

MINUTES OF BOARD OF TRUSTEES  
SOUTHWESTERN AT MEMPHIS  
April 22-23, 1982

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82-4-1 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, April 22, 1982, pursuant to written notice. The meeting was called to order by the chairman, Mr. Frank M. Mitchener, Jr. It was opened with prayer by Dr. Henry B. Strock, Jr. In the absence of the secretary, the roll was called by the acting secretary, Mr. Hewitt P. Tomlin, Jr.

82-4-2 Members of the Board present were:

<u>Synod of the Mid-South</u> Robert H. Buckman, '84 Joseph R. Crosby, '83 Robert D. McCallum, '82 Frank M. Mitchener, Jr. '84 Jere Nash, Jr., '83 Henry B. Strock, Jr., '83 Richard A. Trippeer, Jr., '84 Henry P. Watson, Jr., '82  <u>Ex Officio Member</u> James H. Daughdrill, Jr.	<u>Elected by Trustees</u> Walter P. Armstrong, Jr., '83 L. Palmer Brown, '82 Charles P. Cobb, '83 Robert F. Fogelman, '83 Margaret R. Hyde, '84 Paul T. Jones, '82 W. Neely Mallory, '84 William B. Rudner, '82 S. Shepherd Tate, '84 Hewitt P. Tomlin, Jr. '83 John M. Tully, '84 Norfleet R. Turner, '82 John C. Whitsitt, '82 Anne Wilson, '84	<u>Synod of Red River</u> John H. Crabtree, '83 Jessie Falls, '83 Henry Goodrich, '84 Murray O. Raspberry, '84 Robert B. Smith, '82 Robert H. Seal, '82  <u>Faculty Trustees</u> Julian T. Darlington, '83 James C. Lanier, '82 E. Llewellyn Queener, '84  <u>Student Trustees</u> Rebecca I. Butler (Becky) Christe Evelyn Ray
<u>Present by Invitation</u> Bill Allen Ray Allen Peggy Arnold Gerald Duff Jo Hall	Tom Kepple Don Lineback Bob Llewellyn Mary Jo Miller Mary Mooney	Peyton N. Rhodes C.V. Scarborough Winton Smith Loyd Templeton

82-4-3 The following were absent:

<u>Synod of the Mid-South</u> Edgar H. Bailey, '84 Richard F. Keathley, '83 Morton D. Prouty, Jr., '82 S. Herbert Rhea, '82	<u>Elected by Trustees</u> Winton M. Blount, '83 Martin B. Sereteau, '84 Eleanor B. Shannon, '83 Michael McDonnell, '82	<u>Student Trustee</u> Albert Brian Sanders
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82-4-4 A motion was duly made, seconded and carried that the minutes of the Executive Committee meeting held on March 26, 1982, and April 1, 1982, and minutes of the meeting of the Board of Trustees held January 22, 1982 be approved as prepared and previously mailed to the Board.

82-4-5 Upon motion duly made, seconded and carried, the following memorial resolution regarding the late Mr. Henry C. Watkins was duly adopted:

IN MEMORIAM  
HENRY C. WATKINS

A Graduate of the Class of 1935,  
Henry C. Watkins, served his alma mater  
with distinction as a class agent, as National  
Chairman of the Alumni Fund, and as a member  
of the Board of Trustees.

His interest in Southwestern was not lessened  
by his retirement. As alumnus, friend,  
and colleague he will be missed.

RESOLVED, That a copy of this resolution  
be spread upon the official minutes of the Board  
of Trustees and that a copy be transmitted to  
Mrs. Watkins that we may extend to her and  
to the members of the family an expression of  
our sincere sympathy and our heartfelt condolence.

82-4-6 The Chairman called on Dean Gerald Duff for his report. The substantial substance of his report dealt with a recent seminar entitled: "Building Bridges Between Business and Campus," and was sponsored by the Association of American Colleges and Southwestern.

82-4-7 The Chairman then called on President Daughdrill for his report. The President first recognized Mrs. Jo Hall and Mrs. Peggy Arnold as part of National Secretaries Week for their outstanding and ongoing contributions to the college.

82-4-8 Next, the President reported on a comparison of Southwestern At Memphis with colleges in Group I. (Ex.A. p.9)

82-4-9 Following this, the President discussed the proposed changes in the goals of the Ten-Year Master Plan. President Daughdrill pointed out the various problems with the Music Building bids, in that they ran some \$500,000 over projected estimates, because of necessary soundproofing, stone and a slate roof. He then proceeded to review other physical improvements on campus. There was some discussion regarding items to be amended in the Ten-Year Master Plan goals and by unanimous consent, action on these was deferred until the appropriate committee of the Board could have a chance to review them in committee meeting. In conclusion, President Daughdrill presented a ten-year projection of income and expense in the operation of the college.

The Board recessed to attend the meetings of the various standing committees.

82-4-10 Friday, April 23, 1982

The Board of Trustees resumed the meeting on Friday, April 23, at 8:45 A.M., in the Edmund Orgill Room of the S. DeWitt Clough Hall on the campus.

The meeting was called to order by the chairman, Mr. Frank M. Mitchener, Jr. Dean C.V. Scarborough opened the meeting with prayer. The roll was called by the acting secretary, Mr. Hewitt P. Tomlin, Jr.

82-4-11 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	L. Palmer Brown, '82	Jessie W. Falls, '83
Joseph R. Crosby, '83	Charles P. Cobb, '83	Henry Goodrich, '84
Robert D. McCallum, '82	Robert F. Fogelman, '83	Robert B. Smith, '82
Frank M. Mitchener, Jr., '84	Margaret R. Hyde, '84	Robert H. Seal, '82
Jere Nash, Jr., '83	Paul T. Jones, '82	
Henry B. Strock, Jr., '83	Michael McDonnell, '82	<u>Faculty Trustees</u>
Richard A. Trippeer, Jr., '84	W. Neely Mallory, '84	Julian T. Darlington, '83
Henry P. Watson, Jr., '82	William B. Rudner, '82	James C. Lanier, '82
	Hewitt P. Tomlin, Jr., '83	E. Llewellyn Queener, '84
<u>Ex Officio Member</u>	John M. Tully, '84	
James H. Daughdrill, Jr.	John C. Whitsitt, '82	<u>Student Trustees</u>
	Anne Wilson, '84	Rebecca I. Butler (Becky)
		Albert Brian Sanders

Present by Invitation

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

82-4-12 The following were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Richard F. Keathley, '83	Winton M. Blount, '83	Murray O. Rasberry, '84
Morton D. Prouty, Jr., '82	Martin B. Sereteau, '84	
S. Herbert Rhea, '82	Eleanor B. Shannon, '83	<u>Student Trustee</u>
	S. Shepherd Tate, '84	Christe Evelyn Ray
	Norfleet R. Turner, '82	

82-4-13 The Chairman called for the reports of the standing committees:

COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Dr. Walter P. Armstrong, Jr.  
Chairman. (Ex.B. p.10)

Motion was duly made, seconded and carried to ratify the action of the Executive Committee in the selection of Mr. Frank E. Lankford, of Birmingham, Alabama, as a nominee for trustee to the Class of 1985 from the Synod of the Mid-South.

82-4-14 A motion was made seconded and carried that Messrs. William B. Rudner, Norfleet R. Turner, and John C. Whitsitt, who were eligible for re-election by the Board, be elected to the Class of 1985.

82-4-15 A motion was duly made, seconded and carried that Mrs. Neville Frierson (Mrs. John H., Jr.) Bryan, '58, of Kenilworth, Illinois, be elected to the Class of 1985 in the Board-elected category.

82-4-16 A motion was duly made, seconded and carried that Mr. Joseph Orgill III, of Memphis, Tennessee, be elected to the Class of 1985 in the Board-elected category.

82-4-17 The third remaining trustee to be elected by the Board was deferred and by unanimous consent placed in the hands of the Executive Committee.

82-4-18 By unanimous vote of the Board, the following retiring members of the Board of Trustees were elected Life Trustees of the college: Mr. Robert D. McCallum, Dr. Paul Tudor Jones and Mr. L. Palmer Brown.

82-4-19 The following names were placed in nomination and duly elected as officers of the Board of Trustees for the coming year:

Mr. Frank M. Mitchener, Jr., Chairman  
Mr. Charles P. Cobb, Vice Chairman  
Mr. S. Shepherd Tate, Secretary  
Mr. John C. Whitsitt, Treasurer

82-4-20 Upon motion duly made, seconded and carried, the Affirmative Action Plan, heretofore sent to the Board, was duly adopted. At his request, Mr. John Crabtree was recorded as voting "no." (Ex.B. p.11-12)

82-4-21 Upon motion duly made, seconded and carried, the amendment to the Statement of Policies and Procedures in Regard to Faculty was adopted. (Ex.B. p.10)

82-4-22 Upon motion duly made, seconded and carried, the amendments to the Ten-Year Master Plan, as outlined in the President's Report was adopted. (Ex.B. p.13-20)

82-4-23 The following dates for meeting of the Board of Trustees for the coming year were presented and adopted:

October 14-15, 1982

January 20-21, 1983

April 21-22, 1983

82-4-24 COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chairman. (Ex.C. pp.21-22)

Upon motion duly made, seconded and carried, the following resolution was adopted:

The Buildings and Grounds Committee recommends that

- (1) the architect and contractor continue to work to reduce the projected cost of the proposed Music Building, with \$5000 limitation on architect's fees;

- (2) the estimated budget for the Music Building be raised to \$2,000,000; and
- (3) the completed building be started once the fund raising results equal the estimated cost of the building.

82-4-25 COMMITTEE ON FACULTY AND EDUCATION PROGRAM - Dr. Paul Tudor Jones, Chairman. (Ex.D. pp.23-28)

Report accepted as filed. Dr. Jones stated there was nothing requiring Board action. At Dr. Jones' request, Dean Duff reported to the Board regarding the operation of the merit salary increase system utilized to adjust the salaries of the faculty.

82-4-26 COMMITTEE ON ENROLLMENT - Mr. Henry Goodrich, Chairman. Report accepted as filed. (Ex.E. pp.29-30)

82-4-27 COMMITTEE ON DEVELOPMENT - Dean Don Lineback reported for the Chairman, Mr. Charles Cobb. (Ex.F. pp.31-32)

Upon motion duly made, seconded and carried, a resolution expressing thanks to leaders of the Southwestern Fund for their work during the past year was adopted:

THAT the Southwestern Board of Trustees expresses its gratitude to:

Mr. John C. Whitsitt, Southwestern Fund Chairman  
Mr. Norfleet R. Turner, Trustee Campaign Chairman  
Mrs. Katherine H. Smythe, Alumni Campaign Chairman  
Dr. Robert Amy, Campus Campaign Chairman  
Mr. Wilford Caulkins III, Parent Campaign Chairman  
Mr. Richard C. Rantzow, Memphis Community Campaign Chairman,

leaders of the Southwestern Fund, for their outstanding work for the 1981-82 Southwestern Fund. Thanks to their leadership and dedication the Southwestern Fund seems headed for new heights in giving and a successful campaign year.

82-4-28 Mr. Winton Smith, Legal Counsel for Development, spoke on "Your Will and the New Tax Law," the beneficial effects of the State Tax Law of 1981.

82-4-29 COMMITTEE ON FINANCE - Mr. Palmer Brown, Chairman. (Ex.G. pp.33-49) Mr. Bill Rudner was called on to give the Investment Committee report.

Upon motion duly made, seconded and carried, the final budget for the fiscal year 1982-1983 was adopted. (Ex.G. pp.42-46)

Upon motion duly made, seconded and carried, it was resolved that Southwestern proceed to fund the matching grant from the Kellogg Foundation. (Ex.G. p 47)

Upon motion duly made, seconded and carried, a budget for the Capital Funds Campaign was established. (Ex.G. p.48)

Upon motion duly made, seconded and carried, the ceiling of Guaranteed Student Loans was increased to \$500,000.00. (Ex.G. p.49)

Mr. Henry Goodrich spoke to the Guaranteed Student Loan program. One major change he noted was a new provision that applications must be based on need. There is also a \$30,000 a year annual income ceiling for parents of applicants.

82-4-30 COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. John Tully, Chairman. (Ex.H. p.50) The Committee report was received and filed.

By motion duly made, seconded and carried, the following resolution pertaining to college policy regarding voluntary campus organizations was adopted:

"Every organization at Southwestern At Memphis must present clear evidence that its membership is not closed to any student on the basis of nationality."

Dean Scarborough spoke on the problems regarding the Guaranteed Student Loan Program.

82-4-31 HONORARY DEGREES COMMITTEE - Dr. Walter P. Armstrong, Chairman. Dr. Armstrong reported that all nominees had accepted.

DOCTOR OF LETTERS

- Erma Louise Bombeck.....Paradise Valley, Arizona  
Author and Syndicated Columnist
- Shelby Dade Foote.....Memphis, Tennessee  
Author

DOCTOR OF HUMANITIES

- Robert Davis McCallum.....Memphis, Tennessee  
Retired Chairman of the Board, Valmac Industries, Inc.

DOCTOR OF HUMANE LETTERS

- Harold F. Ohlendorf.....Osceola, Arkansas  
Owner, Ohlendorf Farms

DOCTOR OF DIVINITY

- William Turner Bryant.....Nashville, Tennessee  
Pastor, First Presbyterian Church
- J. Harold Jackson.....Nashville, Tennessee  
Executive, Synod of the Mid-South

82-4-32 Ms. Becky Butler spoke on student concern regarding the planned cutting of two trees in Oak Alley in connection with the Diehl Memorial.

82-4-33 Upon motion duly made, seconded and carried, the following resolution was adopted authorizing the corporate resolution for new Visa Cards with a \$5000 limit:

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 judgment of the officer or officers hereinafter authorized, this corporation may require;

RESOLVED FURTHER, that James H. Daughdrill, Jr., the President of this corporation be 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 the 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.

I, S. Shepherd Tate, Secretary of Southwestern At Memphis, a corporation, incorporated under the laws of the State of Tennessee, do hereby certify that the foregoing is a full, true and correct copy of a resolution of the Board of Directors of said corporation, duly and regularly passed and adopted at a meeting of the Board of Directors of said corporation which was duly and regularly called and held in all respects as required by law, and by the bylaws of said corporation, at the office thereof on the 23rd day of April 1982, at which meeting a majority of the Board of Trustees of said corporation was present and voted in favor of said resolution.

I further certify that said resolution is still in full force and effect and has not been amended or revoked and that the specimen signatures appearing below are the signatures of the officers authorized to sign for this corporation by virtue of this resolution, and/or the signatures of the individual to whom Visa Card(s) have been or will be issued by the corporation under this agreement.

IN WITNESS WHEREOF, I have hereunto set my hand as such Secretary, and affixed the corporate seal of said corporation this \_\_\_\_\_ day of \_\_\_\_\_, 1982.

\_\_\_\_\_  
S. Shepherd Tate, Secretary

\_\_\_\_\_  
Southwestern At Memphis  
Corporation

82-4-34 The Chairman then expressed his sincere thanks to members of the Board rotating off this term:

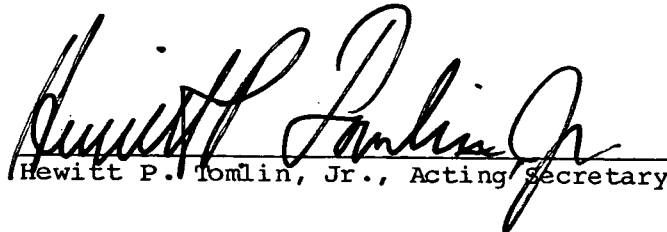
Faculty Member: James C. Lanier      Student Members: Ms. Becky Butler  
   Ms. Christe Ray

Plaques were presented to the following Trustees who are rotating off the Board this year:

Mr. Henry P. Watson, Jr.	Mr. Michael McDonnell
Mr. Morton B. Prouty, Jr.	Mr. Robert D. McCallum
Mr. L. Palmer Brown	Dr. Paul Tudor Jones

82-4-35 The Chairman reported that graduation this year would be June 5, 1982. Trustees were encouraged to attend and participate.

82-4-36 There being no further business to come before the meeting, the meeting was adjourned at 11:30 A.M.

  
\_\_\_\_\_  
Hewitt P. Tomlin, Jr., Acting Secretary



HOW DOES SOUTHWESTERN AT MEMPHIS COMPARE?

Southwestern At Memphis is in a category known as Liberal Arts Colleges I (selective in admissions standards or among leading institutions in number of graduates later receiving Ph.D.'s), from A Classification of Institutions of Higher Education (Berkley: Carnegie Commission on Higher Education, 1973). Liberal Arts Colleges II is the category of less selective institutions.

For statistical and comparison purposes an annual survey entitled Private Higher Education is published by the American Association of Colleges. A sample was drawn from institutions in the Liberal Arts I and Liberal Arts II categories to insure representation of the several types of institutions, of four broad regions of the country, and of institutions of various sizes as measured by enrollment. The participating institutions in each category are:

Liberal Arts Colleges I

Allegheny College - PA	Randolph-Macon Woman's College -VA
Augustana College - IL	Reed College - OR
Carleton College - MN	Ripon College -WI
Colorado College - CO	Rosemont College - PA
Davidson College - N.C.	St. Olaf College - MN
Hamilton College - N.Y.	Salem College - N.C.
Kalamazoo College - MI	Washington and Lee University - VA
Kenyon College - OH	Westminster College - MO
Macalester College - MN	Wheaton College - MA
Mt. Holyoke College - MA	Whitman College - WA
College of New Rochelle - N.Y.	Williams College - MA
Oberlin College - OH	

Liberal Arts Colleges II

Belmont Abbey College - N.C.	Northwestern College - IA
Bennett College - N.C.	Paine College - GA
Berry College - GA	Presbyterian College - S.C.
Bethel College - KS	Paul Quinn College - TX
Bryan College - TN	Regis College - CO
Clark College - GA	Rivier College - N.H.
Curry College - MA	Rust College - MS
Dominican College of Blauvelt - N.Y.	St. Paul's College - VA
Elmhurst College - IL	Shaw University - N.C.
Fisk University - TN	Stephens College - MO
George Fox College - OR	Talladega College - AL
Marian College of Fond du Lac - WI	Tarkio College - MO
Meredith College - N.C.	Unity College - ME
Milligan College - TN	Upsala College - N.J.
Millsaps College - MS	Westmont College - CA
North Central College - IL	Wilmington College - OH

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - April 23, 1982

The Committee met at 2:30 P.M. on April 22, 1982 in Room 200, S. DeWitt Clough Hall, all members being present.

The Chairman stated that Mr. Frank E. Lankford, of Birmingham, Alabama, had been approved by the Executive Committee as an additional nominee for election by the Synod of the Mid-South, and that the nominating committee of the Synod had been so advised.

The Committee then considered nominees for election by the Board to its membership. A resolution was duly adopted that all members of the Class of 1982 eligible for re-election (William B. Rudner, Norfleet R. Turner, and John C. Whitsitt) be nominated for election to the Class of 1985. To fill two of the remaining three vacancies, Mrs. Neville Bryan (Mrs. John H. Bryan, Jr.), and Mr. Joseph Orgill III were then nominated. As to the third vacancy, it was decided that it should remain unfilled at the present time pending further contact with prospective candidates, at which time it can be filled by action of the Executive Committee.

The Committee then nominated Robert D. McCallum, L. Palmer Brown and Paul Tudor Jones for election as Life Trustees.

A motion was then adopted to recommend to the Board the adoption by it of an Affirmative Action Plan in the form attached.

A motion was then adopted that the Committee recommend to the Board that "The Statement of Policies and Procedures in Regard to Faculty" as previously presented to the Board be amended, by deleting therefrom, "Creed shall be no hindrance to appointment.", and that as so amended said Statement be adopted by the Board.

A motion was then adopted that the Committee recommend to the Board modifications of the Master Plan Goals as presented by the President to the Board in his report.

The following dates were then recommended for Board meetings during the upcoming academic year:

October 14 & 15, 1982  
January 20 & 21, 1983  
April 21 & 22, 1983

There being no further business to come before the Committee, the meeting adjourned approximately 4:00 P.M.

Affirmative Action PlanA. Purpose of the Affirmative Action Plan

The Affirmative Action Plan is a set of procedures to which the college is committed. The procedures, coupled with our good faith efforts, will insure equal employment opportunity. The equal employment objective of Southwestern At Memphis is to broaden the race and sex profile in those areas where there has been under-utilization of women and minority persons. This calls for attracting these qualified persons at a pace beyond that which might occur normally, as well as the absence of discrimination in employment because of race, color, national origin, sex, or veteran status. The objective also calls for a work environment free of discrimination.

B. Equal Employment Opportunity Policy

Southwestern At Memphis offers equal opportunity employment. The college does not discriminate on the basis of race, sex, national origin, color, veteran status, or physical handicap, except where exemption is appropriate and allowed by law. Employment at Southwestern is based upon overall qualifications to perform the services required.

Further, this Plan reaffirms the college's policy to provide working conditions, benefits and privileges of employment, compensation, training, appointments of advancement and promotion, transfers, and combinations without such discrimination.

In addition, it is the policy of Southwestern that not only the laws regarding equal employment opportunity be complied with, but that the college community act in the full spirit of these laws as well.

Efforts should be expended to utilize a greater number of faculty, administrators and staff, from among women and minority groups.

C. Policy Dissemination

Southwestern's Equal Employment Opportunity Policy is a part of the College Handbook made available in all departments of the college. Special meetings are held with administrators and department heads to inform them of the college's equal employment opportunity policy and Affirmative Action Plan. Their responsibility for effectiveness of these procedures is outlined.

The college's Affirmative Action Plan should be communicated to all faculty, administrators and staff at meetings where an opportunity to discuss the program is afforded.

The college's Affirmative Action Plan should be called to the attention of new faculty, administrators and staff.

D. External Policy Dissemination

Major recruiting sources are informed of Southwestern's Equal Opportunity Policy.

Advertisements for employment openings should contain the phrase, "An Equal Opportunity Employer," and where publications have separate columns for "Help Wanted--Male" and "Help Wanted--Female," ads should be placed under both columns.

A statement relating to the equal opportunity requirements of the Federal Government is furnished where appropriate as a part of the college's purchase orders.

Southwestern affords the opportunity for minority business enterprises to participate in contracts and to act as suppliers for goods and services to the college.

E. Responsibility

The Director of Personnel Services is delegated the authority, responsibility and accountability for administering the college's equal employment policy and Affirmative Action Plan. The Director of Personnel Services is responsible for 1) Assisting department heads, supervisors, and search committees to comply with the letter and spirit of the college's equal employment policy and Affirmative Action Plan. 2) Assisting all departments in identification of problem areas and development of solutions to implement affirmative actions. 3) Serving as liaison between the college and EEO Enforcement Agencies. 4) Keeping the administration informed of the latest developments and requirements in EEO and recommending needed changes in policy and procedures. 5) Making periodic reports on fairness in pay for duties performed. 6) Developing an Annual Utilization Report to the President comparing the current level of minority and female employment with statistics on the availability of qualified minority and women in this geographical area by non-classification.

F. Promotions, Performance Evaluations, Salary Increases, Terminations, and Admission of Students.

In regard to decisions in each and all of these areas, it is the policy of Southwestern At Memphis that decisions be made without discrimination noted in section B.

G. Annual Utilization Report

A copy of the appropriate section of the report should be submitted yearly to the appropriate faculty and administrative department heads.

H. Affirmative Action Folder

Each department head and members of the Administrative Cabinet should maintain a current Affirmative Action Folder in his or her office. The folder should contain a copy of the Affirmative Action Plan, the current Utilization Report, and a list of names and addresses of institutions and minority organizations who might help in locating minority applicants for employment.

MASTER PLAN GOALS

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

CAPITAL GOALS FOR THE FUTURE OF SOUTHWESTERNI. GOALS FOR THE FIRST FIVE YEARS

<u>I.A. To build endowment as follows:</u>	<u>ENDOWMENT NEEDED</u>
For student services and financial aid--	
I.A.1. <u>SCHOLARSHIPS</u> . Strengthen the future of the college and its ability to attract outstanding students by increasing student financial aid with the income from scholarship endowment.	\$ 3,000,000 (See also Goal II.A.1.)
I.A.2. <u>CAREER GUIDANCE</u> . Increase the services offered to Southwestern students through a broadened program of career guidance, vocational counseling, and placement services.	150,000
I.A.3. <u>STUDENT CENTER</u> . Enhance the quality of student life on campus by providing endowment for extra-curricular life of the campus.	200,000
I.A.4. <u>CONTINUING EDUCATION</u> . Endow support in Continuing Education for student-adult programs. Since 1946 Southwestern has demonstrated its commitment to the belief that an urban college should provide its community with a program of lifelong liberal education. The Continuing Education Program has benefited many and has provided a unique and stimulating learning experience for those undergraduates who have participated in it. Endowment funds are needed to continue the program and expand its impact.	250,000 (See also Goal II.A.2.)
For faculty enrichment and development--	
I.A.5. <u>FACULTY CHAIRS AND FELLOW POSITIONS</u> . Strengthen the academic program of the college through the creation of endowed chairs (3 @ \$500,000 = \$1,500,000) and endowed fellow positions (3 @ \$250,000 = \$750,000).	2,250,000 (See also Goal II.A.3.)
I.A.6. <u>DISTINGUISHED PROFESSORS</u> . Provide endowed Distinguished Professor positions at \$750,000 each in two academic departments. These will	1,500,000 (See also Goal II.A.4.)

be permanent positions filled by nationally known scholar-teachers.

- I.A.7. DISTINGUISHED VISITING PROFESSOR. Provide an endowed Distinguished Visiting Professor position. The term of the Distinguished Visiting Professor position will be from one to five years. This will give students a greater exposure to distinguished scholar-teachers on a year-round basis rather than the current occasional visit necessitated by limited funds. 400,000  
(See also Goal II.A.5.)
- I.A.8. FACULTY DEVELOPMENT. Provide for faculty renewal and enrichment through continued and expanded support for research and creative activity, attendance at professional societies and at workshops to upgrade teaching and communication skills, and through faculty exchanges, released time and continuing education. 600,000
- For resources and facilities--
- I.A.9. LIBRARY COLLECTION. Expand the Burrow Library Collection. Except for faculty, the Burrow Library is Southwestern's most important educational resource. Library holdings are one of the chief measurements when accrediting and rating agencies study a college. With the continuing knowledge explosion, it is of critical importance that Southwestern improve and expand the Burrow Library as an outstanding resource. 600,000  
(See also Goals I.B.14, and II.A.6.)
- I.A.10. PRESIDENT'S DISCRETIONARY FUND. From time to time in the life of every institution there arise emergencies and opportunities that must be met quickly if the college is to overcome the problem or seize the opportunity. The President's Discretionary Fund will provide for this and enhance the effectiveness and flexibility of the administration. 600,000
- I.A.11. WLYX-FM. Endow the operating expenses of Station WLYX-FM. 500,000
- I.A.12. MAINTENANCE. Endowing a maintenance budget for new buildings at the rate of at least 20% of cost of the buildings means that the educational budget of the college will not have to be cut to provide for maintenance for the new building. 1) Music 300,000  
(See also Goals I.B.2. and I.B.4.)

Building \$400,000; 2) New Residence Hall  
\$400,000.

I.A. To build endowment \$10,850,000

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I.B. To improve the physical plant as follows: ESTIMATED  
COST

For new construction--

- I.B.1. RESIDENCE HALLS. Replace Stewart, Evergreen, and University Halls with an apartment/dormitory, or thoroughly renovate the present buildings. 2,000,000  
More students are requesting housing on campus due to the cost of commuting, and students may be turned away because of lack of campus housing. To avoid the possibility of overbuilding, Southwestern's plan is to build a facility that would be for student use, yet could be rented during times when the facilities were not needed by students or used as contemporary housing for visiting professors and special college guests.
- I.B.2. MUSIC BUILDING. A large gift has been received to construct a new Music Department Building in order to bring the department onto the campus. 1,000,000  
(See also Goal I.A.12.)  
This facility is planned to be part of a quadrangle. Additional gifts are needed to construct this important building.
- I.B.3. DIEHL MEMORIAL. Erect a statue of Dr. Charles E. Diehl, Southwestern's President from 1917 to 1949. It will be a visible reminder of the strength of character, the inspiration and the influence of the man who made Southwestern the special place it is. The memorial will include a court area for the statue, landscaping and plantings along the Avenue of Oaks, a gateway on North Parkway, and special lighting. 157,686
- For renovation and repair of existing facilities--
- I.B.4. LIBRARY. Renovation of the Burrow Library 800,000  
The present shelves will be filled to capacity in approximately three years. The use of new technologies will increase the existing capacity of the Library by 40% without additional building construction. (See also Goal I.A.12.)
- I.B.5. PRESIDENT'S HOME. Continue the renovation of the college president's home. The house, a lovely English Tudor house, built of the same stone as the campus buildings, is used 20,000

- extensively for college functions and entertainment. Renovation will replace old sewer line, roof, and heating system and will enhance the house's use as a college facility.
- I.B.6. HEATING AND AIR CONDITIONING. Replace older heating and air conditioning equipment in all buildings as needed and provide preventive maintenance. 210,000
- I.B.7. PAVEMENT REPAIR. Repair roads, walks, and entrances. This will enable repair work to be completed on portions damaged during the winters as well as provide future replacement. 125,000
- I.B.8. REFECTORY. Expand by 1,000 sq. ft. and renovate the Catherine Burrow Refectory. The expansion will provide an efficient serving area. The tables and chairs in the North Wing must be replaced. New furniture and interior decoration will enhance the appearance, and a quality sound system will add to the usefulness of the Burrow Refectory. 800,000
- I.B.9. SCIENCE CENTER. Continue the work to repair the surface of the Frazier Jelke Science Center to prevent leaks. This is a major problem. Repairs must be made before more water damage causes insurmountable problems in the lower areas of the Science Center. 350,000
- I.B.10. ATHLETIC FACILITIES. Our athletic program is attracting an increasing number of students to varsity teams and intramurals. The track needs resurfacing and must be converted to metric measure. The tennis courts require major renovations. Renovations in the basement of the Mallory Gymnasium could make large areas available for student use. And new gym equipment could revitalize already expanding programs. 300,000
- I.B.11. LANGUAGE LABORATORY. Complete the renovation of the Emily Simpson Courtenay Center for Languages. Interest in foreign languages is increasing. Half of the older tape machines were replaced last year with new model cassette machines. A completely updated facility will help Southwestern students develop a skill that will later aid them in their professional lives. 9,000
- I.B.12. TELEPHONE SYSTEM. Replace the outmoded and very unreliable phone system with a technologically efficient one. 260,000



I.B.13. <u>CAPITAL EQUIPMENT.</u> Repair and replace physical equipment as needed. This includes maintenance and office equipment as well as the most sophisticated scientific equipment.	375,000
For other improvements--	
I.B.14 <u>LIBRARY COLLECTION.</u> To expand the Burrow Library through current purchases.	200,000 (See also Goals I.A.9. and II.A.6.)
I.B.15. <u>COMPUTER.</u> Purchase a second computer. The present computer has been so successful with the students, faculty and administration that it will be operating at maximum capacity within one year. The new computer will provide increased capacity to do the work needed.	50,000
I.B.16. <u>ENERGY CONSERVATION.</u> Improve energy conservation with additional insulation and fixtures.	75,000
I.B.17. <u>DEVELOPMENT CAMPAIGN EXPENSES.</u> Capital funds are vital to the future and strength of the college. The college has additional expenses such as consultant, travel, research, entertainment, etc., in carrying out a first-rate, successful campaign.	300,000
I.B.18. <u>COMPUTER SCIENCE.</u> Provide specially equipped rooms for instruction in Computer Science to meet rapidly growing student interest and needs.	50,000
I.B.19. <u>ACCESS FOR THE HANDICAPPED.</u> Southwestern has attracted outstanding students who wanted first an excellent education and second a campus that was largely accessible in spite of their handicaps. Further improvements are needed to make the Student Center and certain other facilities more accessible.	50,000
I.B.20. <u>STUDENT CENTER.</u> Enlarge the facilities in the Briggs Student Center, which is the hub of student life on campus. It is important that it be attractive and continue to provide many services to students.	96,000
I.B. To improve the physical plant and equipment	<u>\$ 7,227,686</u>

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Sub-total: I. FIRST FIVE YEARS

I.A. To Build Endowment	\$10,850,000
I.B. To Improve Physical Plant	<u>7,227,686</u>
Sub-total: First Five Years	\$18,077,686

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II. GOALS FOR THE SECOND FIVE YEARS

II.A. <u>To build endowment as follows:</u>	<u>ENDOWMENT NEEDED</u>
For student services and financial aid--	
II.A.1. <u>SCHOLARSHIPS.</u> Increase student financial aid with income from scholarship endowment.	\$ 3,000,000 (See also Goal I.A.1.)
II.A.2. <u>CONTINUING EDUCATION.</u> Sustain and develop Southwestern's outstanding program of Continuing Education.	200,000 (See also Goal I.A.4.)
For faculty enrichment and development--	
II.A.3. <u>FACULTY CHAIRS AND FELLOW POSITIONS.</u> Strengthen the academic program of the college through the creation of endowed chairs (3 @ \$500,000 = \$1,500,000) and endowed fellow positions (3 @ \$250,000 = \$750,000).	2,250,000 (See also Goal I.A.5.)
II.A.4. <u>DISTINGUISHED PROFESSOR.</u> Provide an endowed Distinguished Professor position in one academic department.	750,000 (See also Goal I.A.6.)
II.A.5. <u>DISTINGUISHED VISITING PROFESSORS.</u> Provide endowed Distinguished Visiting Professor positions in two academic departments at \$400,000 per position.	800,000 (See also Goal I.A.7.)
For resources and facilities--	
II.A.6. <u>LIBRARY COLLECTION.</u> Increase the endowment for the Burrow Library Collection--Phase II.	500,000 (See also Goals I.A.9. and I.B.14.)

II.A.7.	<u>MAINTENANCE.</u> Increase the maintenance endowment. Southwestern has one of the most beautiful campuses in the country. The buildings and grounds are important to the educational process and set the tone of educational quality. It is imperative that these facilities be maintained and improved to strengthen the quality of educational excellence for which the college is noted. This is expensive, but mediocrity and shoddiness are the alternative.	1,700,000
II.A.8.	<u>DEAN'S DISCRETIONARY FUND.</u> Establish a Dean's Discretionary Fund for educational innovation.	460,000
II.A.	To build endowment	\$ 9,660,000
<hr/>		
II.B.	<u>To improve the physical plant as follows:</u>	<u>ESTIMATED COST</u>
	For new construction--	
II.B.1.	<u>EAST-CAMPUS RESIDENCE HALLS.</u> Renovate the east-campus residence halls including central air conditioning. They will be made more attractive and comfortable to the end that Southwestern will be able to attract students in the years of increased competition among colleges.	1,300,000
II.B.2.	<u>QUADRANGLE.</u> Continue construction of the planned quadrangle beside the Music Building. (Specific plans for an additional building are not attempted at this time.)	3,600,000
II.B.3.	<u>PALMER HALL.</u> Renovate the second and third floors of Palmer Hall and Hardie Auditorium. These floors are used for classrooms and faculty offices. The oldest building on campus is central in its importance and contribution to the life of Southwestern's academic program. Renovation will include air conditioning.	600,000
II.B.4.	<u>DEBT RETIREMENT.</u> Pay off the debt incurred to renovate and air condition the west-campus residence halls. Robb, White, Ellett and Bellingrath residence halls are more attractive and comfortable and help equip Southwestern to attract students in the years of increased competition among colleges.	400,000

II.B.5. AUDIO-VISUAL CENTER. Establish an audio-visual center, including a library, equipment, and specially equipped rooms. A complete audio-visual center, to be located in one of the present buildings, would be an asset to every department on campus. Lecture and classroom discussions could be taped to analyze and improve teaching and learning, and the increasing subject matter available on video cassettes will supplement lectures and readings. Selected classrooms in each division of the college will be wired for two-way audio-visual use, and a central studio will enable Southwestern students and faculty to originate programs for college and off-campus use and to promote the college. 475,000

II.B. To improve the physical plant \$ 6,375,000

Sub-total: II. SECOND FIVE YEARS

II.A. To Build Endowment \$ 9,660,000

II.B. To Improve Physical Plant 6,375,000

Sub-total: Second Five Years \$16,035,000

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - April 23, 1982

The Buildings and Grounds Committee met April 22, 1982 at 2:45 p.m. in the Frances Falls Austin Building. Members in attendance were: Mr. Henry Strock, Mrs. Jessie Falls, Mr. Robert Buckman, Mr. Henri Watson, Dr. James Lanier and Mr. Michael Eads and ex officio members: Mr. Roy Twaddle, Dean Tom Kepple and Dr. Peyton Rhodes. Also present for discussion of the Music Building were architects, Mr. Met Crump and Mr. Frank Ricks; and representatives of the contracting firm of Martin, Cole, Dando and Robertson, Mr. David Martin and Mr. Larry Robertson.

Mr. Henry Strock acted as chairman in the absence of Mr. Edgar Bailey and opened the meeting by requesting Dean Kepple to inform members on the status of the Music Building.

Dean Kepple said that the architects and contractors were present to answer any questions. He informed the committee that cost to build both phases of the Music Building as designed would be over the projected budget of \$1,500,000. The new projected cost determined after working with the construction firm and getting prices from sub-contractors is \$1,970,000. If the second phase of building was not built approximately \$200,000 could be taken off this price. Mr. Crump informed members that the three items that increased the cost of the building were the stone, slate roof and acoustical requirements. The special acoustical treatment including walls, doors and design of the mechanical equipment added \$200,000 to the original cost. Mr. Crump stated that after his studies that he still did not believe that basement space could be used at any great savings in the cost of this building and he felt that the committee should not pursue this idea.

A discussion followed regarding ways that the cost could be reduced, the funding now available for this building, and the funding that might be available from the Kresge and the A. V. Davis Foundations.

The following motion was made by Mr. Robert Buckman, seconded by Mrs. Jessie Falls and carried:

The Building and Grounds Committee recommends:

1. That the architect and contractor continue work to reduce the projected cost of the proposed building with a \$5,000 limit on fees, and
2. That the estimated budget be raised to \$2,000,000, and
3. That the complete building will be started once the fund raising results equal the cost of the building.

Dean Kepple informed the committee that Biology Greenhouse Proposal to enclose one of the Frazier Jelke courts for a greenhouse is still in the discussion stage and that no firm proposal is ready.

Dean Kepple reported that the funding is going well on the Diehl Memorial and that the sculptor is now doing the sculpture of Dr. Diehl. It is likely that in October the Diehl Memorial Committee will be coming back with more plans for the review of the Building and Grounds Committee. Mr. Michael Eads informed members that some students are concerned about preserving the natural beauty of oak alley and he will voice these concerns to the Diehl Committee chaired by Dean Loyd Templeton.

Mr. Strock said that he felt the committee should go over the Master Plan Goals for the First Five Years. Each goal was reviewed and discussed. Mr. Buckman moved that the Board of Trustees be informed as follows:

The Buildings and Grounds Committee reviewed the GOALS FOR THE FIRST FIVE YEARS and is in general agreement with them as now stated.

Mr. Henri Watson seconded and motion carried.

Mr. Roy Twaddle discussed the new Energy Computer stating that the purpose of the computer is to save money by reducing energy consumption and eliminating peak electrical demand. He then gave a demonstration of some of the ways the computer works.

Meeting adjourned.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - April 23, 1982

Members present: Dr. Paul Tudor Jones, Miss Margaret Hyde, Judge Hewitt Tomlin, Mr. Neely Mallory; Dean Gerald Duff, Dean Robert Llewellyn, Ms. Dabney Gillespie, Mr. Gray Stevens.  
Visitor present: Ms. May Maury Harding, Director of Continuing Education.

The meeting was called to order by Dr. Jones, the Chairman. Introductions were made, and Dr. Jones welcomed the members and Ms. Harding.

Ms. Harding was asked to report on the Continuing Education Center. "81-82 was a good year" was the keynote of her remarks. New people are being added to the mailing list to make the program of the Center more widely known. Income increased by about 30%. Faculty response to CE needs has been very good. The course in Biblical archeology was a good example; 86 people participated in the course developed by Dr. Richard Batey. The level of response by the participants was unexpected. The "Man" course, for adults, is now in its second offering. New courses are being projected, notably a course on Faulkner. Travel-education trips are being planned for China and France. The biggest success was the doubling of the enrollment in the Institute for Executive Leadership, a well-established and distinguished program conducted for many years in CE by Dr. Granville Davis. Increasingly, corporate concerns are using the CE center and staff to provide special training for staff and administrators.

Future plans for the Center include programs on how to live and act in and to manage a changing world. A planning process is underway for "A Learning Center for Creative Change"; approximately 30 people are involved in this process. A copy of a report concerning the Center is attached.

Questions were invited. The Committee thanked Ms. Harding for her report. It is understood that the Director of the Continuing Education will report each year to a meeting of the full Board.

Dean Duff made his report to the Committee. The following matters were discussed:

(a) Faculty salary profiles for 81-82 and for 82-83 were distributed. Copies are attached to these minutes. Comments were made about the spread of salaries in each category, about the salary policy and procedures that are in effect, and about the assessment of the salary program.

(b) A recruiting report was given. A position in Art History has been filled. An appointment is pending for International Studies. An appointment to the Business Administration position is in a state of negotiation. Positions are vacant and searches are underway in Psychology and Anthropology-Sociology. Next year two positions will be vacant in English; an assessment of the needs of the College will determine where these positions will be filled.

(c) A sabbatical-leave report was given. Professors Apperson, Brown, Farris, Lanier, Lyons, Nemitz have been given sabbaticals for parts of the 82-83 year.

(d) The position of College Registrar continues open after a disappointing rejection following an acceptance.

(3) An update of the work of the Committee on Tenure and Probation was given. The Committee functions as an advisory group to the Dean of the College. It is intended that this Committee will be able to better assess the College-wide impact of tenure-decisions and promotion-decisions.

Dean Llewellyn and Dean Duff reported on the following matters:

(a) The possibility of an alternative to the "Man" course was discussed. The personnel and logistical problems encountered in presenting the course to both freshmen and sophomore classes were outlined. Due caution was recommended in pursuing these discussions.

(b) New programs in computer science-mathematics were outlined. The possibility of an ARMY ROTC was outlined; it is being discussed by the Curriculum Committee.

(c) Departments of Education and Communication Arts are currently being reorganized. The Department of Education will be reorganized with one professor. The Department of Communication Arts has been reorganized as the Department of Theatre and Media Arts. This change reflects the presence of the new theatre facility, The McCoy Theatre, and the hope that we can improve programs in broadcast media.

(d) A review of the Term III report was given by Dean Llewellyn. The report is presently before the Curriculum Committee; a recommendation is expected before the Faculty in the fall of 82-83. If a change is made, it would be effective in the 83-84 year.

A general committee discussion followed. Topics included the financial implications of Term III and programs to attract Distinguished Professors to the College. Dean Duff was asked to make an oral report to the Board about the salary program.



Notes On and Toward  
A Learning Center for Creative Change

Starting from the premise that the current situation calls for a new learning process to enable men and women to deal more creatively with the complex problems of the 20th century as well as to meet the challenges and take advantage of the opportunities arising as we move into the 21st, those responsible for continuing education at Southwestern propose to explore new ways of serving their constituents in the Memphis area. It is suggested that this new thrust be focused as "A Learning Center for Creative Change."

Creativity has been described as activity by which we transform ourselves and our environment. This activity begins in the imagination. For centuries our imagination has been confined chiefly to the arts and to technology; directing it toward social goals will demand greater and more strenuous efforts than does the creation of works of art or pieces of machinery. Most experts agree that creative problem solvers demonstrate certain thought patterns and that these patterns can be learned. If most of us tend to keep on going through the same old familiar motions, it is not because we are short on creativity but because we stifle it and lack the skills to tap into it.

The artist, the inventor and the entrepreneur are distinguished by the ability to look at the world around them and see patterns, connections, relationships that others do not. What we propose is to provide opportunities for these "others" to emancipate their imagination and develop the capacity for discovery or, as Bill Moyers says, "to see what's there."

A curriculum of the disciplines and crafts of discovery and invention will gradually be fashioned. For example, imaging is considered to be the central activity of discovery and involves a set of competences which can be practiced and learned. Becoming aware of compelling images leads to the discovery of intentionality and builds the commitment necessary for the creative act of invention. A competence in critical reasoning which helps to distinguish between true and false images and good and bad intentions must also be developed. Another feature of the innovative learning to be pursued is anticipation. Anticipation involves the capacity to face new, possibly unprecedented, situations. The ability to anticipate change and to evaluate the medium-term and long-range consequences of current decisions and actions is essential for the

social inventor as well as for those who would manage change by encouraging and taking advantage of desirable trends and averting potentially catastrophic ones.

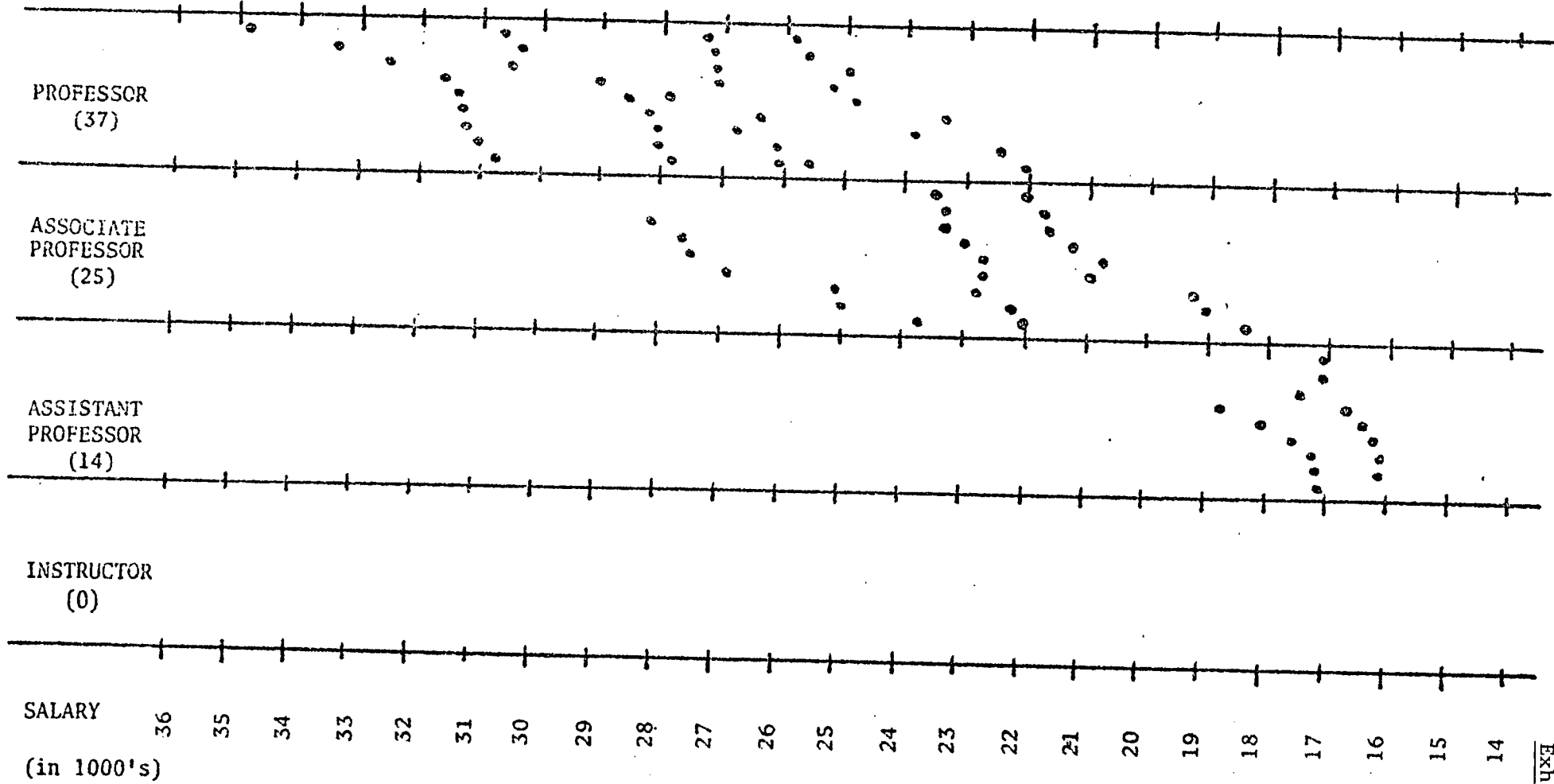
Learning methodologies for the competences necessary to bring about creative change and to respond creatively to a changing environment require facilitating approaches rather than "teaching," if by teaching we mean the transfer of information and knowledge. Persons who would associate with the Center as facilitators would be invited to share or transfer a learning in the mode of discovery and invention. Persons who are good at some phase of discovery and invention, at helping others to become more creative, to discover their intentions and areas of commitment and to learn the skills and competences to effect change might be named "fellows." Those who wish to take part in the learning process might be called "associates." Thus the Center would consist of fellows and associates rather than teachers and students.

Considering the overwhelming need for creative change in most walks of life, institutions, and matters of human concern, there should be a plethora of participants or "associates." The rapidly changing business environment of the 1980s offers grand opportunities for creative managers--and workers--proposing innovative solutions to problems. Many professions including medicine, law, engineering, diplomacy, and teaching are in the midst of change and require creative persons to appreciate and direct this change. Radical changes in sexual mores, in marriage styles, in family structures, in religion, technology and almost every other aspect of modern life are demanding a creative response. The individual finds him or herself having to invent and reinvent a satisfying lifestyle, a worldview and a personal code of ethics. Local government officials, citizens and those concerned with human services and social welfare must fashion new policies and programs to bring about a more humane society.

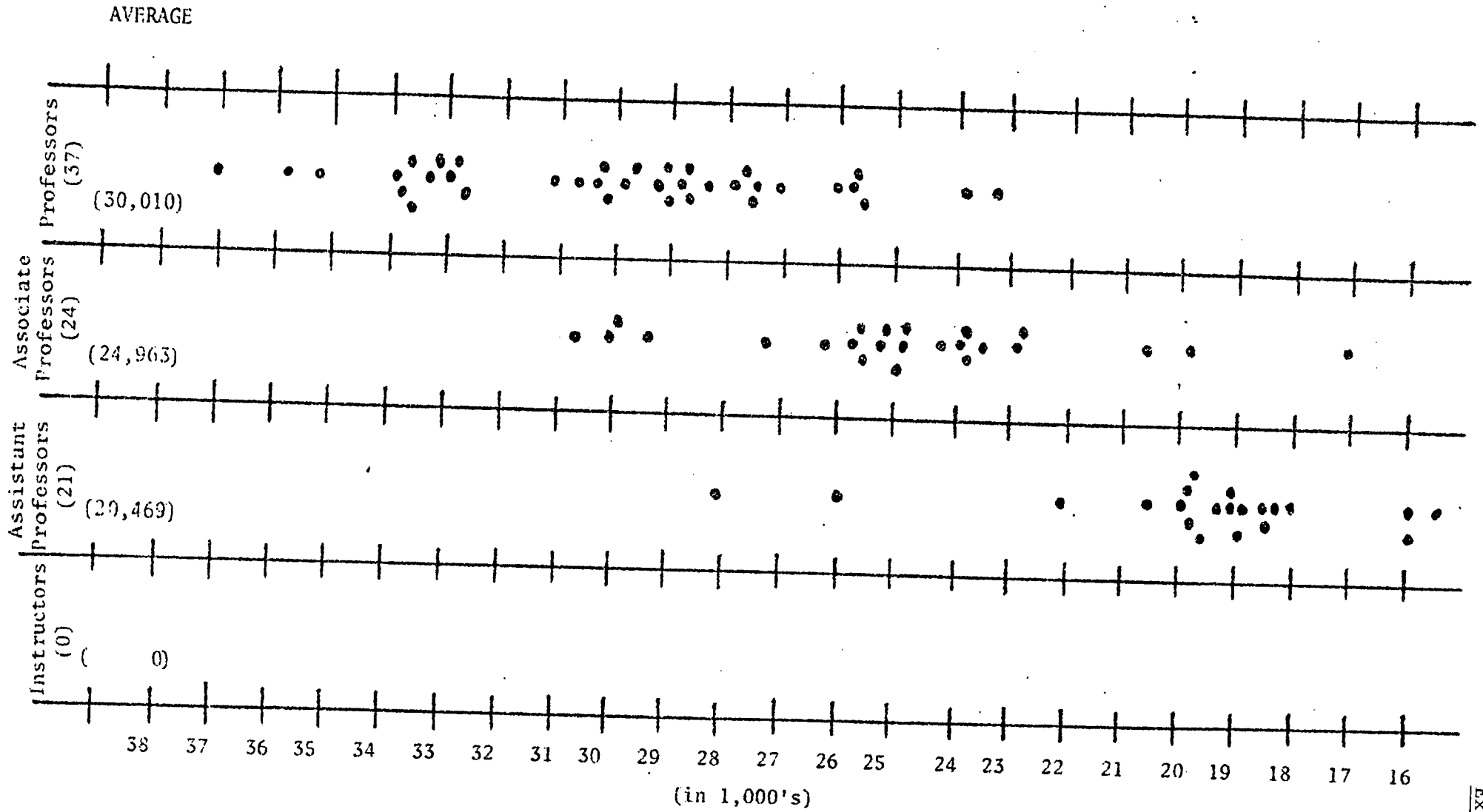
Clearly, there is a need for a Learning Center for Creative Change. The first act of the Center is to begin the continuous process of its invention.

May Maury Harding  
February, 1982

PROFILE OF FACULTY SALARIES  
DISTRIBUTION BASED ON 1981-82 SALARIES  
(Full-time teaching faculty)



PROFILE OF FACULTY SALARIES  
 DISTRIBUTION BASED ON 1982-83 SALARIES  
 (Full-time Teaching Faculty)



REPORT OF COMMITTEE ON ENROLLMENT - April 23, 1982

The Enrollment Committee of the Board of Trustees was called to order by Mr. Henry Goodrich, Chairman. Ms. Mary Jo Miller distributed a summary of statistics regarding applications to date relative to the three years prior (attached). This year's pool continues to be less than that of 1981. However, the 1982 numbers are comparable to those of 1980 and 1979.

In order to obtain the size class desired, a high yield will be necessary. (Yield is percentage accepting the offer of admission.) The following has been done in an effort to ensure a high yield. Every accepted student has received a phone call from a current student, a letter from a Southwestern professor, a phone call or a letter from an alum and a Board member and a phone call from the Admissions Office. Additionally, Ms. Miller has met with accepted students and their parents in eight cities.

Factors affecting yield, and the size of the applicant pool generally, were discussed, especially the place of prestige, or name recognition in a student's college choice. Ms. Miller noted that in many ways, Southwestern dates from its move to Memphis in 1925 and now numbers only 6000 among its graduates. Southwestern competes for students with far older institutions with greater numbers of alumni and generations of alumni. Committee members noted that reputation or name recognition comes with time. It was suggested that name recognition could be enhanced by closer work with Presbyterian ministers. Nashville churches were discussed as examples of prime targets for increased recruiting efforts. It was also suggested that Ms. Miller encourage more involvement of Board members in recruiting, writing each member outlining the different ways in which he or she could help.

Dean Ray Allen then discussed the Guaranteed Student Loan Program and the fact that our students currently hold around one million dollars in GSL's. Of these students 35% (or 75) will be ineligible for GSL's under the new guidelines. The Enrollment Committee endorsed the Finance Committee's recommendation that "The Board of Trustees authorize the college to lend up to \$275,000 under the GSL Program for 1982-83 with a maximum ceiling of \$500,000 in outstanding loans." Dean Allen then discussed the Dickinson College Loan Program. The Committee requested that the administrative staff evaluate the possibility of establishing such a program at Southwestern. A report regarding this matter is to be made at the fall meeting.

In regard to monies from the state and federal government, Dean Allen reported that we were receiving approximately what we did last year and that this is as was anticipated in setting this year's financial aid budget.

Dean Templeton summarized information pertinent to opening fall enrollment. It is too early to forecast numbers of returning or entering students. However, there are a few indicators regarding returning students and one is room sign-up, another pre-registration in May. 567 upperclass students participated in room sign-up last month, a number identical to that of last year. Yet, it is not until the August billing date that we will have a real indication of numbers enrolling in September.

	Freshmen	Transfers	Cumulative
Applications as of: April 21, 1982	630	40	670
April 21, 1981	746	62	808
April 21, 1980	633	45	678
April 21, 1979	576	58	634
Total Applications for 1981-82	787	107	894
Accepted	663	84	747
Enrolled	282	54	336
Yield	43%	64%	
Total Applications for 1980-81	666	90	756
Accepted	591	80	671
Enrolled	286	58	344
Yield	49%	73%	
Total Applications for 1979-80	614	85	699
Accepted	546	69	615
Enrolled	281	41	322
Yield	51%	73%	

Freshman Applications (4-21-82)

Resident	581
Commuting	49
Deposits	63
Male	322
Female	308
Accepted	519
Declined	59
Cancelled	31
Waiting List	16
Pending	34
Withdrew	2

Transfer Applications (4-21-82)

Resident	32
Commuting	8
Deposits	1
Male	15
Female	25
Accepted	29
Declined	1
Cancelled	0
Waiting List	1
Pending	7
Withdrew	0

REPORT OF THE COMMITTEE ON DEVELOPMENT - April 23, 1982

- I. Chairman Charles Cobb opened the meeting with a report on the capital campaign. As of April 21, the capital campaign--now part of the overall \$50 Million Development Campaign--had climbed to \$20.7 Million, an increase of \$500,000 since the January Trustee meeting. In addition we had receipts of \$4.9 Million in annual restricted and unrestricted gifts since 1977 the beginning of the overall campaign, bringing the campaign total to date to \$25.6 Million!
- II. Mr. Cobb introduced Mr. Waddy West, '39, Chairman of the Charles E. Diehl Memorial Committee. The goal for the project is to raise \$160,000 and will be used to fund three phases of the project, a statue in the likeness of Dr. Diehl, a court area surrounding the statue and a pedestrian gateway and turn-in off North Parkway. The committee is made up of several enthusiastic alumni who have raised \$77,000 in gifts and pledges.
- III. In Estate Planning, Mr. Winton Smith reported that \$71,000 has been received since the January meeting in matured bequests and deferred gifts. Mr. Smith will report on the Tax Reform Act of 1981 to the full Board on Friday.
- IV. Gifts to the 1981-82 Southwestern Fund are showing a 9% increase over last year. Ms. Mary Mooney, Director of the Southwestern Fund, reported that \$594,000 has been received with an additional \$127,000 in outstanding pledges. The total goal for the Southwestern Fund is \$779,000.  
  
Ms. Mooney introduced two students, Ms. Alice Marie Clark and Mr. Rob McRae, to report on the alumni phonathon and Graduate Gifts Program.  
  
For the first time the spring phonathon was a student-led project. Over 140 students came out and helped call our alumni and raised \$42,000. Mr. McRae reported that 70% of the seniors have joined the Graduates Gifts Program with a pledge payable to the Southwestern Fund next year. So far the program has raised \$1,090 in pledges.
- V. A motion was passed unanimously by the Committee to thank the Southwestern Fund leaders. The motion requires the approval of the Board:

THAT the Southwestern Board of Trustees expresses its gratitude to,

Mr. John C. Whitsitt, Southwestern Fund Chairman  
Mr. Norfleet R. Turner, Trustee Campaign  
Mrs. Katherine H. Smythe, Alumni Campaign  
Dr. Robert Amy, Campus Campaign  
Mr. Wilford Caulkins III, Parent Campaign  
Mr. Richard C. Rantzow, Memphis Community Campaign,

leaders of the Southwestern Fund, for their outstanding work for the 1981-82 Southwestern Fund. Thanks to their leadership and dedication the Southwestern Fund seems headed for new heights in giving and a successful campaign year.

VI. We have begun selecting volunteers for the six capital project committees and they are already showing progress. Dr. Don Lineback, Dean of Development, named the chairmen that have been selected:

Ms. Margaret R. Hyde, Chairman of the Music Building Committee,  
Mr. W. J. Michael Cody, Chairman of the Library Committee,  
Mr. Waddy West, Chairman of the Diehl Memorial Committee.



Report of the Finance Committee - April 21, 1982

The meeting of the Finance Committee convened at 2:45 p.m. in the Board Room of Palmer Hall. Members in attendance were: Mr. Palmer Brown, Chairman, Mr. William B. Rudner, Mr. John C. Whitsitt, Mrs. R. Sue Legge, Dr. David Y. Jeter, Ms. Becky I. Butler, Ms. Donna Schardt, Mr. Thomas R. Kepple, and Mr. William B. Allen, Jr.

The committee approved the minutes of their last meeting as written. Mr. Rudner presented the report of the Investment Committee. The total fund rate of return was 5.1% for the year ending 12/31/81. For the quarter ending 12/31/81 the total fund rate of return was 9%. For the quarter ending 3/31/82 the total fund rate of return was -4.9%; however, as of 4/12/82 it was -2%. The asset mix of the portfolio was changed to a heavier commitment to short & intermediate bonds. The Investment Committee made the suggestion to Vaughan, Nelson & Hargrove that they invest a sufficient percentage of the total fund to obtain the 6% paid out to the college.

Mr. Allen reported on the Current Financial status (attachment 1) and the Capital Fund Campaign (attachment 2). The campaign stands at 51% of the prescribed 60/40 ratio. Mr. Brown recommended they further define the calculation such that they deduct total cumulative campaign expenses from total receipts before calculating the 60%.

Mr. Allen presented the Cash Management report for March 1982 (attachment 3). The average year-to-date yield is 16.56%.

Motion was made, seconded and passed to formally approve the institutions in which short term cash is invested (attachment 4).

The committee next discussed the final Budget Recommendations for 1982-83. Mr. Brown suggested that a special meeting of the Finance Committee, along with Cabinet and Budget Team representatives, be held in the month of November to discuss the basic assumptions on which the preliminary budget for the following year are based. Mr. Rudner moved to adopt, Ms. Butler seconded and the committee passed this recommendation. Mr. Allen fielded questions from the committee concerning specific line items. Dr. Jeter motioned, Ms. Schardt seconded and the committee passed a motion to recommend to the Board of Trustees approval of the Budget for 1982-83 (attachment 5).

Mr. Brown presented the Kellogg Foundation Grant to the committee for discussion. He explained that in order for the college to receive the \$100,000 grant they must match this amount. Mr. Brown recommended the approval of the motion presented in James H. Daughdrill's memorandum to the committee of April 12, 1982 (attachment 6) amended as follows: under C. the words "as needed" be deleted and replaced with the words "June 30, 1982". Mr. Rudner moved to adopt this recommendation as amended, Ms. Schardt seconded and the committee passed it.

The committee next considered the Capital Funds Campaign Budget Request (attachment 7). Mr. Rudner moved, Ms. Butler seconded, and the committee passed a motion to recommend to the Board of Trustees approval of the \$75,712 Capital Funds budget request as outlined in James H. Daughdrill's memorandum to the committee of April 12, 1982.

Mr. Allen presented to the committee for their consideration a proposal to raise the ceiling on Guaranteed Student Loans from \$275,000 to \$500,000 (attachment 8). Mr. Allen indicated that the college is earning more than 16% on these assets. The committee further discussed the proposal and passed a motion to recommend that the Board of Trustees authorize the college to make loans from the general endowment fund not to exceed \$500,000 in outstanding guaranteed student loans for 1982-83.

The committee then discussed investment management of cash funds received by the college for endowment. Mr. Rudner moved, Ms. Schardt seconded and the committee passed a motion to recommend that the Board of Trustees approve the policy that cash funds received for endowment be placed in the Southwestern Money Market Fund pending further decision.

There being no further business this committee adjourned at 4:45 p.m.

Southwestern At Memphis  
 Current Funds - Unrestricted  
 For the Nine Months Ending March 31

	1980-81			1981-82		
	Year to Date Actual	Annual Budget	%	Year to Date Actual	Annual Budget	%
<u>Income:</u>						
Tuition and Fees	\$ 4,152,441	\$ 4,271,000	97.2	\$ 4,690,816	\$ 4,836,000	96.9
Continuing Education	24,985	20,000	124.9	32,315	26,000	124.2
Church Gifts and Grants	81,429	105,000	77.6	84,646	100,000	84.6
Interest and Other	352,321	220,925	159.5	714,691	362,500	197.1
Endowment	539,012	612,500	88.0	600,797	725,000	82.8
Annual Support Program	<u>484,827</u>	<u>700,000</u>	69.3	<u>550,985</u>	<u>779,000</u>	70.7
Total Education & General	\$ 5,635,015	\$ 5,929,425	95.0	\$ 6,674,250	\$ 6,828,500	97.7
Auxiliary Enterprises	1,634,585	1,593,800	102.6	2,164,756	2,163,289	100.0
Student Aid	<u>91,992</u>	<u>85,000</u>	108.2	<u>194,623</u>	<u>245,764</u>	79.1
Total Income	\$ 7,361,592	\$ 7,608,225	96.8	\$ 9,033,629	\$ 9,237,553	97.7
<u>Expense:</u>						
Instruction and Research	\$ 1,722,627	\$ 2,643,951	65.2	\$ 2,020,957	\$ 3,096,920	65.2
Athletics	226,590	300,302	75.5	285,789	381,013	75.0
Library	235,860	299,270	78.8	267,140	352,464	75.7
Student Services	433,751	589,361	73.6	504,021	695,491	72.4
Plant Operation & Maintenance	742,694	984,392	75.4	900,429	1,207,609	74.5
General Administration	<u>718,095</u>	<u>1,053,584</u>	68.2	<u>792,045</u>	<u>1,169,072</u>	67.7
Total Education & General	\$ 4,079,617	\$ 5,870,860	69.5	\$ 4,770,381	\$ 6,902,569	69.1
Auxiliary Enterprises	664,314	844,725	78.6	910,475	1,188,469	76.6
Student Aid	903,613	875,000	103.3	1,118,268	1,128,000	99.1
Budget Committee Contingency	<u>          </u>	<u>17,640</u>		<u>1,248</u>	<u>18,515</u>	6.7
Total Expense	\$ 5,647,544	\$ 7,608,225	74.2	\$ 6,800,372	\$ 9,237,553	73.6
Excess of Income Over Expense	\$ 1,714,048			\$ 2,233,257		

SOUTHWESTERN AT MEMPHIS  
CAPITAL FUNDS CAMPAIGN REPORT  
As of March 31, 1982

I. Cash and Securities Received:			
A. Endowment			
1. General Endowment	\$ 2,024,744		
2. Scholarships	2,584,955		
3. Professorships	554,976		
4. Subject to Life Income Agreements	(A) <u>335,970</u>		
Subtotal Endowment		(B)	<u>5,500,645</u>
B. Unrestricted			
1. Currently Held in Account		(C)	832,475
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	105,926		
f. Various Other Capital Projects	<u>241,407</u>	(D)	<u>1,521,176</u>
Subtotal Unrestricted		(E)	<u>2,353,651</u>
C. Restricted			
1. Held in Various Restricted Accounts		(F)	504,823
2. Used to Fund Projects:			
a. McCoy Theatre	719,778		
b. Swimming Pool	120,737		
c. Faculty Development	87,202		
d. Frances Falls Austin Building	148,358		
e. Other	<u>365,866</u>	(G)	<u>1,441,941</u>
3. Subject to Life Income Agreements		(H)	<u>909,900</u>
Subtotal Restricted		(I)	<u>2,856,664</u>
Total Gifts Received		(J)	<u>10,710,960</u>
II. Amounts Pledged and Planned But Unpaid:			
A. Endowed Scholarships	(K)	1,949,444	
B. Unrestricted	(L)	7,147,983	
C. Restricted	(M)	<u>430,750</u>	
Total Pledged and Planned But Unpaid		(N)	<u>9,528,177</u>
Total Campaign		(O)	<u>\$20,239,137</u>

\* Letters indicate groupings to Capital Funds Campaign Summary

CAPITAL FUNDS CAMPAIGN

SUMMARY

As of March 31, 1982

	<u>Restricted for Endowment*</u>	<u>Other Restricted*</u>	<u>Unrestricted*</u>	<u>Total*</u>
Total Pledged or Received	\$7,450,089 [B+K]	\$3,287,414 [I+M]	\$9,501,634 [L+E]	\$20,239,137 [O]
Less: Pledged - Not Received	<u>(1,949,444)[K]</u>	<u>(430,750)[M]</u>	<u>(7,147,983)[L]</u>	<u>(9,528,177)[N]</u>
Total Received	5,500,645 [B]	2,856,664 [I]	2,353,651 [E]	10,710,960 [J]
Less: Disbursements	<u>-0-</u>	<u>(1,441,941)[G]</u>	<u>(1,521,176)[D]</u>	<u>(2,963,117)[D+G]</u>
Remaining on Hand	<u>\$5,550,645 [B]</u>	<u>\$1,414,723 [F+H]</u>	<u>\$ 832,475 [C]</u>	<u>\$ 7,747,843</u>

Capital Funds Received Ratio:

$$\frac{\text{Endowment}}{\text{Total}} = \frac{5,500,645}{10,710,960} = 51.4\%$$

Invested As Follows:

Investment Committee Portfolio	\$ 4,963,720
Other Securities	125,000
Real Estate	905,992
Personal Property	185,710
Short Term Investments	327,551
Separate Trusts	<u>1,239,870</u>
Total	<u>\$ 7,747,843</u>

\*Letters indicate groupings from Capital Funds Campaign Report

## Requirements for Unrestricted Capital Funds as of March 31, 1982:

Unrestricted Funds Remaining on Hand:	\$832,475
Less: Held as Real Estate	<u>(459,992)</u>
Liquid Funds Available	<u>\$372,483</u>

## Funds Needed For:

HUD Loan Payments	21,662
HUD Reserve Requirement	7,500
Capital Funds Program Budget	86,935
Estimated Legal Fees, Insurance and Taxes	<u>10,000</u>
Total Planned Needs	126,097
Liquidity Reserve	<u>246,386</u>
	<u>\$372,483</u>

Cash Management Report  
March 1982

	<u>January</u>	<u>February</u>	<u>March</u>
<u>I. Daily Averages</u>			
Average High Yield Investments	\$5,213,559	\$4,902,595	\$4,448,484
First Tennessee Operating Account	57,073	36,503	18,549
Union Planters	2,320	815	13,885
National Bank of Commerce	<u>1,050</u>	<u>1,300</u>	<u>1,400</u>
Total Daily Average	<u>\$5,274,002</u>	<u>\$4,941,213</u>	<u>\$4,482,318</u>
Percent of Cash in High Yielding Investments	<u>98.85%</u>	<u>99.22%</u>	<u>99.25%</u>
<u>II. Investment Income</u>			
Interest Received	\$ 40,104	\$ 69,223	\$ 81,934
Gains from Sales	509		1,656
Losses from Sales		(1,117)	(413)
Interest Expense	(51)		
End of Period Accrual	147,018	136,789	109,202
Less Prior Accrual	<u>(121,969)</u>	<u>(147,018)</u>	<u>(136,788)</u>
Total Income	<u>\$ 65,611</u>	<u>\$ 57,877</u>	<u>\$ 55,591</u>
Annualized Yield this Month	14.93%	14.06%	14.88%
Average YTD Yield	17.59%	17.15%	16.56%
<u>Comparative Rates</u>			
90 Day T-bills	12.10%	13.53%	12.56%
90 Day C. D.'s	13.43%	15.05%	14.12%
180 Day T-bills	12.83%	13.71%	12.62%
<u>Days Overdrawn</u>			
First Tennessee	4	5	6
Union Planters	0	0	0
<u>Days of Short Term Borrowings</u>			
	7	0	0
<u>III. Investments at End of Period</u>			
Certificates of Deposit	\$ 100,000 1.9%	\$ 200,000 4.3%	\$ .
Bankers' Acceptances	3,835,716 72.8%	3,144,129 67.2%	3,042,129 68.6%
U. S. Government	1,234,476 23.4%	1,336,733 28.5%	1,105,660 24.9%
Other	<u>100,000</u> 1.9%		<u>285,000</u> 6.5%
Total	<u>\$5,270,192</u> 100.0%	<u>\$4,680,862</u> 100.0%	<u>\$4,432,789</u> 100.0%
<u>Weighted Average Maturity (days):</u>			
Non-Government	77	64	90
Government	437	412	460
Total Weighted Average	161	163	182
Borrowings Outstanding	\$ 0	\$ 0	\$ 0

TO: Finance Committee

FROM: James H. Daughdrill, Jr. .

SUBJECT: Approved Institution Investment List for Cash Management

Listed below for your formal review are the institutions in which we may invest short term cash:

Banks listed among the top 50 U.S. Banks in amount of deposits, approved for Domestic Bankers' Acceptances: (II.A.7.b.)

Bank of Am. N.T. & S.A., San Francisco  
Citibank, N.A., N.Y.C.  
Chase Manhattan Bank, N.A., N.Y.C.  
Manufacturers Hanover Tr. Co., N.Y.C.  
Morgan Guaranty Tr. Co., N.Y.C.  
Chemical Bank, N.Y.C.  
Continental Ill. N.B. & T. Co. of Chicago  
Bankers Trust Company, N.Y.C.  
First National Bank of Chicago, Ill.  
Security Pacific Nat. Bk., Los Angeles, Calif.  
Wells Fargo Bank, N.A., San Francisco, Calif.  
Crocker National Bank, San Francisco, Calif.  
Marine Midland Bank, N.A., Buffalo, N.Y.  
Irving Trust Co., N.Y.C.  
United California Bank, Los Angeles, Calif.  
Mellon Bank, N.A., Pittsburgh, Pa.  
First National Bank of Boston, Mass.  
Bank of New York, N.Y.C.  
Seattle-First Nat. Bank, Seattle, Wash.  
National Bank of Detroit, Mich.  
First National Bank in Dallas, Tx.  
Republic National Bank of Dallas, Tx.  
First City N.B. of Houston, Houston, Tx.  
North Carolina N.B., Charlotte, N.C.  
Texas Commerce Bank, N.A., Houston, Tx.  
Valley National Bank, Phoenix, Ariz.  
Harris Tr. & Savs. Bank, Chicago, Ill.  
Republic Nat. Bk. of New York, N.Y.C.  
National Bk. of North America, Jamaica, N.Y.C.  
Pittsburgh Nat. Bk., Jeanette, Pa.  
Northern Trust Co., Chicago, Ill.  
Wachovia B & T Co., N.A., Winston-Salem, N.C.  
Rainier National Bk., Seattle, Wash.  
BancOhio National Bank, Columbus, Ohio  
United States N.B. of Oregon, Portland  
AmeriTrust Company, Cleveland, Ohio  
First National Bk of Oregon, Portland  
Northwestern Nat. Bk. of Minneapolis, Minn.  
Manufacturers Nat. Bk. of Detroit, Mich.  
Detroit Bk. & Tr. Co., Detroit, Mich.  
Girard Bank, Bala-Cynwyd, Pa.  
California First Bank, San Francisco  
First Nat. Bk. of Arizona, Phoenix  
Citizens & Sou. Nat. Bk., Savannah, Ga.  
Maryland Nat. Bk., Baltimore, Md.



In accordance with section II.A.7.c. of the Policy for Cash Management Investments, I recommend the following banks for domestic bankers' acceptances.

Rank

Name of Bank

Bank of Calif., N.A., San Francisco, Calif.  
Southeast First National Bank of Miami, Fla.  
National City Bank, Cleveland, Ohio  
Lloyds Bank California, Los Angeles, Calif.  
Connecticut Bk. & Tr. Co., Hartford  
First Union N.B. of N.C., Charlotte  
First National Bank of Atlanta, GA  
Central Nat. Bk. of Cleveland, Ohio  
American Nat. B. & T. Co. of Chicago, Ill.  
New Eng. Merch. N.B. of Boston, Mass.  
State Street Bk & Tr. Co., Boston, Mass.  
First Tenn. Bk., N.A., Memphis, TN.  
Commerce Union Bk., Nashville, TN.  
Union Planters N.B. of Memphis, TN.

In accordance with section II.A.9.C. of the Policy for Cash Management Investments, I recommend the following institution for commercial paper:

First Tennessee Bank, Memphis, TN.                      1,400,203,000

BUDGET FOR 1982-83SUMMARY

	<u>Actual</u> 1980-81	<u>Budget</u> 1981-82	<u>Budget</u> 1982-83
<u>Income:</u>			
Tuition and Fees	\$4,345,493	\$4,812,000	\$5,589,850
Room and Board	1,619,254	1,846,140	2,139,500
Gifts and Grants	926,084	1,004,000	1,065,550
Endowment Income	649,039	725,000	753,000
Other Income	<u>837,780</u>	<u>436,500</u>	<u>1,061,950</u>
Total Income	\$8,377,650	\$8,823,640	\$10,609,850
<u>Expense:</u>			
Instruction & Research	\$2,624,525	\$3,026,771	\$3,358,802
Library	292,881	335,418	384,450
Athletics	297,860	353,386	420,273
Student Services	586,020	684,806	776,716
Plant Operation & Maint.	1,005,447	1,138,827	1,318,610
General Administration	575,500	656,797	765,782
General Institutional	459,703	534,905	572,696
Auxiliary Enterprises	1,091,516	991,730	1,423,972
Student Financial Aid	957,040	1,078,000	1,460,549
Budget Team Emergency Fund		23,000	28,000
Useful Life & Replacement	<u>-0-</u>	<u>-0-</u>	<u>100,000</u>
Total Expense	\$7,890,492	\$8,823,640	\$10,609,850

## Income Budget Detail

For The Fiscal Year Ending June 30, 1983

	<u>Actual</u> 1980-81	<u>Budget</u> 1981-82	<u>Budget</u> 1982-83
<u>Tuition and Fees:</u>			
Tuition-based on 1030-FY82/1040-FY83 students	4,158,981	4,635,000	5,408,000
Tuition - Summer School	35,101	30,000	32,000
Applied Music Fees	66,821	70,000	70,750
Special Course Fees	21,976	27,000	18,000
Application Fees	13,620	11,000	13,600
Extra Hours	8,285	4,000	8,000
Graduation & Miscellaneous Fees	11,628	6,500	9,000
Registration & Transcripts	2,923	2,500	2,500
Continuing Education	26,158	26,000	28,000
	<u>4,345,493</u>	<u>4,812,000</u>	<u>5,589,850</u>
<u>Room and Board:</u>			
Room - based on 818-FY82/840-FY83 students	742,609	1,006,140	1,176,000
Board - based on 800-FY82/820-FY83 students	876,645	840,000	963,500
	<u>1,619,254</u>	<u>1,846,140</u>	<u>2,139,500</u>
<u>Gifts and Grants:</u>			
Church	120,043	100,000	107,000
Annual Support Program	695,060	779,000	857,000
Other Gifts and Grants	110,981	125,000	101,550
	<u>926,084</u>	<u>1,004,000</u>	<u>1,065,550</u>
<u>Endowment Income</u>	649,039	725,000	753,000
<u>Other Income:</u>			
Bookstore	251,770	78,000	320,000
Interest	461,880	265,000	453,000
Swimming Pool	11,861	8,000	14,000
Indirect Cost Recovery	36,170	35,000	23,500
Summer Conferences	23,078	17,000	55,400
Miscellaneous Income	22,389	17,000	5,000
Traffic Fines	5,863	4,500	5,500
WLYX	-0-	-0-	10,250
Dividends, Royalties & Commissions	20,811	12,000	18,500
College Work-Study	-0-	-0-	124,800
Athletic Income	3,958	-0-	5,000
ARA/PUB Work-Study	-0-	-0-	27,000
	<u>837,780</u>	<u>436,500</u>	<u>1,061,950</u>
<b>TOTAL INCOME BUDGET</b>	<u><u>8,377,650</u></u>	<u><u>8,823,640</u></u>	<u><u>10,609,850</u></u>

## Note:

Tuition Rate	4,500	5,200
Room Rate	1,230	1,400
Board Rate	<u>1,050</u>	<u>1,175</u>
	6,780	7,775

Expense Budget Detail  
For The Fiscal Year Ending June 30

	<u>Actual</u> 1980-81	<u>Budget</u> 1981-82	<u>Budget</u> 1982-83
<u>EDUCATIONAL AND GENERAL</u>			
<u>Instruction &amp; Research</u>			
Art	65,168	86,726	94,395
Religion	152,398	172,763	190,252
English	235,761	274,710	273,848
Foreign Languages	242,112	260,956	271,278
Language Center	13,101	14,513	16,545
Music	209,740	251,754	251,069
Philosophy	66,272	75,568	82,409
Theatre & Media Arts	54,583	61,156	92,589
Anthropology & Sociology	92,332	103,471	115,371
Economics & Business	171,097	221,473	272,027
Education	26,302	47,640	28,096
History	117,555	133,377	145,775
International Studies	59,629	68,824	94,351
Political Science	67,190	86,087	97,835
Psychology	142,617	170,409	176,321
Biology	196,638	221,340	258,480
Chemistry	177,926	199,318	219,275
Mathematics	163,220	176,126	210,577
Physics	145,127	144,061	156,809
Interdisciplinary	37,462	41,249	44,329
Computer Center	88,439	102,050	118,418
Man Course	-0-	1,370	4,522
Continuing Education	65,248	69,427	73,448
Summer School	34,608	29,700	29,727
WLYX	-0-	12,703	38,256
British Studies	-0-	-0-	2,800
Total Instruction & Research	2,624,525	3,026,771	3,358,802
<u>Library</u>	\$ 292,881	\$ 335,418	\$ 384,450
<u>Athletics</u>	\$ 297,860	\$ 353,386	\$ 420,273

	<u>Actual</u> 1980-81	<u>Budget</u> 1981-82	<u>Budget</u> 1982-83
<u>Student Services</u>			
Admissions	244,565	236,305	276,946
Registrar	58,105	65,113	71,177
Financial Aid Office	54,046	116,848	97,008
Freshman Program	1,338	-0-	-0-
Dean of Students	70,169	96,246	108,646
Health Services	19,470	24,412	39,322
Counseling Center	56,239	64,442	71,802
Student Center	12,367	12,200	23,563
Publications Board	25,918	26,900	28,780
Student Government	18,385	2,850	2,965
Black Student Association	-0-	1,930	2,000
Social Commission	-0-	14,650	15,400
Kinney Program	6,977	7,885	8,315
Swimming Pool	18,441	15,025	23,792
Pub			<u>7,000</u>
Total Student Services	586,020	684,806	776,716
<u>Plant Operations &amp; Maintenance</u>			
Administrative Services	69,358	78,402	133,715
Housekeeping	320,251	362,899	389,143
Security	127,099	141,910	164,476
Repairs & Maintenance	248,463	275,777	307,573
Grounds	80,945	95,839	104,703
Utilities	159,331	184,000	219,000
Trucks & Autos	-0-	-0-	-0-
Total Plant Operation & Maintenance	1,005,447	1,138,827	1,318,610
<u>General Administration</u>			
Board Meetings	8,508	7,500	9,000
President's Office	153,311	194,665	222,832
Dean of the College	199,332	214,294	298,011
Comptroller's Office	214,349	240,338	235,939
Clearing	-0-	-0-	-0-
Total General Administration	575,500	656,797	765,782

	<u>Actual 1980-81</u>	<u>Budget 1981-82</u>	<u>Budget 1982-83</u>
<u>General Institutional</u>			
Development	175,308	213,014	235,649
Institutional Advancement	214,637	226,101	254,697
Insurance	<u>69,758</u>	<u>75,790</u>	<u>82,350</u>
Total General Institutional	459,703	514,905	572,696
<u>AUXILIARY ENTERPRISES</u>			
Apartments	2,493	-0-	-0-
Bookstore	239,914	39,470	300,299
Residence Halls	244,097	276,220	321,410
Food Service	598,648	673,040	783,353
Summer Conferences	<u>6,364</u>	<u>3,000</u>	<u>18,910</u>
Total Auxiliary Enterprises	1,091,516	991,730	1,423,972
<u>STUDENT FINANCIAL AID</u>	\$ 957,040	\$1,078,000	\$1,460,549
<u>BUDGET COMMITTEE EMERGENCY FUND</u>	\$ -0-	\$ 23,000	\$ 28,000
<u>USEFUL LIFE AND REPLACEMENT</u>	\$ -0-	\$ -0-	\$ 100,000
<u>TOTAL EXPENSE BUDGET</u>	<u>\$7,890,492</u>	<u>\$8,823,640</u>	<u>\$10,609,850</u>

TO: Finance Committee

FROM: James H. Daughdrill, Jr.

DATE: April 12, 1982

SUBJECT: Kellogg Foundation Grant Matching-Funding

The Kellogg Foundation is seriously considering a grant to Southwestern to fund a program to be entitled "Food and Fiber: Domestic and Global Perspectives." The program is designed to expose agribusiness to students of the liberal arts and sciences. Williams College and Pomona College have received similar grants.

If the college receives the grant but does not match it, we will lose a significant opportunity.

I therefore recommend the following motion:

The Board of Trustees commits Southwestern to provide \$100,000 matching funds if the Kellogg Foundation funds the agribusiness "Food and Fiber: Domestic and Global Perspectives" program with a grant of \$100,000.

Approving this motion would have the effect of guaranteeing these funds for use during a three year period from the following sources.

- A. A direct gift of \$15,000 has already been pledged for the program.
- B. Allocation of the remaining \$41,207 of the 1981 budget surplus.
- C. If the remaining \$43,793 cannot be raised from additional direct gifts for the program, then allocation of the necessary funds up to \$43,793 from year-end surplus as needed.

TO: Finance Committee

FROM: James H. Daughdrill, Jr.

April 12, 1982

I recommend the following budget for the capital campaign for 1982-83:

Consultant fees and expenses		\$12,000
Southwestern expenses		31,200
2 campaign newsletters @ \$2,600	\$5,200	
Automobile travel 16,000 mi. @ \$.20	3,200	
Postage and office supplies	2,000	
Travel and entertainment for Daughdrills, Lineback and other solicitors	16,400	
Campaign booklets and brochures	1,200	
Student work-study researcher	1,200	
Computer software for planned-giving programs	2,000	
Southwestern employees		32,512
Salary	\$26,300	
Fringe	6,212	
		<u>\$75,712</u>

COMPARISON OF EXPENSES IN PRIOR YEARS

	FY 82	FY 81	FY 80	FY 79	FY 78
Consultant's fees and expenses	16,500	27,000	17,500	7,027	12,223
Southwestern expenses	23,700	19,550	5,500	14,246	6,156
Salaries and fringe	30,235	28,534	25,968	21,252	26,635
Audio-visual	4,000				
	<u>\$74,435</u>	<u>\$75,084</u>	<u>\$48,968</u>	<u>\$42,525</u>	<u>\$45,014</u>



April 12, 1982

TO: Finance and Enrollment Committees  
(To be formally proposed to the full Board by the Chairman of the Finance Committee should that Committee act favorably on this recommendation.)

FROM: James H. Daughdrill, Jr.

RE: Guaranteed Student Loans

The Board of Trustees has previously authorized a ceiling of \$275,000 in outstanding loans funded from general endowment for Guaranteed Student Loans made to students by Southwestern as a lender.

Currently, \$221,778.00 are outstanding in GSLs. Approximately \$150,000 of these notes most likely will be sold to the Student Loan Marketing Association\* during this current year, leaving a balance of approximately \$72,000.

We have been successful in our GSL program over the past few years. For the quarter ended December 31, 1981, the interest rate on these outstanding loans, paid to us by the Government, was approximately 16%. This will fluctuate in relation to the average rate on 91-day Treasury bills for the quarter. In comparison, our managed endowment fund earned 9.3% for the same quarter.

There probably will be an increased need and demand for these loans for the 1982-83 college year. If the sale to the Student Loan Marketing Association is completed this year, outstanding loans in 1982-83 may not exceed \$275,000 but could go up to \$350,000. If the sale should not go through this year a higher ceiling would be necessary.

Therefore I recommend the following motion:

The Board of Trustees authorizes the college to lend up to \$275,000 under the GSL program for 1982-83 with a maximum ceiling of \$500,000 in outstanding loans.

\*The Student Loan Marketing Association (Sallie Mae) is a multi-billion dollar financial corporation established by Congress in 1972. It provides liquidity to lenders participating in the Government Student Loan (GSL) program by purchasing student loans directly and also lending funds against student loans and federally guaranteed obligations offered as collateral.

REPORT ON COMMITTEE ON STUDENTS AND CAMPUS LIFE - April 23, 1982

The Committee on Students and Campus Life met in 304 S. DeWitt Clough Hall on Thursday, April 22, 1982 at 2:45 P.M. The following members of the committee were present: Trustees John M. Tully, Chairman; John H. Crabtree, Robert H. Seal, Robert B. Smith. Professors E. Llewellyn Queener, David Kesler. Students Dawn McGriff, John Ward, and guests David Eades, Michael Eads, and ex officio members Dean C. V. Scarborough and Assistant Dean of Students F.E. Goodman.

The Chairman asked Ms. McGriff and Mr. Eades to tell the committee about the Discovery program. Mr. Eades discussed the beginnings of the program and the purpose of the program. The program will be a week-long celebration of Southwestern and a new look at the opportunities and problems here. One focus will be a revitalization of third term. Mr. Eades asked Ms. McGriff to discuss the schedule of the program. She described the social activities and forums that would take place. Discussion followed. Mr. Eades asked the Chairman to invite Board members to these events, particularly the community picnic on Saturday, May 1, 1982 at 5:00 P.M.

Mr. Michael Eads, the new President of SGA was asked to comment on current student concerns. He said the most important concern was rising costs and the uncertainty of financial aid. Much discussion followed. His second major concern was the condition of the residence halls across University Avenue. He and Mr. John Ward discussed the awful condition of these residence halls. Discussion followed.

Mr. Eads asked Prof. Kesler to discuss the "Waging Peace" conference, taking place on campus this week. The conference is an attempt to raise issues of war and peace and nuclear destruction. Numerous students have worked to make this conference a success.

Dean Scarborough discussed the search for a new Chaplain/Career Counselor and the appointment of Ms. Lis Nielsen, '82, as the Co-ordinator of Student Activities for 1982-83. Discussion of the need for more placement activity followed.

Dean Goodman was asked to discuss how students will be housed next fall. She told the committee that we will house 567 returning students next year compared to 567 returning students last year. She also discussed her efforts to help students find off-campus housing. Discussion followed.

Mr. Ward wanted to raise the issue of the changes proposed for Oak Alley as part of the Diehl Memorial plans. He said students were primarily concerned about the loss of two of the large oaks.

In Prof. Hill's absence, Dean Scarborough introduced discussion concerning the amendment of the college policy regarding voluntary campus organizations. Mr. Smith moved that the motion read "Every organization at Southwestern At Memphis must present clear evidence that its membership is not closed to any student on the basis of nationality." Mr. Crabtree seconded the motion. The amended motion passed by a vote of 9 to 1.

The Committee adjourned at 4:15 P.M.