saints resided and studied on campus. The Cenacle Retreat League met for the eighth year at Southwestern along with forty four Japanese students from the Shikoku Christian College and members of the College and University Partnership Program. Over 550 people lived and studied on our campus netting the college \$14,074.

The Bookstore

Student concern about rising prices of textbooks and required supplies led to a community survey. The Sou'wester reported that in most cases compared, the Southwestern Bookstore prices for textbooks were lower than other college stores in the area. Prices for cosmetics and toiletries compared with local convenience stores as did imprinted clothing and sportswear.

Student support and patronization of the college store helped it achieve its highest sales record ever - \$240,000. Last year's total was \$208,000.

REPORT OF COMMITTEE ON STUDENTS AND CAMPUS LIFE - October 23, 1981

The Committee on Students and Campus Life met in Bellingrath Hall Social Room on Thursday, October 22, 1981, at 3:20 P.M. The following members of the committee were present: John M. Tully, John H. Crabtree, Richard F. Keathley, Robert H. Seal, Eleanor B. Shannon, Robert B. Smith, E. Llewellyn Queener, David Kesler, Dawn McGriff, Brian Sanders, John Ward, C.V. Scarborough, and invited guests.

The Chairman of the Committee, Mr. John Tully, called the meeting to order and asked each of the members to introduce himself. Dean Scarborough then introduced Ms. Cheryl Buckmeier, the new coach in women's athletics. Ms. Buckmeier has recently filled the second full-time position in women's athletics, thus doubling the number of positions in that area. She reported that her primary duties involve coaching women's volleyball and track. She is now completing a most successful season in volleyball and looks forward to greater student participation in women's track. These duties along with her interest and expertise in soccer promise to meet long standing needs on this campus.

Dean Scarborough introduced three students to speak about the new student involvement in WLYX, the campus radio station. Montie Davis, freshman, spoke of his personal reasons for becoming involved in the station and the importance of that involvement for his personal development. Richard Banks, freshman, spoke of the new plans for further student participation in the station. Laura Hollandsworth, sophomore, told of her participation on the newly created Student Advisory Committee for the station and the importance of student opinion concerning future planning for the station. They spoke of the excitement created by the appointment of a recent graduate, Jeff Cowell, as general manager of WLYX and of student approval of the new directions the station has taken.

Mr. David Eades, President of the Student Government Association was asked to present current student concerns. He spoke to the current catalog description of the "Man" course. He assured the committee that he spoke for the Southwestern students and expressed these feelings:

- 1) Students feel that the catalog is a contract between the college and the students and the description of the "Man" course in the 1981-82 catalog is incomplete and misrepresentative of the course as it is presently taught.
- 2) Students feel that the "Man" course as it has been taught is vital to the complete education of a liberal arts student.
- 3) Students do not doubt that the course as it has been taught complies with the wishes of the Bellingrath-Morse Trust. Students do not advocate actions that would result in the loss of our relationship with the Trust. Their concern is for the loss in integrity resulting from a misrepresentation of the course. He felt that the description could result in a breach of contract between college and student.

There followed a lengthy discussion. The committee wished to thank all students present for their openness and thoughtfulness in bringing this matter to the committee's attention.

Dean Scarborough asked the committee to review and evaluate the policy manuals of college recognized student organizations. This review is required every five years. The committee reviewed these manuals and constitutions: The Honor Council, The Social Regulations Council, The Student Government Association, the Black Student Association, The Panhellenic Council, the Publications Board, and the Interfraternity Council. Dean Scarborough discussed with the committee those major changes that had occurred over the last five years. There were no objections to any items in the documents presented.

Dean Scarborough then reported on the housing situation on campus. There are now 1066 students. There are 862 students living in campus housing. He pointed out that the trend is certainly toward this becoming a residential college. Students once chose to live off campus. However, the economy has forced an ever increasing number of students to seek campus housing and to remain on campus during their four years here. He noted that plans were now being discussed to replace inadequate housing and assure that housing needs would be met in the future. He was certain that Mr. Charles Cobb would find the financial support for such a solution.

The committee adjourned.

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - October 23, 1981

The Committee met at approximately 2:30 P.M. in Room 200, S. DeWitt Clough Hall, all members except Mr. Richard Trippeer being present.

The Chairman announced that all proposed members of the Board of Trustees nominated by the Board for election by the synods had been duly elected.

Upon motion duly made, seconded, and carried, the Committee recommends to the Board of Trustees that Mr. Thomas R. Kepple, Jr., be appointed Dean of Administrative Services and as such a member of the President's Cabinet.

Upon motion duly made, seconded and carried, the Committee recommends to the Board of Trustees that the dates for the April meeting of the Board be changed from April 15 and 16 to April 22 and 23.

After discussion the Committee reached the conclusion that the format of the January 1982 meeting should be similar to that of the January 1981 meeting.

The President then announced that the Faculty had requested that action upon the proposed covenant between the college and the Synod of the Mid-South be deferred until the January 1982 meeting, and this will accordingly be done.

The Committee then reviewed potential candidates for election to the Board of Trustees for the Class of 1985.

There being no further business, the meeting adjourned at approximately 4:30 P.M.

REPORT OF COMMITTEE ON BUILDINGS AND GROUNDS - October 23, 1981

The Buildings and Grounds Committee of the Board of Trustees met on October 22, 1981 in room 300 Clough Hall at approximately 3:00 p.m. Members present were Mr. Edgar Bailey, Mr. Robert Buckman, Mrs. Jessie Falls, Mr. Henri Watson, Dr. James Lanier, Mr. Michael Eads, Miss Susan Logan and Mr. Roy Twaddle, ex-officio. Guests for a portion of the meeting were Mr. Loyd Templeton, Mr. James Williamson, Mr. Met Crump and Mr. Tom Kepple.

Chairman Bailey turned the meeting over to Mr. Loyd Templeton for the first item on the agenda, the Diehl Memorial. Mr. Templeton gave a report on location, recommended artist for sculpture of Dr. Diehl, the over-all plan of the Diehl Memorial which included the bronze sculpture, the base and surrounding area (Diehl Court), and the landscaping of area and walking surface beneath the Avenue of Oaks. He then introduced architect Jim Williamson and asked him to continue with further details and to show drawings and plans of the Diehl Memorial. Some discussion followed on the pull-over where the Avenue of Oaks meets North Parkway. A motion was made, seconded and passed:

RESOLUTION: The Buildings and Grounds Committee recommends that the Board of Trustees approve the Diehl Memorial Plan with the widening of the parking area at North Parkway and revise Item I.C.19 of the Master Plan from \$98,000 to \$135,152.

The second item on the agenda, Music Building Feasibility Study Presentation by Taylor & Crump, Architects, was presented to the committee by Mr. Met Crump. He first reviewed the over-all campus plan, then called attention to a long-range plan, a new quad area, of which the Music Building would be the first phase. The cost estimate of a 15,000 square foot Music Building is 1.5 million. He estimated cost at \$85.00 to \$90.00 a square foot. He submitted the following cost estimate:

15,000 S.F. Building at \$85.00 per square foot	\$1,275,000.
Construction Contingency	83,000.
Architectural & Engineering Fees (6%)	81,480.
Furniture	60,000.
Total Budget	\$1,499,480.

This estimate is based on schematic plans which he showed to the Committee. He also submitted a color rendering of the Proposed Music Building. A long discussion followed with every member of the committee giving their opinions on cost of the proposed building, design, funding and recommendations.

A motion was made, seconded and passed with note to the Board of Trustees that the Committee takes into consideration that this is quality construction which is costing a 8% to 10% premium.

1. Goal I.A.14. music building and maintenance endowment be revised from \$280,000 to \$390,000 and goal I.C.11. music building construction be revised from \$1,400,000 to \$1,500,000 to reflect more accurate costs.

- 2) Taylor and Crump Architects be hired to complete the building design development for presentation at the January Board meeting.
- 3) The Buildings and Grounds Committee, Mr. Thomas Kepple, Mr. Loyd Templeton, Mr. David Ramsey, and Mr. Charles Cobb will constitute a committee to work with the architects on the music building.
- 4) A committee chaired by Mr. Charles Cobb be established to seek the additional funds necessary for the building.

All members agreed that they would like to have direction from the Board of Trustees on how they would like to see the campus developed in terms of stone and slate, etc.

Mr. Roy Twaddle reported on the third item on the agenda. Since we do not have the energy computer yet, he could not give a demonstration. He reported that the electricians are pulling wires and that they estimate three or possibly four more weeks of work to do on the campus. G. H. Avery Company then will have two weeks following the electricians before the computer can be put into operation. He has been working with Bill Dunn of Avery Company who is educating him on the energy computer. Mr. Twaddle estimated it would be five or six weeks before the computer is in actual operation.

The fourth item on the agenda, the New Energy Grant, was discussed with members. Mr. Twaddle explained that this was the second part of an energy grant from the Department of Energy which totals \$34,973 and that we pay half and the Department of Energy pays half. This second part entails mostly changing of light bulbs in order to save energy. Also, looking into the possibility of lowering R.P.M. on Frazier Jelke fans to save energy. Energy Solutions Incorporated is looking into this. Mr. Twaddle informed the committee about looking into use of some new energy saving bulbs and fluorescent tubes.

Mr. Bailey encouraged the members to look at the McCoy Theatre construction. Since the weather did not cooperate, the tour was cancelled. Mr. Twaddle reported that the construction was on schedule with approximately 70% of it completed. The outside is completed with the exception of glass.

Chairman Bailey asked for any further business. There being none, he adjourned the meeting.

REPORT OF THE COMMITTEE ON DEVELOPMENT - October 23, 1981

- I. Ms. Mary Mooney, Director of the Southwestern Fund reported on last year's successful Southwestern Fund drive. Over 5,116 donors participated in the campaign and helped secure for Southwestern the \$100,000 Day Foundation Challenge. A total of \$707,574 was raised. There was a significant increase in donor participation--up 23% from the previous year.
- II. Ms. Mooney introduced the leadership for the 1981-82 Southwestern Fund. Mr. John Whitsitt will serve as Chairman of the Fund. Goals for each division of the Fund have been approved by the division chairmen and the total goal for this year is \$779,000, a 10% increase from last year.
- III. In Estate Planning, Mr. Winton Smith stressed the importance of bequests to the capital campaign, which make up 75% of the capital campaign total. Mr. Smith reported a total of \$1.8 million in bequests and deferred gifts since the April Board meeting.

Because of the changes in the tax laws, Mr. Smith reminded the committee that it will be to a donor's interest to make charitable gifts before December 31, 1981 for the greatest tax savings.
- IV. The Development Committee of the Board met prior to the full Board meeting and moved its recommendation to extend the capital campaign to \$50 million which was accepted unanimously by the Board.
- V. During the committee meeting, several members asked that a clear statement of need and urgency be included in the announcement of the extended capital campaign.

REPORT OF THE COMMITTEE ON ENROLLMENT - October 23, 1981

Mr. Henry Goodrich, Chairman, called the meeting to order and asked that each committee member introduce him or herself.

Ms. Mary Jo Miller, Director of Admissions, reported that the number of freshman applications received for the 1981 freshman class was the second highest in the College's history, a total of 787. The size of the freshman class is 282 and the average S.A.T. score for the class is 1128 - an increase of 13 points over the preceding year. She emphasized the significance of this increase in an age of declining scores at most colleges and universities. Enhancing the academic standards of entering students is a primary goal of the Admissions Office. This, of course, requires continuous efforts to increase the number of applications received.

"Another goal of the Admissions office", she said, "is to increase the geographic distribution of students attending Southwestern. Progress is being made in this area, also, with 23 states represented by this year's freshman class as opposed to 17 states in the class entering in 1980." Particular mention was made of the efforts to recruit students from the Northeast and New England - efforts important in terms of enhancing the name recognition and prestige of the College, as well as increasing geographic diversity of the student body.

Ms. Miller also noted the number of black students enrolling for the last three years for a current total of 32. The Committee discussed the need to increase these numbers and the efforts being undertaken to do so.

Ms. Miller distributed a handout regarding admissions data for those colleges and universities with which Southwestern now competes for students. Within the last 10 years, Southwestern has moved from competing with schools such as Millsaps and Hendricks to competition with colleges of greater prestige and traditionally more selective student bodies, an example being Davidson College. This fact reflects Southwestern's growing name recognition and, also, indicates the increased competition we face in recruiting. A lengthy discussion followed regarding why some of our competitors receive more applications and have higher average board scores than does Southwestern.

This discussion will be continued in the January meeting with the Director requested to provide the Committee with a description of Southwestern's recruiting efforts and also, if possible, a similar description of such efforts at other schools.

Ray Allen, Dean of Financial Aid and Government Relations, then provided the Committee with an extensive report regarding Financial Aid for 1981-82 and Projections for the Financial Aid Budget for 1982-83. The College awarded a total of \$1,132,015 in scholarships, Grants and N.D.S.L. matching Funds in 1981. The projection for 1982-83 is \$1,392,873. Total Southwestern Funds committed to Financial Aid for 1982-83 is projected to be \$1,733,213 - an increase of almost \$300,000.

Dean Allen, through his excellent study of federally funded programs, was able to project specifically declines in government programs in the areas of S.E.O.G., Pell Grants and Tennessee Student Assistance Awards. The new regulations regarding qualification for the Guaranteed Student Loan Program may mean that 134 students currently receiving Guaranteed Loans would now be ineligible. Although Southwestern will contribute more to the College's Financial Aid Program, the total funds projected for Southwestern students in 1982-83 will be almost \$100,000 less than that received this year - 1981-82 \$2,763,305 and 1982-83 \$2,668,493.

Loyd Templeton, Dean of Enrollment, led the discussion regarding Admissions and Retention Goals as agreed to by the President of Southwestern, the Director of Admissions, Dean of Financial Aid, and Dean of Students and Dean of Administrative Services. These goals follow:

1. Maintain present opening fall enrollment (Present budget is based on 1,030 FTE students; 315 new students and 715 returning students.)
2. Increase the selectivity of the college by increasing the applicant pool of quality students and enrolling an increased number of these students to achieve (a) a new student average S.A.T. score of 1150 (comparable A.C.T. composite score of 27) with other comparable academic credentials, and (b) an application-to-acceptance ratio of 2-to-1. (with 15% applicants declined for 1981-82, short range goal is to reach 25% declined, long range goal is 50%.)
3. Increase resident hall capacity only after S.A.T. scores of new students reach the 1150 S.A.T. average and then only if a demand for residential space justifies an increase. (This does not inhibit the replacing of inferior current housing should such a replacement become mandatory.)
4. Increase tuition toward level charged by comparable institutions in our area; i.e., Vanderbilt, Sewanee.
5. Increase financial aid proportionate to increased tuition to enable students with financial need to attend Southwestern.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - October 23, 1981

The meeting was called to order at 3:20PM by the Chairman, Dr. Paul Tudor Jones. Members present were: Trustees Jones, Mallory, Hyde, Tomlin; Students Gillespie, Stevens; Deans Duff, Llewellyn.

Dr. Jones introduced the members of the Committee to each other. The meeting was then turned over to Dean Duff for the presentation and discussion of a number of reports.

The changes in the Faculty for 1981-82 were noted. Full-time tenure-track appointments were made to the Faculty in three areas: Mathematics, Economics-Business Administration, and Education. Interim appointments were made in four areas: Mathematics, English, Religion, and Anthropology-Sociology.

The recruitment of faculty continues in this current year with three searches in progress: Art History, International Studies, and Economics-Business Administration.

A discussion followed concerning the way in which the College reviews open positions and assigns the positions to departments. The steady-state concept was explained, as was the fact that some of our faculty needs are at present unmet.

The Report on the Faculty, 1981-82 was distributed and reviewed. A copy is attached for the record. Copies will be distributed at the meeting of the Board. The summary sheets were reviewed in more detail. A discussion followed of the advantages and disadvantages of hiring part-time faculty. Part-time faculty give to the College instruction in areas that otherwise could not be offered to our students, e.g. in the area of Art; however, it is not good to have traditional offerings in the academic program taught by part-time faculty as a matter of policy.

The assessment of the academic year 1980-81, as presented by Dean Duff to the Board, was reviewed and discussed.

Academic matters currently under consideration by the Faculty were outlined: an alternative program to be offered alongside of the "Man" course, the requirement of a foreign language competency for a degree, modifications in the college calendar. The program in composition skills was outlined. There followed a general discussion of degree requirements at Southwestern and how Southwestern attempts to fulfill the liberal arts and sciences educational mission of the College. It is noted that it is important to maximise student options within the design of the academic program. This general policy affects the structuring of the overall degree program as well as the formation of majors within the academic program.

A brief discussion of the reorganization of the Continuing Education Center was conducted. It was noted that only one full-time person is currently employed to formulate and to administer the program in continuing education and that this personnel shortage prevented the College from developing the program in the rapid way that it might. The Center is directed by Ms. May Maury Harding; she is assisted by Dr. Granville Davis and Prof. Ray Hill, both of whom serve on a part-time basis.

Attention was called to the Covenant statement that was included in the agenda of the Board meeting. Dr. Jones outlined the history of the covenant-drafting. It was noted by Dean Duff that the Faculty was asking the Board Leadership and Directions Committee to postpone action on the Covenant, giving the Faculty the required 60 days notice so that Faculty may express its opinion to the Board on the matter. A discussion followed on the matter of how one will determine whether the College is in compliance with the employment provisions of the Covenant. It was agreed that this is a troublesome matter.

The meeting was adjourned at 4:30 PM.

REPORT ON THE FACULTY, OCTOBER 1981Anthropology/Sociology

*Professor Jack Conrad	T ¹
Assistant Professor Peter Ekstrom	T ²
Assistant Professor Gary Hill	P-3
Instructor Lamont Lindstrom	R

Part-time Instructors

Patricia McLain	(3/7)
Diane Sachs	(5/7)
Roberta Winter	(2/7)

Art

*Professor Lawrence K. Anthony	T ³
Assistant Professor (OPEN POSITION)	P-0 ⁴

Part-time Instructors

Betty Gilow	(5/7) ⁵
Peter Bowman	(1/21)
Martha Christian	(3/7)
Christina Dinkelacker	(2/7)
David Day	(1/7)
Deborah Emont	(1/7)
Christian Hettinger	(2/7)
Michael Milkovich	(1/7)
Mary Moore	(4/7)
Murray Riss	(2/7)
William Womack	(1/7)

Biology

Professor Robert L. Amy	T
Professor Julian T. Darlington	T
*Associate Professor Bobby Jones	T
Assistant Professor Terry Hill	P-4
Assistant Professor David Kesler	P-2
Assistant Professor John Olsen	P-5
Assistant Professor James M. Olcese	P-1

Chemistry

Professor Richard D. Gilliom	T ⁶
Professor Helmuth M. Gilow	T
*Professor Harold Lyons	T
Professor Robert T. Mortimer	T
Associate Professor David Y. Jeter	T

(Assistant Professor for Research Harlie A. Parish)	(N)
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Communication Arts

Associate Professor Betty Ruffin	T
*Assistant Professor Tony Garner	T

Part-time Instructors

Professor Ray Hill	(5/7) ⁷
Instructor Julia Ewing	(4/7)
Instructor Mason Granger	(1/7) ⁸
Instructor (OPEN POSITION)	(2/7)

Economics

Associate Professor Wasfy B. Iskander	T
Associate Professor Marshall McMahon	T
*Associate Professor Charles C. Orvis	T
Assistant Professor Douglas K. Southard	P-1

Part-time Instructors

Instructor (OPEN POSITION)	(1/7) ⁹
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Business Administration

Professor Mel G. Grinspan	D ¹⁰
Associate Professor Rebecca S. Legge	T

Part-time Instructors

John Nichols	(1/7) ¹¹
Instructor (OPEN POSITION)	(1/7) ¹²
Instructor (OPEN POSITION)	(1/7) ¹²

Education

*Professor Helen N. Hall	T ¹³
Assistant Professor Gail C. McClay	P-1

English

Professor Yerger H. Clifton	T
Professor Robert M. Cooper	T
Professor William L. Daniels	T
Professor Gerald Duff	T ¹⁴
Professor Jack D. Farris	T
*Professor James E. Roper	T
Associate Professor James R. McQuiston	T(3/7) ¹⁵
Associate Professor Bernice W. White	T
Associate Professor Richard C. Wood	T
Assistant Professor Mary Ross Burkhart	T(2/7) ¹⁶
Visiting Assistant Professor Patricia Smith	R
Visiting Assistant Professor Ann Marie Wranovix	R

Part-time Instructors

Elaine Whitaker	(2/7) ¹⁷
Steven A. Katz	(1/7)

Geology

Part-time Instructor
Carol L. Ekstrom

(4/7)¹⁸History

Professor Douglas Hatfield
Professor Franklin M. Wright
*Associate Professor James C. Lanier
Assistant Professor George Apperson
Assistant Professor Altina Waller

T
T
T
T¹⁹
P-2

Humanities

Professor Robert G. Patterson

T

(Staff for the course "Man in the Light of History and Religion": Allen, Amy, Apperson, Brown, Bruhwiler, Clark, Dinkelacker, Jobes, Llewellyn, Neal, Norfleet, Patterson, Queener, Scarborough, Tucker, Walters, Whitaker, White, Wood)

International Studies

Professor David Likes
Associate Professor John F. Copper

T
P-5

Part-time Instructors
Instructor (OPEN POSITION)

(1/7)²⁰Foreign LanguagesArabic

Associate Professor Darlene R. May
Assistant Professor Amy A. Van Voorhis

N²¹
R

Chinese

Part-time Instructors
Instructor Athena Copper

(2/7)

Classics

Professor William T. Jolly

T

French

Professor Emmett H. Anderson
Associate Professor James M. Vest
Conversational assistant
Paulette Lewine

T
T

(3/14)

German

Associate Professor Johann Bruhwiler
Associate Professor Horst Dinkelacker
Conversational assistant
(German exchange students)

T
T²²

Italian

(Professor Donald W. Tucker)

Russian

Part-time Instructors

Constance Barrett
Robert W. JohnsonL²³
(4/7)SpanishProfessor Gordon D. Southard
Professor Donald W. Tucker
Conversational assistant
Margarita MundenT
T
(3/14)Mathematics*Professor Marshall Jones
Professor Angelo Margaritis
Professor William Nemitz
Professor Kenneth Williams
Assistant Professor Gregory Johnson
Assistant Professor John A. Tiller
Assistant Professor (OPEN POSITION)T
T²⁴
T
T
R
P-1
P-0²⁵MusicProfessor Charles L. Mosby
Associate Professor John W. Wehlan
Assistant Professor Diane M. Clark
Assistant Professor Robert M. Eckert
*Assistant Professor David Ramsey
(Assistant Professor Tony Garner)T
T
P-4
T
N

Part-time Instructors

Andrea Grossman
Charlotte McLain
Patricia Wadley(Piano; 2/7)
(3/7)
(Voice; 2/7)PhilosophyProfessor James W. Jobs
Professor William Larry Lacy
Associate Professor Robert R. LlewellynT
T
T(3/7)²⁶PhysicsProfessor Jack H. Taylor
Associate Professor Edward A. Barnhardt
*Associate Professor Frederic Stauffer
Associate Professor John L. Streete
(Visiting Distinguished Professor of
Physics, David Steinhaus)T
T
T
T
(N)

Political Science

Associate Professor Wilmer A. Sweetser	T
*Associate Professor Rodney A. Grunes	P-3
Associate Professor Michael F. Kirby	T

Psychology

Professor James R. Morris	T
Professor E. Llewellyn Queener	T
Professor Herbert W. Smith	T
*Associate Professor F. Thomas Cloar	T
Assistant Professor L. Charles Lemond	N(2/7) ²⁷
Assistant Professor Marsha D. Walton	P-3

Part-time Instructors

Professor Allen O. Battle	(3/7)
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Religion

Professor Ray M. Allen	T(2/7) ²⁸
*Professor Richard A. Batey	T
Professor Milton P. Brown, Jr.	T
Professor F. Michael McLain	T ²⁹
Professor Fred W. Neal	T
Professor Carl Walters	T
Instructor Sharon D. Welch	R

Part-time Instructors

Rabbi James Wax	(2/7)
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SUMMARYProfessors

Full-time, teaching	38
Full-time, special appointments ³⁰	1
Full-time, administration ³¹	2
Full-time, interim appointments ³²	0
Tenured, full-time	40
Male	40
Female	1
Part-time, teaching (F.T.E.)	2(1.1)

Associate Professors

Full-time, teaching	24
Full-time, special appointments	0
Full-time, administration	1
Full-time, interim appointments	0
Tenured, full-time	22
Male	21
Female	4
Part-time, teaching (F.T.E.)	0

Assistant Professors

Full-time, teaching	17
Full-time, special appointments	0
Full-time, administration	1
Full-time, interim appointments	4
Tenured, full-time	5
Male	14
Female	8
Part-time, teaching (F.T.E.)	0

Instructors

Full-time, teaching	0
Full-time, special appointments	0
Full-time, administration	0
Full-time, interim appointments	2
Tenured, full-time	0
Male	1
Female	1
Part-time, teaching (F.T.E.) ³³	34(9.9)

TOTALS

Full-time, teaching	79
Full-time, special appointments	1
Full-time, administration	4
(Full-time, interim appointments)	(6)
Tenured, full-time (excluding interim appointments)	67 (67/84=79.8%) ³⁴
Part-time (F.T.E.)	36 (11.0)
Tenured, based on full-time + part-time F.T.E.	67/95=70.5%
Open positions	2
Art History (assigned)	1
Mathematics (not assigned)	1
Tenured, based on full-time + part-time F.T.E. + open positions	67/97=69.1%
Probationary faculty	
1st year	3
2nd year	3
3rd year	3
4th year	2
5th year	2
6th year	0
7th year (1; tenure decision affirmative)	³⁵

TOTAL PERSONS IN ACADEMIC PROGRAM = 126³⁶

Non-tenured, administration	1
+ Non-tenured teaching faculty	3
+ Non-tenured interim appointments	6
+ Probationary teaching faculty	13
+ Tenured full-time faculty	67
+ Open faculty positions	2
- Interim appointments	6
= TOTAL FULL-TIME FACULTY POSITIONS	86

FOOTNOTES

1. T: tenured
P: probationary (with year shown)
N: not a tenured position
R: replacement appointment
*: chairperson for department
(/): ratio shows full-time equivalent for part-time teaching staff.
2. On sabbatical for 1981-82.
3. On sabbatical Terms I and III, 1981-82.
4. Recruiting efforts continue; tenure-track position; Art History emphasis.
5. Appointed chairperson for 1981-82, Terms I and III.
6. On sabbatical Terms II and III, 1981-82.
7. Also has responsibilities in the Continuing Education Center.
8. Part-time position in broadcasting.
9. Part-time instructor in urban economics.
10. Distinguished Service Professor of Business Administration; Coordinator of the Seidman Townhall Lectureships and the Seidman Award in Political Economy.
11. Part-time position in Business Law.
12. Part-time position in Advanced Accounting.
13. Retires June 1982.
14. Vice-President and Dean of the College.
15. 3/7 part-time teaching load.
16. 2/7 part-time teaching load.
17. Assigned to the staff of the "Man" course.
18. On leave of absence for 1981-82.
19. Responsibilities include teaching in Department of Art; Curator of the Clough-Hansen Collection.
20. Part-time position in Political Development.
21. Five-year appointment; three years remaining; on leave of absence, 1981-82.

22. Director of the Language Center.
23. Leave of absence for 1981-82.
24. On sabbatical for 1981-82.
25. Open position, unassigned.
26. Associate Dean of the College; 3/7 teaching assignment.
27. Director of the Computer Center; 2/7 teaching assignment.
28. Director of Financial Aid; currently teaching in the "Man" course, 2/7.
29. On sabbatical for 1981-82.
30. Special appointments are non-tenured appointments which include teaching responsibilities and may include administrative responsibilities.
31. Administrative appointments include persons who may have tenure and who also continue to teach in the academic program, but whose primary responsibility is in the administration of the College.
32. Interim appointments are non-tenured appointments to the faculty to replace persons on sabbaticals, leaves of absence, or medical leaves.
33. Does not include part-time teaching loads of administrators or of full-time faculty on reduced load because of medical reasons. The total 36 includes one interim appointment for a part-time faculty member, one part-time faculty member on leave of absence, and five part-time faculty positions not currently filled but potentially could be filled for 1981-82.
34. Full-time interim appointments are not included in the denominator of this fraction.
35. 7th year probationary faculty, now tenured, included in the counts given above.
36. Does not include Research Assistant Professor Parish or Visiting Distinguished Professor Steinhaus.

REPORT OF THE COMMITTEE ON FINANCE - October 23, 1981

Minutes of the Finance Committee meeting held October 22, 1981 in the Board Room of Palmer Hall on the Southwestern campus.

Members in attendance were: Mr. Palmer Brown, Mr. William Rudner, Mr. John Whitsitt, Professor Sue Legge, Dr. David Jeter, Ms. Becky Butler, Ms. Donna Schardt, and Mr. William Allen.

Mr. Palmer Brown convened the meeting at 3:20 p.m. After an introduction of the committee members, Mr. Brown asked that the order of the agenda be changed so that the most pressing items could be dispensed with first as the extended plenary session had made time short. The first item considered was the Capital and Nonrecurring Expense Budget (EX,J-3) presented by Mr. Allen. During their July 28, 1981 meeting the executive committee allocated \$207,451 from an anticipated \$445,000 surplus for specific needs. The present request for an additional \$238,500 is to be allocated as shown in order to provide administrative flexibility in determining the priority of the items which constitute these amounts. The audit showed the actual surplus to be \$487,158 which, after these allocations, would leave a \$41,207 addition to the fund balance. Dr. Jeter expressed disappointment that more is not going into the academic program as it is the main thrust of the college and there is a demonstratable need. He said that the Dean had a need list for approximately \$110,000 of which less than half is funded here. He suggested some fraction or perhaps all of this fund balance be allocated to the academic program. Mr. Brown asked if he considered the computer equipment apart from the academic program. Dr. Jeter replied in the affirmative. Mr. Brown indicated that the committee did not at present have the time or the information to initiate such a distribution. A motion was therefore made and passed to approve these expenditures as listed and hold in abeyance the distribution of the \$41,207 balance subject to a recommendation from the cabinet between now and the next meeting.

The committee next considered funding of the HUD loan for dormitory renovation. Mr. Allen explained that the trust indenture entered into with HUD requires that we build a maintenance reserve of \$7,500 each year for 10 years beginning this year. Adding this to the request outlined in President Daughdrill's memorandum of 10/12/81 (EX,J-4) the request is for \$50,824. A motion was passed to approve this request for \$50,824 each year from undesignated capital funds to repay the HUD loan and set up a maintenance reserve.

The committee next considered a request to change the By-Laws in order to facilitate the sale of real estate. A motion was passed to recommend the changes in the By-Laws as outlined for approval at the January 1982 meeting of the Board of Trustees this being notice of the change. (see 81-10-33)

Mr. Whitsitt presented the Audit Committee report. In their October 20, 1981 meeting, the Audit Committee had requested that the Finance Committee set some general limitations in regard to some classification of a quality standard for the College's short term cash investment policy. A motion was passed to recommend that Mr. Bill Allen, Mr. Tom Kepple, and Mr. John Whitsitt bring to the Finance Committee a revised cash management policy for review at the January 1982 meeting.

The committee discussed the accounting for annuity and life income agreements. In their management letter (EX,J-10) Ernst & Whinney suggested that these types of funds be segregated from the endowment and that a liability for the present value of future payments to donors be recorded. This would result in a balance sheet that more accurately reflects net worth. A motion was passed to comply with the auditors' suggestion regarding treating separately these types of funds. In reviewing the financial highlights summary, Mr. Brown noted that in prior years we had to transfer from endowment to the current fund more than the endowment income produced, in order to meet the 6% total return concept. In 1981 the endowment fund earnings exceeded the transfer amount by \$365,000.

Mr. Rudner presented the Investment Committee report (EX,J-2).

Mr. Allen reported on the College's current financial status as of September 1981. Mr. Brown requested that Mr. Allen prepare the statement of operations to show year-to-date percentages and dollar amounts for the current year and for the preceding year.

Mr. Allen presented the Capital Fund Campaign report (EX,J-11). He indicated that as of September 1981 the campaign is at 50.4 of the 60/40 ratio required.

The committee reviewed the summary of insurance coverage and agreed that Southwestern is adequately covered with the possible exception of earthquake insurance.

Mr. Allen reported to the committee that we are in the process of reviewing final proposals from the banks in regard to the services they can provide.

The committee discussed the request to convert health insurance and a motion was passed to recommend that the Board approve the conversion from Teachers Insurance and Annuity Association health insurance to the Blue Cross/Blue Shield health and dental plans as described in President Daughdrill's memorandum of 10/09/81 to be effective November 1, 1981 (EX,J-12).

As there was no further business this committee adjourned at 5:00 p.m.

REPORT OF THE INVESTMENT COMMITTEE - October 23, 1981

Mr. William Rudner gave the following report:

For the Fiscal year ending June 30, 1981

the Total Fund managed by Vaughan, Nelson & Hargrove was

	up 9.9%		
equity portions	up 20.6%	Mkt. value 9/30/80	\$ 9,682,691
fixed income	down 5.7%	Mkt. value 9/30/81	\$11,010,339
S & P 500	up 20.5%	- Solomon Bond Index	down 13%

Compared to other funds received by Becker

Total Fund 66% did better
Equity 65% did better
Fixed Income 32% did better

Year-to-Date performance October 13, 1981

Total Fund up 2.4%
S & P 500 down 6.7% Solomon Bond Index down 6.4%
60% equities - Total yield 7.4%

Total market value \$11,532,618

To: Finance Committee

Date: October 9, 1981

From: James H. Daughdrill, Jr.

Subject: Allocation of Income Over Expenses 1980-81

The following items were allocated during the July 28, 1981 Executive Committee meeting from an anticipated \$445,000 surplus.

1) To provide housing for an additional 33 students in Stewart and Williford Halls.	\$ 38,000.00
2) To provide "Southwestern" signs for the Memphis International Airport.	2,600.00
3) To replace the showers in Evergreen Hall.	28,000.00
4) To repair the showers in Voorhies.	12,000.00
5) To provide modifications to the Admissions and Financial Aid offices.	11,600.00
6) To provide for Mr. William Maybry's medical leave.	15,600.00
7) To fund the remaining 50% of the Energy Grant (already approved by the full Board to come from Gifts, Surplus or Undesignated Capital Funds.)	87,651.00
8) To replace the North Parkway and Library Lane gates	12,000.00
	<u>\$ 207,451.00</u>

After the auditors' review, the final year-end surplus has been increased to \$474,500. I therefore recommend the following additional allocation:

Dean of Enrollment	\$ 12,000.00
Dean of Students	18,000.00
Dean of the College: Academic Equipment	50,000.00
Computer equipment	45,000.00
Dean of Development	3,500.00
President's Office	19,000.00
Director of Administrative Services	81,000.00
Music Building Feasibility Study *	<u>10,000.00</u>
TOTAL	\$ 238,500.00
Total Recommended Allocation	\$ 445,951.00
Addition to the Fund Balance	\$ 28,549.00

* Authorized by Executive Committee in the July meeting.

Memorandum

To: Finance Committee
From: James H. Daughdrill, Jr.
Date: October 12, 1981
Subject: Funding of the 1979 HUD Loan

The 1979 HUD dormitory renovation loan (\$992,000 for 40 years at 3% interest) requires the payment of \$43,324 each fiscal year. As this expense was considered from the beginning as part of the capital funds program, I recommend that \$43,324 be used each year from undesignated capital funds for the purpose of repaying the loan. This allocation will be automatic as long as the capital campaign continues and there are sufficient funds existing in the undesignated capital funds account. A report of this allocation will be made each October.

October 30, 1981

To: The Audit Committee of Southwestern At Memphis

Mr. John Whitsitt, Chairman
Mr. Herbert Rhea
Mr. William Rudner
Mr. Palmer Brown
Mr. James Daughdrill

Mr. Thomas Kepple
Mr. William Allen
Mr. Richard Rantzow
Mr. William Drummond
Ms. Barbara Peeler, Secretary

Minutes of the Audit Committee meeting held October 20, 1981 in the Directors' Room of Palmer Hall on the Southwestern campus.

At the request of Mr. John Whitsitt, Mr. Herbert Rhea chaired the meeting in his absence. Mr. Rhea called the meeting to order at 4:00 p.m. Other members in attendance were Mr. William Rudner, Mr. Palmer Brown, Mr. Thomas Kepple, and Mr. William Allen. Present by invitation were Mr. Richard Rantzow and Mr. William Drummond of Ernst & Whinney.

Mr. Herbert Rhea introduced for discussion the management letter from Ernst & Whinney covering the financial statements for the year ended June 30, 1981. Mr. Richard Rantzow responded to questions and commented on this report (Attachment 1). Mr. Rhea asked if the management letter was cumulative to June 30, 1981 and would contain any previous problems which have continued. Mr. Rantzow replied in the affirmative. The committee proceeded to analyze each suggestion presented in the report.

- 1) EDP - Contingency Plan: The committee agreed to ask the College to formalize the agreement with Millsaps College to provide data processing facilities in the event of a prolonged failure in our computer system. This will include actually testing the operations at Millsaps. Mr. Rhea requested feedback on the physical problems involved in securing computer operations from fire, etc. including the potential of storing back-up data in a different building.
- 2) EDP - Documentation: The committee agreed that an EDP manual for accounting applications is a good idea and should be approved. The feasibility of students working on this should be further investigated.
- 3) Investments & Related Income: The committee agreed that any securities and original legal documents will be maintained in a bank vault and that a subsidiary ledger of College-controlled investments should be pursued.
- 4) Bookstore Accounts Receivable: Mr. Palmer Brown asked if it was possible for the operation to be 100% cash. Mr. Thomas Kepple relayed the College's policy for need-based students. Mr. Rantzow suggested that one solution might be for the financial aid office to issue cash vouchers for this purpose which would cut down the receivables in the bookstore and give internal control in the accounting department. Because of the present limitations of the computer system, the committee agreed that a computerized inventory system for the bookstore would have to wait. The committee agreed that work on receivables in the bookstore should proceed.

- 5) Accounting for Annuity & Life Income Agreements: After a query from Mr. Brown, Mr. Rantzow commented that recording the liability for the present value of future payments to donors would give a balance sheet which more accurately reflects financial condition. The committee discussed the possibility that a separate fund be established and that it be grouped with endowment funds on the financial statements. The Audit Committee finds merit in this recommendation and asks that the Finance Committee review this matter.
- 6) Other Observations: The committee agreed that all of the items under no. 6 should be accomplished.

The Audit Committee recommends "note A, last sentence" of the June 30, 1981 financial statements be referred to the Finance Committee for consideration as to its feasibility.

The committee next discussed the handling of short term investments. They agreed that the Finance Committee and/or the Board approve the cash management policy presently being used. The Audit Committee refers the cash management policy to the Finance Committee with a recommendation that some definition of quality as to investments be defined.

Mr. Kepple distributed a summary of the present insurance coverage to the committee members. Mr. Kepple pointed out that the College does not have a bond but rather has insurance against crime which has been raised from \$75,000 to \$500,000 in coverage. Mr. Kepple also noted that the college does have Board of Directors liability coverage in the amount of \$1,000,000.

The Audit Committee approved the audited financial statements as contained in the report of Ernst & Whinney. Mr. Rantzow and Mr. Drummond were excused from the meeting. After discussion, the Audit Committee recommends retaining Ernst & Whinney as auditors for fiscal year 1982 as outlined in their letter of October 1, 1981 (Attachment 2).

There being no further business this meeting adjourned at 5:15 p.m.

PRELIMINARY
SUBJECT TO CHANGING

Ernst & Whinney

1400 One Commerce Square
Memphis, Tennessee 38103

901/526-1000

October 16, 1981

Audit Committee
Southwestern At Memphis
Memphis, Tennessee

Gentlemen:

We have examined the financial statements of Southwestern At Memphis for the year ended June 30, 1981, and have issued our report thereon dated October 2, 1981. As part of our examination, we made a study and evaluation of the system of internal accounting control only to the extent we considered necessary to determine the nature, timing, and extent of our auditing procedures. The accompanying suggestions, which resulted from our study and evaluation, are submitted to assist in improving procedures and controls.

We appreciate the opportunity to present these comments for your consideration. We are prepared to discuss them at your convenience and to provide such assistance in their implementation as you may desire.

Very truly yours,

Richard C. Rantzow
Managing Partner

RCR:bb

PRELIMINARY
SUBJECT TO CHANGE

EDP--CONTINGENCY PLAN

A contingency plan to ensure the continued operation of data processing in the event of a failure in the computer system has not been developed. The College has a verbal understanding with Millsaps College in the event of a prolonged failure; however, it has not been determined that they could provide sufficient processing time should they be called upon. Should the need for backup processing arise, adequate planning can prevent serious delays.

To avoid severe impairment of the College's capacity to produce needed financial data in the event of a prolonged failure or localized disaster, the College should:

- Formalize the agreement with Millsaps College and/or investigate alternate facilities to provide sufficient time for critical applications.
- Establish a priority processing plan based on the impact of the delay expected for equipment replacement.
- Perform periodic test operations at the alternate facility and document the contingency operating procedures.

EDP--DOCUMENTATION STANDARDS

Documentation standards are guidelines which ensure that new applications, as well as changes to existing applications, are documented in a thorough and consistent manner. Inadequate program documentation may result in excessive program maintenance and undue reliance upon "key" individuals. We realize that the computer system of the College fulfills educational as well as financial needs. Nevertheless, we believe that the College should consider the following steps to improve EDP documentation:

- We suggest that an EDP manual for accounting applications be prepared describing each accounting application. This manual could be organized in the following manner: (a) Application overview, including flowchart and narrative, (b) Program maintenance, including program narrative, file layouts, and a program change log, and (c) Computer operator instructions including explanation of input data, output reports and error messages.

We recognize that the preparation of the manual will be a time-consuming task. Accordingly, we suggest that it could be prepared by students interested in accounting and/or computer system design. We believe that such a program could be very beneficial to interested students, as well as to the College.

PRELIMINARY
SUBJECT TO CHANGE

EDP--DOCUMENTATION STANDARDS--CONT'D

- ° Also, related to improving EDP documentation, we believe that written approval should be obtained from the director of computer operations before any program changes are made. Documentation could be noted in the program change log previously mentioned. This would help protect against unauthorized program changes.

INVESTMENTS AND RELATED INCOME

The vault in the Finance Office must be used for storage space and although it is kept locked, various personnel must gain access to it. To provide better safeguarding, we recommend that any securities and original legal documents be maintained in a bank vault.

Additionally, a subsidiary ledger of all College-controlled investments should be maintained to record income from these investments. Income should be reviewed and tested annually by recomputation or consulting a dividend record publication to ascertain that the College has received all amounts due.

BOOKSTORE ACCOUNTS RECEIVABLE

Currently, the bookstore keeps separate accounts receivable subsidiary records to control sales made to various customers on credit. Maintaining and reconciling this information requires a significant amount of clerical time for both bookstore and accounting department personnel. The subsidiary records could not be reconciled to the general ledger at June 30, 1981.

We suggest that the College adopt the following bookstore policies: (a) When feasible, a computer application should be developed to control bookstore accounts receivables. We suggest that a detail list of collections be submitted with the daily sales report. This list can then serve as accounting department input for an independent receivables record, thus providing better accounting control of these amounts, and will also eliminate the trouble experienced in matching the receivables detail listing with the control account, and (b) Departmental purchases of books and supplies should be communicated to accounting on a timely basis, and expensed as incurred.

It is our understanding that credit sales are made only to fee students who require financial assistance. If an account remains open at the end of a semester and other collection efforts do not result in collection, the account should be reviewed with the Financial Aid Officer to determine if assistance is available to the student.

PRELIMINARY
SUBJECT TO CHANGE

ACCOUNTING FOR ANNUITY AND LIFE INCOME AGREEMENTS

Generally accepted accounting principles allow for the inclusion of annuities and life income agreement funds with endowment funds as long as these type funds are not material to endowment funds. This has been the case with Southwestern. However, we have noted an increasing trend in this type of donation over the past few years which, if it continues, will result in annuity funds and life income agreements becoming a significant asset of the College.

Therefore, we recommend that a separate fund be established for these types of assets so they can be segregated from true endowment funds. Additionally, when such funds are recorded, a liability for the present value of future payments to donors should be recorded. This is a more sophisticated means of accounting for annuity funds, which in light of the College's growth trends, we feel should be implemented.

OTHER OBSERVATIONS

We noted several other situations which should be considered:

- Interfund transfers should be charged to fund balance or a clearing account rather than to revenue and expenditure accounts. The budget and monthly reports can be revised to be consistent with this practice.
- The cashier is the only person who reviews collections on delinquent accounts receivable. We believe internal controls could be improved by having the comptroller periodically review these accounts and instruct collection personnel as to the appropriate course of action.
- The cashier's office maintains accounts receivable subsidiary records both manually and on computer. Operational efficiency could be improved by correcting deficiencies in the computer application such that the manual records would no longer be needed.

SOUTHWESTERN AT MEMPHIS
CAPITAL FUNDS CAMPAIGN REPORT

As of September 30, 1981

I. Cash and Securities Received:

A. Endowment

1. General Endowment	\$ 1,947,674	
2. Scholarships	2,033,405	
3. Professorships	415,823	
4. Subject to Life Income Agreements	224,751	[Q] \$ 4,621,653
Subtotal Endowment		<u>4,621,653</u> [A]

B. Unrestricted

1. Currently Held in Account		246,000 [B]
2. Used to Fund:		
a. Campaign Expenses	333,975	
b. Computer & Computer Room	277,058	
c. Reduce Fund Balance Deficit	294,260	
d. Dorm Renovation	268,550	
e. HUD Loan	88,300	
f. Various Other Capital Projects	254,975	1,517,118 [C]
Subtotal Unrestricted		<u>1,763,118</u> [D]

C. Restricted

1. Held in Various Restricted Accounts		225,147 [R]
2. Used to Fund Projects:		
a. McCoy Theatre	318,213	
b. Swimming Pool	120,737	
c. Faculty Development	82,687	
d. Frances Falls Austin Building	148,358	
e. Other	139,391	809,386 [E]
3. Subject to Life Income Agreements		909,900 [F]
Subtotal Restricted		<u>1,944,433</u> [G]

Total Cash & Securities Received

8,329,204

II. Other Assets Received and Held:

A. Unrestricted

1. Ridgeway Road Real Estate	56,000	
2. Cherokee Village, Arkansas Real Estate	7,000	
3. Neely Road Real Estate	52,000	
4. Cherokee Village, Arkansas Real Estate	4,500	
5. Dent Road Real Estate	37,650	
Subtotal Unrestricted		157,150 [H]

B. Restricted

1. Poplar Ave. Building	436,000	
2. Coin Collection	36,212	
3. Gooch Household Items	178,482	
4. Books	39,151	
Subtotal Restricted		<u>689,845</u> [I]

Total Other Assets Received

846,995 [J]

Total Received

9,176,199 [K]

III. Amounts Pledged and Planned But Unpaid:

A. Endowed Scholarships		1,765,132 [L]
B. Unrestricted		5,998,199 [M]
C. Restricted		387,282 [N]
Total Pledged and Planned But Unpaid		<u>8,150,613</u> [O]

Total Campaign

\$17,326,812 [P]

Memorandum

To: Finance Committee
From: James H. Daughdrill, Jr.
Date: October 9, 1981
Re: Health Insurance

We have reviewed a proposal from Blue Cross/Blue Shield on health insurance. Analysis of the Blue Cross/ Blue Shield program vs. our existing TIAA program revealed the following advantages for the Blue Cross proposal:

- 1) Retired employee coverage increased from \$50,000 limit to \$250,000.
- 2) Dependent coverage until age 25 instead of 23.
- 3) I.D. cards.
- 4) Local service.
- 5) Administers the program.
- 6) Provides monthly print-out on claims.
- 7) Conversion privileges.
- 8) Stop loss of \$2,500 instead of \$10,000 (100% coverage after stop loss).

The only disadvantage of the Blue Cross proposal is that hospitalization will cover 80% for a semi-private room up to \$2,500 and 100% thereafter. TIAA will cover 100% for the first \$2,000 and 80% thereafter up to a stop loss of \$10,000 at which time they will pay 100%.

Blue Cross also offered a competitive program to Health First called Individual Practice Association (IPA). Unlike the Health First where you have to go to their facility and use their staff doctors, IPA offers the same 100% coverage with a choice of 105 local doctors and any hospital of your choice.

We also reviewed a proposed Blue Cross/Blue Shield dental plan which covers 80% of costs with a \$1,000 per year limit and a \$25.00 deductible on the following: examinations, x-rays, cleaning, oral surgery, extractions, root canal treatment, disease of the gums, space maintainers, and chrome crowns.

In addition, the Blue Cross/Blue Shield Health and Dental plans considered cost less than the TIAA health insurance plan only.

I recommend that the Board approve the conversion from Teachers Insurance and Annuity Association health insurance to the Blue Cross/Blue Shield health and dental plans described above effective November 1, 1981.

Ernst & Whinney

1400 One Commerce Square
Memphis, Tennessee 38103

901/526-1000

October 1, 1981

Mr. Thomas R. Kepple, Jr.
Director of Administrative Services
Southwestern at Memphis
2000 North Parkway
Memphis, Tennessee 38112

Dear Tom:

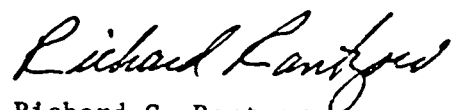
I would like to submit the following proposal concerning our services to Southwestern at Memphis.

- We propose to conduct the examination of the College's financial statements for the year ended June 30, 1982, for \$9,100 plus cash expenses. The fees are based on the assumption of maximum assistance from the College's accounting staff. With regard to the examination of the financial statements of the financial aid programs (NDSL, CWS, SEOG and BEOG), we propose to conduct these examinations for a fee not to exceed \$9,000 plus cash expenses.
- In response to your request for us to perform a review of the Financial Aid Office's procedures, we will provide these services at a rate of \$30 per hour plus expenses. We anticipate the fee would be about \$1,500 based on 50 hours of consulting services. However, if it later appears that more time will be required, we will obtain advance approval from you for the additional services.

The primary objectives of this review will be to improve the operations and the recordkeeping in the Financial Aid Office and to enhance coordination of activities between it and the Business Office.

I hope that this proposal meets with your approval. I would welcome the opportunity to discuss it further with you or members of the audit committee.

Sincerely,



Richard C. Rantzow
Managing Partner

RCR:wb
Enclosure

DEGREES CONFERRED ON JUNE 5, 1981

BACHELOR OF ARTS

Stacy Reid Abernethy	Gastonia, North Carolina	Anthropology/Sociology
Adrienne Alexander	Paragould, Arkansas	Psychobiology
Robert McCullough Alexander	Little Rock, Arkansas	Business Administration
*Lys Anderson	Charlotte, North Carolina	Art
@Raphael Holt Andrews	Wynne, Arkansas	Music Education
*Gustavo Ernesto Bamberger	Oak Ridge, Tennessee	Economics-Mathematics
*Sarah Jane Barge	Nashville, Tennessee	Economics and Business Administration
Elise Mills Basore	Germantown, Tennessee	Art History
Warren Kelley Bass, Jr.	Bryant, Arkansas	English
Shannon Lee Beigert	Memphis, Tennessee	History and International Studies
Edward Stevenson Belcher	Hendersonville, Tennessee	Economics and Business Administration
#*Christina Leigh Black	Little Rock, Arkansas	Foreign Languages
Anne Elizabeth Bourne	Camden, Tennessee	Spanish
James Michael Bradford	Elder Mountain, Tennessee	Business Administration
#*Cynthia Claire Brittain	Jackson, Georgia	Communication Arts
Cynthia Ann Brown	Germantown, Tennessee	Psychology
Steven Whittington Brown	Little Rock, Arkansas	History
#*Elizabeth Ann Bruce	Kingsport, Tennessee	French
Ruth Hall Bryant	Sanford, Florida	Communication Arts
James Hughes Butler, Jr.	Franklin, Tennessee	Business Administration
Mary Lane Butler	Memphis, Tennessee	Anthropology/Sociology-Psychology Bridge
Mary Kay Caldwell	Memphis, Tennessee	Economics and Business Administration
#*Neville Craig Carson	Columbia, South Carolina	English and Communication Arts
Richard Denny Cartwright	Chattanooga, Tennessee	History
Melanie Kay Casady	Hendersonville, Tennessee	English
Carol June Chism	Tunica, Mississippi	Psychobiology
#*James Sturgeon Christie, Jr.	Birmingham, Alabama	Political Science
Caroline Bryant Clore	Central City, Kentucky	Business Administration
Kevin Eugene Collins	Chattanooga, Tennessee	Political Science
*Deborah Lynn Corley	Fort Smith, Arkansas	Psychology
*Margaret Johnstone Couch	Charlotte, North Carolina	Art
Jeffrey Grant Cowell	Nashville, Tennessee	English
Steven Dee Crabtree	Windham, New Hampshire	Religion
Mark Wayne Crowe	Birmingham, Alabama	English and Physics
Carol Louise Crumpacker	Nashville, Tennessee	Economics and Business Administration
*Robert Crawford Cruthirds	Memphis, Tennessee	International Studies
Rebecca Anne Dance	Knoxville, Tennessee	Economics and Business Administration
Debra Claire Danhof	Springfield, Illinois	Anthropology/Sociology
Margaret Padgett Davis	Little Rock, Arkansas	Psychology-Religion Bridge

Susan Kay Deeser	Lake Alfred, Florida	Psychology
Patrick Samuel Dempsey	Memphis, Tennessee	Economics-Mathematics
*Paul Thomas Dorian	Memphis, Tennessee	Business Administration
John Allen Doyle	Little Rock, Arkansas	Art and Communication
		Arts
*Katherine Anne Dykes	Nashville, Tennessee	Psychology
Albert Lee Earley III	Louisville, Kentucky	Religion
Erroll Eckford III	Marietta, Georgia	Business Administration
Alicia Rose Feldman	Baton Rouge, Louisiana	Economics and Business
		Administration
Matthew David Fishman	Memphis, Tennessee	Communication Arts and
		History
Kelly Guyton Frere	Knoxville, Tennessee	Communications Arts
Matthew Bailey Frere	Knoxville, Tennessee	History
Melanie Ann Giddens	Memphis, Tennessee	Psychology
Lauren Stuckey Glass	Memphis, Tennessee	Business Administration
Sheryl Denise Godi	Atlanta, Georgia	Classics
Charles Bryson Gurney	Oak Ridge, Tennessee	International Studies
Philip Alexander Habeeb	Birmingham, Alabama	Anthropology/Sociology
@Gerald Mason Hampton	Charlotte, Tennessee	Business Administration
Walter Thomas Harty	Memphis, Tennessee	Business Administration
John Allen Harwell, Jr.	Hermitage, Tennessee	Political Science
#&Kathy Lynn Hayek	Memphis, Tennessee	French
German Pittman Haymore III	Nashville, Tennessee	Business Administration
Jobe Terry Henry, Jr.	Bemis, Tennessee	Anthropology/Sociology
Karen Laura Hermele	Kings Point, New York	Political Science
Julia Carolyn Hicks	Charlotte, North Carolina	Religion
Mary Joyce Holladay	Nashville, Tennessee	Biology
*Jeffrey Robert Horn	Bridgewater, New Jersey	Anthropology/Sociology
Catherine Combs Howe	Mayfield, Kentucky	English
*George Gregory Hughes	Memphis, Tennessee	International Studies
Craig Alan Ingvalson	Chattanooga, Tennessee	Business Administration
Steven Francis Jackson	Little Rock, Arkansas	Psychology
Kevin Dean Jagoe	El Paso, Texas	Music Education
Terri Gaye Jameson	New Orleans, Louisiana	Communication Arts
Amy Laura Jared	Cookeville, Tennessee	Art
#*Carole Lynn Jennings	Atlanta, Georgia	Political Science
Jennifer Ann Jenson	Little Rock, Arkansas	History
*Elizabeth Ann Johnson	Yazoo City, Mississippi	Foreign Languages
*Bettye Susan Johnston	Memphis, Tennessee	Music Education
Joseph Deyerle Jolly III	Birmingham, Alabama	Communication Arts
@*Rhonda Jane Jones	Memphis, Tennessee	English
#&Sara Shelton Jones	Memphis, Tennessee	American Studies
Kathryn Margaret Keil	Pittsburgh, Pennsylvania	Anthropology/Sociology-
		Psychology Bridge
Mary Camilla Kelton	Davidson, North Carolina	Art
#&Mary Katherine Kennedy	Atlanta, Georgia	English
Timothy Miller Kreider	Birmingham, Alabama	History
Jill Ann Kulcsar	Bell, Florida	Psychology
Frank Turner Kurzweg, Jr.	Shreveport, Louisiana	Economics and Business
		Administration
#+Jeffrey Allen Lane	Hendersonville, Tennessee	History
*Jason Sandford Lee	Kingsport, Tennessee	Psychology

Rebecca Randolph Lewis	Shreveport, Louisiana	Art
#*Mary Kay Loss	Little Rock, Arkansas	International Studies and Spanish
Virginia Shawn Love	Shreveport, Louisiana	Economics
Deranda Jo McDade	Chattanooga, Tennessee	Psychology
Nancy Joyce McDonald	Memphis, Tennessee	Foreign Languages
Randolph Hale McFarland	Jackson, Tennessee	International Studies
Karen Elaine McGuire	Dallas, Texas	Music Education
Jean Bernadette McInerney	Memphis, Tennessee	Business Administration
Kevin Austin McLellan	Memphis, Tennessee	Philosophy
Stuart Percey McNiell III	Maryville, Tennessee	Political Science
Paul Andrew Mackin	Shreveport, Louisiana	Foreign Languages
#*Marcia Reneau Madlinger	Memphis, Tennessee	History
James Tyler Magruder	Atlanta, Georgia	Economics
Holmes Baker Marchman	Atlanta, Georgia	Psychology
Joan Claire Markham	Little Rock, Arkansas	Political Science
Virginia Anthony Marr	Memphis, Tennessee	History
Michael Ralph Mays	Humboldt, Tennessee	Communication Arts
#*Joseph Foles Meehan III	Little Rock, Arkansas	Philosophy
Pedra Ulrike Meeks	Berlin, West Germany	Psychology
*Conrad Ralph Mehan	Chattanooga, Tennessee	Economics-International Studies
Mary Ann Mensi	Collierville, Tennessee	Psychology
William Edward Miller	Memphis, Tennessee	Business Administration
Paula Emile Mischke	Murray, Kentucky	English
Robert Lancaster Montgomery, Jr.	Ridgewood, New Jersey	Economics-International Studies
Edward Stewart Morris	Memphis, Tennessee	Psychology
Janet Leigh Mosby	Memphis, Tennessee	Psychology
Joseph Johnson Nash	Greenville, Mississippi	Religion
Julie Ann Neal	Nashville, Tennessee	Anthropology/Sociology-Psychology Bridge
John David Alexander Nicholson	Mobile, Alabama	English
*Michael G. O'Keefe	Jackson, Tennessee	Economics and Business Administration
Leslee Choate O'Kelly	Memphis, Tennessee	Communication Arts
Lucia Carolyne Ouellette	Memphis, Tennessee	Art
Emily Frances Parke	Little Rock, Arkansas	History
Elizabeth Major Patton	Kingsport, Tennessee	Religion
John Taylor Peeples	West Memphis, Arkansas	Economics and Business Administration
Leslie Hope Phillips	Atlanta, Georgia	Anthropology/Sociology
@Allison Genevieve Pitcock	Memphis, Tennessee	Music History
Kathryn Hawkins Poythress	Chattanooga, Tennessee	Anthropology/Sociology
Susan Ray	Memphis, Tennessee	History
John Wesley Reed	Memphis, Tennessee	Business Administration
James White Reilly, Jr.	Lookout Mountain, Tennessee	International Studies
Sydney Carol Richardson	Atlanta, Georgia	Spanish
Nancy Clair Ringger	Memphis, Tennessee	Psychobiology
Denise Roach	Hot Springs, Arkansas	Psychology
Arthur Winfield Rollins	Atlanta, Georgia	Business Administration
Gina Marie Salvati	Memphis, Tennessee	Psychology
Steven Alfred Schenker	Nashville, Tennessee	History

Stuart Armstrong Seal
Kimberly Ann Shaw
*Sarah Amelia Shouse

*Russell Barrett Sisson
Kirby Hardy Smith

#*Linda Gail Smith
Matthew Linton Smith
Paul Brian Snetman
Robert William Stephens
Charlotte Elizabeth Thompson
Robert Cole Tooms
#&Martha Anne Van Haitsma
Beth Ann Vensel
Thomas Childress Vinson
@Gregory Clay Volgas
*Paul Joseph Ward
Francis Hansell Watt, Jr.

James Michael Watts
*Mark Allen Wendel
Sarah Jean Windes
William Samuel Winston, Jr.
Bryn Wood

Robin Kurt Wyckoff

Genevieve des Cognets Yancey

San Antonio, Texas
Memphis, Tennessee
Fayetteville, Tennessee

Memphis, Tennessee
Bryant, Arkansas

Fort Smith, Arkansas
Little Rock, Arkansas
Memphis, Tennessee
Little Rock, Arkansas
Youngstown, Ohio
Memphis, Tennessee
Waukesha, Wisconsin
Geneva, Ohio
Memphis, Tennessee
Memphis, Tennessee
Little Rock, Arkansas
Tallahassee, Florida

Shreveport, Louisiana
Fort Thomas, Kentucky
Hopkinsville, Kentucky
Jackson, Tennessee
Little Rock, Arkansas

Atlanta, Georgia

Nashville, Tennessee

Art
International Studies
Communication Arts and
History
Classics
Business Administration-
International Studies
Communication Arts
Psychology
Economics
Psychology
History
Anthropology/Sociology
Anthropology/Sociology
International Studies
Biology
Physics
Political Science
Anthropology/Sociology-
Psychology Bridge
International Studies
Business Administration
English
History
Psychology-Religion
Bridge
Economics and Business
Administration
International Studies

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

BACHELOR OF SCIENCE

#*John Robert Adams, Jr.	Germantown, Tennessee	Chemistry
Melissa Anne Appleton	Milan, Tennessee	Biology
Michael Anthony Botto	Memphis, Tennessee	Physics
#+James Elliott Brannon	Atlanta, Georgia	Chemistry
Dewey Edward Burton	Memphis, Tennessee	Chemistry
#*William Matheson Clark, Jr.	Jackson, Tennessee	Biology
Glenn Allen Crosby	Memphis, Tennessee	Biology
*Everett Brantley Dyer III	Brentwood, Tennessee	Chemical Biology
Janet Leavell Fountain	Charlotte, North Carolina	Psychobiology
#+Steven McClure Garrett	Louisville, Kentucky	Chemistry
Sidney Gordon Gilbreath IV	Kingsport, Tennessee	Chemistry
John Marshall Gill	Memphis, Tennessee	Physics
Jeffrey Alan Glezer	Nashville, Tennessee	Chemistry
*William Philip Grabenstein	Signal Mountain, Tennessee	Biology
Richard Allen Hall	Memphis, Tennessee	Mathematics
John Harlan Haynes III	Vivian, Louisiana	Biology
#+Timothy J. Henkel	Lawrenceburg, Tennessee	Chemical Biology
Louise Cheryl Henslee	Little Rock, Arkansas	Biology
John Maurice Hogancamp	Milburn, Kentucky	Chemistry
*Charles Wayne Holley, Jr.	Chattanooga, Tennessee	Chemistry
Marshall Kent Howard	Enid, Oklahoma	Physics
*Jessica Louise Hunt	Memphis, Tennessee	Physics
*Steven Dale Jacobson	Oak Ridge, Tennessee	Chemical Biology
Alice Clay Jarvis	Tunica, Mississippi	Biology
#+Donald James Johnson	Memphis, Tennessee	Physics
Aletha Kay Langdon	Jackson, Tennessee	Psychobiology
*Bruce Ryan LeForce	Louisville, Kentucky	Chemistry
*Robert Bruce Matheny	Middlesboro, Kentucky	Biology
Ronald Edward Mellinger	Naples, Florida	Psychobiology
Catharine Clark Millar	Stuttgart, Arkansas	Biology
Michael Comer Olcott	Fort Worth, Texas	Biology
Donna Olivia Perdue	Memphis, Tennessee	Biology
@James Lee Porter <i>duplicate name e/p 3</i>	Orlando, Florida	Physics
#*Leslie Eileen Prufert	Germantown, Tennessee	Biology
*Mary Elizabeth Robbins	Memphis, Tennessee	Chemical Biology
William Russell Robinson III	Memphis, Tennessee	Biology
Henry Barham Rogers	Memphis, Tennessee	Biology
Daniel Woods Sadler	Arlington, Virginia	Chemistry
@Rodolfo Francisco Scarpati	Caracas, Venezuela	Physics
Nancye Kathleen Schmucker	Jacksonville, Arkansas	Biology
Thomas Lee Seal	Chattanooga, Tennessee	Biology
David Wyatt Aiken Taylor, Jr.	Atlanta, Georgia	Physics
Catherine Lea Thomas	Brentwood, Tennessee	Psychobiology
William Louis Tycoliz, Jr.	Hendersonville, Tennessee	Chemical Biology
*Laura Alice Whitlock	Birmingham, Alabama	Physics
#+Thomas Nee Woods	Jackson, Tennessee	Physics

BACHELOR OF MUSIC

*Robin Clair Lehleitner	Covington, Louisiana	Music (Voice)
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* Cum Laude

+ Magna Cum Laude

& Summa Cum Laude

Phi Beta Kappa

@ in absentia

DEGREES CONFERRED ON AUGUST 31, 1981

BACHELOR OF ARTS

Willie E. Coleman, Jr.	Memphis, Tennessee	Religion
Thomas Edgar Graves III	Nashville, Tennessee	Joint Business Adm. International Studies
John Jacob Guth	Shreveport, Louisiana	Physics
*Stephanie Suzanne Hughes	Memphis, Tennessee	Psychology
Byron Scott Loyd	Memphis, Tennessee	Communication Arts
Ronald Mack Lozano	Memphis, Tennessee	Philosophy
Hillman Kemp Mann	Memphis, Tennessee	Business Administration
James Eronmosele Onobun	Benin City, Nigeria	Communication Arts
Nanci Lee Ostergaard	Memphis, Tennessee	International Studies
*Robin Victoria Scott	Jacksonville, Florida	International Studies
James Gregory Smith	Germantown, Tennessee	English
William Payne Tomlinson	Jacksonville, Florida	International Studies
Charles Eldon Wilkinson, Jr.	Memphis, Tennessee	History
Kathleen Jean Wills	Little Rock, Arkansas	Business Administration
Gregory Louis Yeatman	Little Rock, Arkansas	Basic Engineering

BACHELOR OF SCIENCE

Russell Clifton Liles	Memphis, Tennessee	Physics
Robert Brooks Robey	Pine Bluff, Arkansas	Chemical Biology

GRADUATED WITH HONORS

John Robert Adams, Jr.	Chemistry
James Elliott Brannon	Chemistry
Neville Craig Carson	English and Communication Arts
James Sturgeon Christie, Jr.	Political Science
Charles Bryson Gurney	International Studies
Timothy J. Henkel	Chemical Biology
George Gregory Hughes	International Studies
Jeffrey Allen Lane	History
Bruce Ryan LeForce	Chemistry
Mary Kay Loss	International Studies and Spanish
Randolph Hale McFarland	International Studies
Joseph Foles Meehan III	Philosophy
Conrad Ralph Mehan	Economics-International Studies
Robert Lancaster Montgomery, Jr.	Economics-International Studies
Robert Brooks Robey	Chemical Biology
Robin Victoria Scott	International Studies
Russell Barrett Sisson	Classics
Thomas Nee Woods	Physics

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