

MINUTES OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
January 29-30, 1976

The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus at 1:15 A.M. on Thursday, January 29, 1976, pursuant to written notice.

The meeting was called to order by the Chairman, Mr. Robert D. McCallum, and Dr. David H. Edington, Jr. led the meeting in prayer.

The members of the Board of Trustees present were:

<u>Synod of the Mid-South</u> Edgar H. Bailey, '78 Sterling J. Edwards, Jr., '76 Walk C. Jones III, '77 Robert D. McCallum, '76 William H. Mitchell, '77 Judith Mitchener, '78 Jere B. Nash, Jr., '77 M. D. Prouty, Jr., '76 Hewitt P. Tomlin, Jr., '77 Richard A. Trippeer, Jr., '78 John W. Wade, '78 <u>Life Trustees</u> Edmund Orgill	<u>Elected by Trustees</u> Walter P. Armstrong, Jr., '77 L. Palmer Brown, '76 Charles P. Cobb, '77 Jefferson Davis, '77 David H. Edington, Jr., '77 Margaret R. Hyde, '77 Paul Tudor Jones, '76 William W. Mitchell, '76 Wayne W. Pyeatt, '78 Sidney A. Stewart, Jr., '76 S. Shepherd Tate, '78 Anne Wilson, '78 Spence L. Wilson, '77	<u>Synod of Red River</u> Edward M. Carmouche, '77 Dan F. Goodwin, Jr., '76 Evelyn Landis, '76 William C. Rasberry, '78 <u>Faculty Members</u> James W. Jobes, '78 Fred W. Neal, '76 Charles Warren, '77 <u>Student Members</u> Carol Louise Ellis George Herbert Gunn Arthur Lodge Kellerman
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James H. Daughdrill, Jr., President, ex officio
 Frank M. Mitchener, Chairman, Development Council, ex officio

Present by Invitation

Ray M. Allen David C. Ferner Josephine Hall Paul Hallock Robert G. Patterson	Loyd C. Templeton Anne Marie Williford Ron A. Yarbrough Jack U. Russell (remained through his report)
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The following members were absent:

<u>Synod of the Mid-South</u> John H. Bryan, Jr., '76	<u>Elected by Trustees</u> Stanley J. Buckman, '78 William B. Dunavant, '78 Michael McDonnell, '76 W. Neely Mallory, '76 Martin B. Seretean, '78	<u>Synod of Red River</u> G. R. Hollingsworth, '78 Kenneth G. Phifer, '77
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The chairman introduced Mr. Edgar H. Bailey, a new Trustee who was out of the city and unable to attend the meeting of the Board of Trustees on October 16-17, 1975.

On motion duly made and seconded, the minutes of the meeting of the Board of Trustees held on October 16-17, 1975, a copy of which was sent to each member of the Board, were approved.

The chairman recognized President Daughdrill so that he might make several announcements.

President Daughdrill read to the meeting a tribute to Russel Simpson Wilkinson, who served as a Trustee of the college from 1966 to 1974 and also as Vice Chairman of the Board from 1970 to 1974. He was elected an Honorary Life Trustee upon his retirement in 1974.

A motion was duly made, seconded, and unanimously passed that those present stand for a moment of silent prayer to honor the memory of Mr. Wilkinson, who died on December 11, 1975 and that the tribute be spread on the minutes of this meeting and copies be sent to Mr. Wilkinson's family. (Attachment A. p. 8)

President Daughdrill also advised the meeting that on January 25, 1976, Mrs. Estelle Cone, for many years the coordinator of the Kinney Program, had died suddenly. By unanimous consent our gratitude for her life and her service be recorded as a part of these minutes.

President Daughdrill called upon Ms. Carol Ellis, a student representative to the Board, who spoke about the 11th Dilemma Program which will be held at Southwestern on March 4-5-6, 1976. She pointed out that this has been designated as an official Bicentennial Event in Memphis and that the subject of the program would be "The Fabric of the People." She informed the meeting of the speakers who would be present and of the various events, and she urged all persons present to participate.

President Daughdrill advised that Mr. Paul L. Hallock, who has been serving as College Controller, has been promoted to Director of Finance and that Mr. Thomas R. Kepple, Jr., who has been serving as Business Manager, has been promoted to Director of Administrative Services. (See Board of Trustees Minutes October 16, 1975, p.2).

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

RESOLVED THAT: All powers previously delegated to Paul L. Hallock, Controller, and to Thomas R. Kepple, Jr., Business Manager, shall be now fully vested in Paul L. Hallock, Director of Finance, and in Thomas R. Kepple, Jr., Director of Administrative Services, respectively.

President Daughdrill then introduced Dr. Jack U. Russell, Professor of Mathematics, who made a presentation on the Southwestern Summer Program.

The Chairman then recognized President Daughdrill to present his Annual Report. President Daughdrill stated that his Annual Report was two fold: Part one is an article that he had written and which was published in the January - February, 1976, issue of Southwestern Today, a copy of which was given to all members of the Board. (Attachment B, p9-10) Part two of the report addressed the Capital Funds Campaign. He stressed that the initiative for the Capital Funds Campaign must rest with the Board of Trustees. (Attachment C. p. 11)

The Chairman recognized the Secretary who stated that at the meeting of the Board held on October 17, 1975, a motion was passed to amend Article III, Section 10 and Article III, Section 11 of the By-Laws; that inasmuch as thirty (30) days' written notice of the proposed amendment had not been given to each Trustee in advance of that meeting, that the action taken at that meeting was the first step towards making the above amendment to the By-Laws, and that it was necessary for action to be taken again at this meeting. (See Board of Trustees minutes October 17, 1975, p. 11).

A motion was duly made, seconded, and passed that Article III, Section 10 be amended by adding the words "The Chairman of the Development Council shall serve as a member of the Board ex officio".

A motion was duly made, seconded and passed that Article III, Section 11 be amended by adding the words, ", Chairman of the Development Council," immediately following the word "President" so that Article III, Section 11 should now read:

Each member elected to the Board except the President, Chairman of the Development Council, and faculty, students, Life and Honorary Members shall have the power to cast one vote on any issue to be determined by the Board.

The Chairman stated that the Board would go into Executive Session to discuss the Capital Funds' Campaign. All non-voting members were excused, except for Messrs. Ferner and Mitchener.

Upon the conclusion of the Executive Session, the Board recessed at 3:00 P.M. in order for the various committees to meet during the afternoon and to prepare their reports for the meeting of the Board the following day at 9:00 A.M.

S. Shepherd Tate, Secretary

The Board of Trustees resumed its meeting on Friday, January 30, 1976, at 9:20 A.M. in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus. The meeting was called to order by the Chairman, Robert D. McCallum, and Dr. Paul Tudor Jones led the meeting in prayer.

The members of the Board of Trustees present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '78	Walter P. Armstrong, Jr., '77	Edward M. Carmouche, '77
Sterling J. Edwards, Jr., '76	L. Palmer Brown, '76	Dan F. Goodwin, Jr., '76
Walk C. Jones III, '77	Charles P. Cobb, '77	Evelyn Landis, '76
Robert D. McCallum, '76	Jefferson Davis, '77	
William H. Mitchell, '77	David H. Edington, Jr., '77	<u>Faculty Members</u>
Judith Mitchener, '78	Margaret R. Hyde, '77	James W. Jobes, '78
M.D. Prouty, Jr., '76	Paul Tudor Jones, '76	Fred W. Neal, '76
Hewitt P. Tomlin, Jr., '77	Michael McDonnell, '76	Charles Warren, '77
	W. Neely Mallory, '76	
<u>Life Trustees</u>	Sidney A. Stewart, Jr., '76	<u>Student Members</u>
Edmund Orgill	S. Shepherd Tate, '78	Carol Louise Ellis
	Anne Wilson, '78	George Herbert Gunn
		Arthur Lodge Kellerman

James H. Daughdrill, President, ex officio

Present by Invitation

Ray M. Allen	Loyd C. Templeton
Josephine Hall	Anne Marie Williford
Paul Hallock	Ron A. Yarbrough
Robert G. Patterson	

The following members were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
John H. Bryan, Jr., '76	Stanley J. Buckman, '78	G. R. Hollingsworth, '78
Jere B. Nash, Jr., '77	William B. Dunavant, '78	Kenneth G. Phifer, '77
Richard A. Trippeer, Jr., '78	William W. Mitchell, '76	William C. Rasberry, '78
John W. Wade, '78	Wayne W. Pyeatt, '78	
	Martin B. Sereteau, '78	
	Spence L. Wilson, '77	

Frank M. Mitchener, Chairman, Development Council, ex officio

The Chairman called upon Mr. Walk Jones, Chairman of the Committee on Buildings and Grounds, to make a report for that committee. Mr. Jones made the following report, which was received. (Attachment D, pp. 12-14)

The Chairman called upon Mr. Cobb, Chairman of the Committee on Development and Institutional Advancement, to make a report for that committee. Mr. Cobb made the following report which was received. (Attachment E, pp. 15-17)

Mr. Cobb called upon Mrs. Judith Mitchener, who chairs the Board of Trustees Division of the Southwestern Fund. Mrs. Mitchener pointed out that some very generous and some sacrificial gifts have been made; however, some

pledges still have not been received. She urged those members of the Board who have not made a pledge to do so as soon as possible.

In the absence of Dr. Wade, Chairman of the Committee on Faculty and Educational Program, the Chairman recognized Mr. Prouty, who gave the following report for that committee which was received. (Attachment F, p. 18)

A motion was duly made, seconded and passed that effective with the 1976-77 session, the following persons be promoted:

William Thomas Jolly to Professor
Wilmer A. Sweetser to Associate Professor

In the absence of Mr. William W. Mitchell, Chairman of the Finance Committee, the Chairman recognized Mr. William H. Mitchell, who gave the following report which was received. (Attachment G, pp. 19-28)

A motion was duly made, seconded and passed that the budget be adopted as presented, which includes increases in tuition, room and board, and increases in the college's contributions to TIAA/CREF Retirement Annuities for Employees. (Attachment G-11, p. 34)

The Chairman called upon Dr. Paul Tudor Jones, Chairman of the Students and Campus Life Committee, who gave the following report which was received. (Attachment H, pp. 29-32)

A motion was duly made, seconded and passed that the Board receive the report of the Goal 22 Committee and that the Board request the President and/or his delegate working with faculty and students to report back to the full Board at the fall 1976 meeting steps taken to implement this report and that an interim progress report be made to the Board at the next meeting, April 29-30, 1976.

Mr. Tomlin and Mr. McDonnell were thanked by the Board for their fine services on this committee.

The Chairman recognized Mr. Armstrong, Chairman of the Committee on Board Directions and Leadership, who gave the following report for that Committee. (Attachment I, p. 33)

A motion was duly made, seconded and passed that the committee be given authority to suggest names to the Synods for their consideration as Trustees so that Synod nominations could be received prior to the next meeting of the Board and used by the Nominating Committee in nominating Trustees.

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

RESOLVED, that Southwestern At Memphis has a sexually and racially non-discriminatory policy as to students and therefore does not discriminate against applicants and students on the basis of sex, race, color, and national or ethnic origin.

The Chairman called upon Mr. Armstrong, Chairman of the Committee on Honorary Degrees to make a report for that committee. The Chairman emphasized that the report of this committee and the names of the recipients of the honorary degrees should be kept in the strictest confidence until such time as the college makes an announcement of the recipients. He pointed out also that at this time those who have been selected for an honorary degree have not been so notified.

Mr. Armstrong advised that the committee recommends that the following persons be given the following honorary degrees:

DOCTOR OF LAWS

*Leon Jaworski.....Houston, Texas
Attorney, Fulbright & Jaworski

DOCTOR OF FINE ARTS

Edwin C. Rust.....Memphis, Tennessee
Retired Director, The Memphis Academy of Arts

DOCTOR OF HUMANITIES

Gwen R. Awsumb.....Memphis, Tennessee
Director, Community Development

Abe Plough Memphis, Tennessee
Chairman of the Board, Schering-Plough Corporation

DOCTOR OF DIVINITY

Thomas Laird Jones.....Louisville, Kentucky
Pastor, Harvey Browne Memorial Presbyterian Church

Louis H. Zbinden..... San Antonio, Texas
Pastor, First Presbyterian Church

*Mr. Jaworski will be the commencement speaker on June 1, 1976.

A motion was duly made, seconded and unanimously passed that honorary degrees as set forth above be granted to the above named persons.

A motion was duly made, seconded and passed that in the event that any of the above persons selected for honorary degrees should decline, the committee be authorized to make further nominations and submit those to the Executive Committee for approval.

The Chairman thanked the Daughdrills for the excellent arrangements for this meeting and for the lovely reception last night in their home.

The Chairman called upon President Daughdrill, who presented a report relative to special retirement payments.

Upon motion duly made and seconded, the Board of Trustees approved the following special retirement payments:

A \$50.00 per month payment for Mr. Daniel Simpson and Mrs. J. Ella Maple to continue indefinitely at the discretion of the Board of Trustees or until the death of the employees. Mr. Simpson was employed as a janitor in 1961; Mrs. Maple was employed as a maid in 1938. Both individuals retired on October 31, 1975.

President Daughdrill responded to the reports of the Board Committees. He spoke, in particular, about budgeting, athletics, internal reporting, the concern about increased tuition, and the great need for increased financial aid. He recognized Dr. Charles Warren, Chairman of the Committee on Admissions and Financial Aid, who also talked on this subject. President Daughdrill solicited the opinions from the Board on the subject of financial aid. He mentioned that this pointed up the need for the Capital Funds Campaign, and that it was hoped that with greater endowment, there would be less need to increase tuition, room and board. There was a general discussion of this entire subject.

The Chairman stated that the Board would go into Executive Session.

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


S. Shepherd Tate, Secretary



IN MEMORIAM

RUSSEL SIMPSON WILKINSON

March 21, 1901 - December 11, 1975

The place of a friend like Russ Wilkinson in our lives cannot be filled by others. But it is not emptiness that endures, it is a wholeness; a dimension of spirit that is ours because we knew him.

Service to others was the mark of the man and of his life: to his country in active duty in World War II; to his profession and community in leadership posts through the years; to his church as a Ruling Elder; and to this college since 1966 as Trustee and tireless servant.

The Algernon Sydney Sullivan Award presented to Russel Wilkinson by Southwestern in 1970 carries with it this definition of "nobility of character": "A man is called great because we notice in him some quality which overtops like qualities in other men. But we reserve the word noble carefully for those whose greatness is not spent in their own interests. A man is noble only when he goes outside the narrow circle of self-interest and begins to spend himself for the interest of mankind." And that is the way it was with Russ: he spent himself for the good of others.

We, therefore, celebrate the life of Russel Simpson Wilkinson and record our loss in his death in the minutes of the Board of Trustees of Southwestern At Memphis this twenty-ninth day of January, 1976.

Southwestern Today

January-February 1976

Page 2

Three years later

Where we've been, where we're going

The last day of January marked my third year as president of Southwestern. Libby and I will never forget the excitement of the occasion three years ago. A new job, new faces, a new home, new fears, new hopes. I moved into Glasell Hall for three awful weeks. Awful because my family was back in Atlanta, awful because my dormitory mates never seemed to go to bed, and awful because I worked 16 hours a day catching up and trying to figure out what a college president does.

We are glad we moved to Memphis.

One year later, in February 1974, I wrote to the Southwestern community, "This has been a good year, climaxing hard work begun long before I came to the college. We have turned the corner. Our two-pronged administrative emphases for 1973-74 have been Organization and Turning the Fiscal Corner (from red to black). For 1974-75 we will emphasize Improving Campus Appearance and Developing a Master Plan For the Future."

Then, in February 1975, I was able to report that progress had been made. "Today we have before us a visionary Ten-Year Master Plan for the future. It equals, complements and strengthens the original vision and courage that started Southwestern on its course. Our administrative emphases for this year are to Strengthen the Budget Process, to increase Alumni Involvement and to prepare for a Capital Campaign."

As I See It

by

James H. Daughdrill Jr.
President

Now another year has passed. I am happy to report that it was again a year of gains for the college. Southwestern continues to attract outstanding students and to stand near the top of educational ratings. In administration we reorganized the areas of Student Affairs under Dean Anne Marie Williford, Fiscal Affairs under Mr. Paul Hallock and Administrative Services under Mr. Tom Kepple.

In the academic program we emphasized Student Internship Opportunities and strengthening the Social Sciences.

Administrative emphases for 1975-76 are to improve Administrative Training and Internal Reporting and to strengthen our Athletic Program. Academic emphases include Faculty Develop-

ment and strengthening the Humanities.

One area that Internal Reporting will monitor is of special importance: that of budgeting between academic and administrative expenses. The purpose of administration is to support and to strengthen the channels of teaching and learning for the faculty and students. But how do you measure whether administration is doing this in fact or whether it is just giving lip-service to academic support while expanding its own operation? There is a national trend to allocate increased budget percentages for administration. Does this trend reflect administrators who are "feathering their own nests" and making administration an end in itself? Or, do the proliferation of govern-

ment regulations and reporting, more participative decision-making, and the increasing competition for dollars and students all necessitate strengthening administrative areas to do the work and to stay competitive? The question leads to lively debate and tension, often fraught with stereotypes such as "bureaucrat" on one end and "absent-minded professor" on the other.

But it is a *creative* tension. It forces us to ask the right questions, it forces us to account to people who support Southwestern a good stewardship of their generosity. It forces us to make important answers to students and parents who pay a higher tuition here than they do as Mass U. Better internal reporting will enable us to answer these questions more

knowledgeably and responsibly.

Viewing the last three years financially, I am grateful to report to you that Southwestern has made significant gains.

1. New gifts added to the endowment of approximately \$1,340,000.
2. Short-term indebtedness reduced by approximately \$300,000.
3. Faculty salaries increased from 87% to 95.5% of national average, and other salaries by the same proportions.
4. Approximately \$500,000 invested in plant renovation.

1976, the nation's bicentennial and Southwestern's 50th anniversary in Memphis, holds much promise. It will climax three years of preparation by the Board of Trustees for a capital funds campaign. And the Trustees are leading the way. They voted to make their own commitments before asking others and before announcing a Capital Funds Campaign goal. Mr. Robert McCallum, Board Chairman, and Mr. Frank Mitchener, Development Council Chairman, spearhead this effort.

1976 should be one of the most important years in Southwestern's history. I am glad to have a part in it.

Remarks by James H. Daughdrill, Jr. at the Southwestern Board of Trustees meeting January 29, 1976

I was asked to say a few words about how I feel regarding the Capital Funds Campaign.

In a few words, I am excited by it!

You, the Trustees, know how very much Southwestern needs a Capital Funds Campaign. You saw the need first. You had already retained Frantzreb and Pray when I came to Southwestern. Not only did you take initial action, but you, and we, followed-up by getting our house in order. You have restructured the Board, rewritten the Bylaws, formulated a Statement on Church Relationship, completed the Master Plans, approved a Case Statement, and voted to count your own pledges first before announcing the campaign. I think that's good leadership and good integrity!

There is one thing that I think needs clarifying. That is, where does the initiative rest for a Capital Funds Campaign? The initiative for the day-to-day and the year-to-year work of Southwestern rests with the administration, the faculty and the students. We must take the initiative to bring to you the annual objectives, the annual budget, the annual reports. But when it comes to a Capital Funds Campaign the initiative rests with the Board of Trustees.

The relationship between the campus community and the Board of Trustees is excellent. There is real confidence, mutual confidence. Perhaps our relationship can be characterized this way: The Board says to the campus community, "In the matters of day-to-day and year-to-year work of the college, we depend on you, we stand behind you, we have confidence in you." The campus community in turn, says to the Board, "For the Capital Funds Campaign we depend on you, we stand behind you, we have confidence in you."

Kicking-off a Capital Funds Campaign is not easy, because you don't do it with just a vote! In spite of your care in taking three years to think and plan for the campaign, getting it underway is still not easy. However, it wouldn't be any easier to begin if the planning took 5 years or 25 years.

The first big step, the initial quarter-million-dollar gift, has already been made! We're "off and running"!

And I can't think of a group anywhere that I had rather be dependent upon, or have more confidence in, than you.



Report of the Committee on Buildings and Grounds - January 29, 1976

The meeting was called to order by the Chairman, Mr. Walk C. Jones III, at approximately 3:15 P.M. in Room 302 Clough Hall on the Southwestern campus. Members present: Ms. Kristin Allbright, Mr. Edgar H. Bailey, Mr. Steve Collins, Mr. Jefferson Davis, Dr. David H. Edington, Jr., Ms. Margaret Hyde, Dr. Robert G. Mortimer and Ms. Louise Rutkowski. Mr. Roy R. Twaddle, ex officio. In the absence of Mr. Thomas R. Kepple, Jr., his administrative assistant, Ms. Daney D. Staub, was invited to attend the meeting.

The Chairman explained to the committee that he is chairing an advisory committee to review the current insurance coverage of the college. The members of the advisory committee are Mr. S. Shepherd Tate, Mr. Sidney Stewart, Dr. Robert Mortimer, and Mr. Thomas Kepple. Mr. Jones stated that the need for review is largely a result of growth in several areas through the years. Specific areas of concentration will be liability insurance for faculty and trustees and earthquake insurance. The floor was opened for suggestions from the committee on other areas to be reviewed. There were none.

Mr. Twaddle reported that the Memphis Light, Gas and Water Division allocation of natural gas discussed at the last meeting has been suspended. MLGW has announced the availability of propane gas as a supplementary fuel, beginning April 1. The rate will be approximately forty-seven cents (\$.47) per 100 cubic feet of gas.

MLGW has also announced through the news media that a rate increase is forthcoming. Inquiry from the college administration revealed the projected increase to be twenty-five per cent (25%) on gas by April 1, and 25% on electricity by June 1. Mr. Twaddle explained that, due to the milder weather during the spring months, the rate increase will not greatly affect the college during this fiscal year and that the Budget Committee took rate increases into consideration when planning for FY 77.

The Chairman inquired what conservation measures are being practiced. Mr. Twaddle responded that except in cases of extremely inclement weather, boilers are shut down overnight in all buildings not in use at night. Dr. Mortimer reminded the committee that campus energy usage was cut by twenty-five per cent (25%) even before the threat of gas allocation was announced. Dr. Mortimer further stated that he had done a study to determine how much of the decrease was due to mild weather during the period and how much due to actual conservation measures. His figures show that conservation accounts for a decrease of ten per cent (10%) during the period studied. Mr. Twaddle and his staff were commended by the Chairman.

The committee was handed a sheet showing a breakdown of the Repairs and Maintenance budget for FY 77. The report was prepared by the Administrative Services staff during the absence of Mr. Kepple. There was some confusion over the meaning of some of the figures. After discussion, the Chairman interpreted the figures as follows: a great deal of the budgeted money for Repairs and Maintenance in FY 77 is already committed. Thus, while a comparison of the budgets for Repairs and Maintenance in FY 76 and FY 77 would show a dollar increase, projected expenses would seem to forecast a shortage of some seven or eight thousand dollars (\$7,000 - \$8,000).

The Chairman reported on the proceeds of the sale of the property at 137 Wallace Road bequeathed to the college by the late Professor Jane Soderstrom. The details of the sale are shown below.

There being no further business, the committee adjourned for a tour of the second floor of Palmer Hall and of Theatre Six.

Sale of Soderstrom Property

Sale Price	\$38,000.00	
City Taxes (pro rated)	8.76	
County Taxes (pro rated)	<u>11.45</u>	
Gross Proceeds		\$38,020.21

Less:

Abstract	\$ 111.50	
Closing Fee 1/2	25.00	
Real Estate Commission	2,280.00	
Attorney's Fee (drafting deed)	40.00	
Death Certificate on Eunice Soderstrom	2.00	
1975 County Taxes	220.00	
1975 City Taxes & Penalties	<u>175.03</u>	
	\$ 2,853.53	
New Proceeds		\$35,166.68
To Music Department		<u>10,000.00</u>
		\$25,166.68
Less Expenses (mowing, utilities, etc.)		<u>172.23</u>
Restricted fund, as yet undesignated		\$24,994.45

Total Non Salary Maintenance Budget FY 77

R & M Academic Buildings	\$194,000	
R & M Dormitories	121,000	
Dining Hall	<u>10,000</u>	
	\$325,000	
	\$325,000	
Utilities	168,000-	(8,000 Dining Hall 105,000 Academic bldgs. 55,000 Dormitories
	<u>157,000</u>	
Dorm Bond	<u>37,000</u>	
	120,000	
Furniture	<u>10,000</u>	
	110,000	
Discretionary (Dir. Adm. Serv.)	<u>10,000</u>	
	\$100,000	

The "Cold" figures show an increase of approximately 6.2% for repairs and maintenance. However, due to increase in energy costs, the increase is actually only 2.8% or \$100,000.00. This means that while we received 1/2 of the requested funds for dormitory furniture, we will have to use regular budgeted funds to cope with the Frazier Jelke problem and will have to hope for a capital funds gift to fund any dormitory renovation. The "classroom experiments" on the 2nd floor of Palmer are funded from the current year's regular budget.

MEMPHIS LIGHT, GAS & WATER RAISE - 25% on Gas - 1st of April
25% on Electricity - 1st of June

	FISCAL - 1974		FISCAL - 1976	
	Elect.	Gas	Elect.	Gas
June	7,134.88	1,261.62	8,918.60	1,577.03
July	7,640.15	963.76	9,550.19	1,204.70
August	7,505.81	963.23	9,382.26	1,204.04
September	8,738.48	1,452.04	10,923.12	1,815.05
October	7,190.43	1,708.54	8,988.04	2,135.68
November	6,310.90	3,675.06	7,888.63	4,593.83
December	4,430.24	3,333.60	5,537.80	4,167.00
January	6,254.88	4,445.33	7,818.60	5,556.66
February	5,800.34	4,175.44	7,250.43	5,219.30
March	6,190.14	3,680.54	7,737.68	4,600.68
April	7,617.54	1,611.48	9,521.93	2,014.35
May	<u>10,044.80</u>	<u>1,154.40</u>	<u>12,556.00</u>	<u>1,443.00</u>
TOTAL	<u>84,858.59</u>	<u>28,425.04</u>	<u>106,073.28</u>	<u>35,531.32</u>
25%	<u>21,214.65</u>	<u>7,106.26</u>		
	106,073.24	35,531.30		

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT - January 29, 1976

The committee met in Room 300, S. DeWitt Clough Hall with the full membership present. The committee was called to order by Chairman Charles Cobb. Mr. Sam Weintraub, a Memphis attorney and general chairman of the Memphis Community Campaign, was introduced to the committee and reported on this area of the Southwestern Fund. With a 1975-76 goal of \$180,000 from the Memphis Community, approximately \$50,000 have been received to date. This is in advance of the actual launching of the Memphis campaign which will open March 8 and conclude about mid-April. It was reported that additional campaign leadership is being recruited and that two Memphis leaders, Mr. Whitney Brown and Mr. Joseph Orgill III have already agreed to assist in the campaign. Mr. Weintraub commented on the able help he has received from trustees and that the outlook is positive for success in this campaign.

Mr. Ron Yarbrough, Director of Development, reported on the growth in membership of the Charles E. Diehl Society of Southwestern. Three new members have joined the Society this year. The Society, which held its annual celebration on Wednesday night, undergirds in an important way all other aspects of the annual Southwestern Fund.

Mr. Josh Brown, Director of the Southwestern Fund, reported that the alumni campaign is running ahead in receipts and pledges compared to those received this time last year. He pointed out, however, that solicitation of alumni prospects rated at \$500 and up has not been encouraging to date. For example, of the fifty-five alumni in Memphis so rated, only ten have given at this level. Other prospects have shown increases, though not to the \$500 level. In discussion by the committee, it was agreed that any increase is a step in the right direction and that the movement to higher levels of annual giving takes time. It was also suggested that special attention might be shown these rated prospects through meetings on campus, social occasions with the president, etc. It was suggested that the steering committee review these names and that planning for further cultivation should include the president and the Director for Institutional Advancement.

Mr. Park Moore, Director of Planned Giving and Church Relations, reported on the church and estate planning seminar held with Memphis Presbytery. Twenty-five people representing six churches were involved in this seminar which was successful in generating interest in the various aspects of estate planning. Mr. Moore also reported on another estate planning seminar held expressly for women. From a list of alumnae, previous donors, and friends of the college, approximately forty women came to one or more of the three sessions of this seminar. Over-all, both these efforts are considered successful additions to the college's program of Planned Giving. Mr. Moore reported also on the area of church relations. He pointed out that Southwestern continues to serve as a meeting place for church groups, to furnish ministers for local pulpits and through the Kinney Program. Currently under consideration by Southwestern and the Memphis Presbytery is the possibility of the college's housing a Christian Educational Resource Center. The college is also in the early stages of examining a Rest/Reading/Relaxation program for ministers of the PCUS wherein college facilities would be available at nominal cost for ministers and their families to spend a few days away from the schedule and demands of parish responsibility.

The college is seeking to stay in close communication with the Church through attendance at meetings, through regular mailings, and through special mailings to church, presbytery and synod officials.

Mr. Frank Mitchener, chairman of the Southwestern Development Council, brought the committee up to date on progress in the Capital Funds Campaign. He said that many proposals are now in the hands of trustees and that this period of decision-making leading to commitment is a difficult and time-consuming process. He reported an initial gift of one-half million dollars has been committed to the campaign and that the outlook is very encouraging indeed.

Mr. Loyd Templeton, Director for Institutional Advancement, recapped briefly the highlights of the fiftieth anniversary celebration held in October. He reported that news coverage by the media was excellent and that he felt that we were successful in making an impact on the greater Memphis area. Mr. Templeton gave an enthusiastic report on the work of the Executive Board of the Alumni Council, saying that they were hard at work in areas that are immediately beneficial to Southwestern students as well as alumni. For example, one committee of the Alumni Executive Board is working in the area of career guidance and is setting up a series of meetings between students and alumni who are now professionals in various career fields. The first such meeting was held on Wednesday night when eight Southwestern graduates who are now practicing attorneys met with twenty-five current students in an informal discussion. Other activities of the Board include the launching of an alumni faculty lecture series this spring and consideration is being given the establishment of an alumni award for outstanding teaching. It was also reported that spring trips have been scheduled to nine cities for meetings with alumni, prospective students and their parents, parents of current students and other friends of the college. Trustee assistance can be an important factor contributing to the success of these Southwestern meetings.

At the conclusion of the committee's discussion of its agenda items, Ms. Joellyn Forrester, a student member of the committee, asked that the committee consider another concern. Ms. Forrester, and student member Neil Mara said that the raise in tuition for next year to be acted on by the Board at this meeting is a very important student concern on campus. An immediate result of increased tuition will be that some students now in attendance at Southwestern will be unable to afford to come back in the fall, according to Ms. Forrester. This eventuality pertains not only to students currently receiving financial aid, but also to those students whose financial resources are already stretched to the limit in order to pay their own way. A further and long-term consideration was that continued increases in tuition would slowly change the composition of the Southwestern student body. In the discussion that followed important questions were raised, such as:

- Can student financial aid be increased to offset the raise in tuition?
- Can current students be given preferential aid over new students?
- Can the president's discretionary fund or other discretionary funds be used in emergencies where current students find themselves financially unable to continue enrollment at Southwestern?
- Can financial help be enlisted from a student's local church or friends of the college in his home town or region?

This committee was unable to answer these and other questions that presented themselves, but a motion was made by Ms. Forrester and seconded by Mr. Brown as follows:

That the committee express its concern that increases in tuition work a hardship on current students forcing some of them to drop out of Southwestern, and further, may in time change the composition of the student body; that the college and the Board of Trustees find ways other than increases in tuition to meet rising costs; that those students currently enrolled at Southwestern who face being unable to return in the fall should be searched out and an effort made to meet their needs in some way.

This motion was passed unanimously.

In conclusion the chairman summarized that this very concern is one of the main reasons for a Capital Funds Campaign and dramatizes the college's need for expanded resources for student aid.

The meeting was adjourned.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - January 29, 1976

The Committee was called to order by Chairman John Wade, at 3:00 p.m. Besides the Chairman, those present were trustees Jere Nash and Morton Prouty, Jr.; faculty members Emmett Anderson, Jack U. Russell, Jack Farris, Charles Warren; students Dayna Deck and Ted Eastburn; and ex officio administrators Ray M. Allen, Mary Jo Miller, and Robert G. Patterson. Professor Douglas W. Hatfield was invited to sit with the committee as a visitor.

On motion from Dean Patterson, the Committee recommended to the Board the following promotions in rank, effective with the 1976-77 Session: William Thomas Jolly, to become Professor; and Wilmer A. Sweetser, to become Associate Professor.

There were no tenure decisions to be enacted.

Dean Ray M. Allen presented an informational report on the present status of admissions and financial aid.

Dean Patterson presented a copy of the proposed Fiscal '77 budget, arranged in general categories of function, with comparable figures for several previous years. The committee received the report as information.

Using papers prepared for the committee by Professors Hatfield and Warren, the committee discussed current trends in liberal arts education, particularly the condition of humanities, and the relation of liberal arts education to career preparation.

Dr. Wade led the committee in a discussion of matters that might be fruitfully treated by the committee at later sessions. Suggested topics included:

The "Man" course: its current substance and health?

Should financial aid be need-based, or be used to attract talent?

Faculty fringe benefits: is there more that should be done?

Follow-up on previous actions of the committee

The committee adjourned at 5:00 p.m. After adjournment, several members of the committee toured academic facilities in Palmer Hall, including second floor classrooms and ground floor theater facilities.

REPORT OF THE COMMITTEE ON FINANCE - January 29, 1976

The Committee convened at 3:00 P.M. in the Directors' Room of Palmer Hall with Mr. William W. Mitchell (Chairman of the Committee), Mr. Wayne W. Pyeatt, Mr. William H. Mitchell, Mr. Richard A. Trippeer, Jr., Mr. Helmuth M. Gilow, Mr. Charles C. Orvis, Mr. James Ramsey, Miss Carol Ellis, Mr. James W. Jobes, Mr. Paul L. Hallock and by invitation Dr. Marshall P. Jones, Chairman of the Budget Committee.

The Committee received as information the attached Monthly Financial Report for December 1975 and the attached Endowment Performance Report through December 31, 1975.

The College's proposed 1976-77 Budget, as recommended by the Budget Committee and approved by President Daughdrill, was examined and discussed.

The Committee reviewed the proposed tuition, room and board charges for 1976-77, as incorporated in the budget. There was substantial discussion by members of the Committee (including faculty, students, administrators, and trustees) relative to the increased charges for tuition, room and board. Due to several non-increasing revenue sources, student payments must bear a disproportionate share of increased College expenses. This is a matter of real concern to the entire Committee.

The attached recommendation for an increase in the College's contribution to TIAA/CREF retirement annuities for faculty and staff was also considered. (Attachment G-11, p. 34)

The Committee voted unanimously to approve the 1976-77 Budget for the College as presented and to recommend the Budget for final approval by the full Board. This action included approval of specified tuition, room and board charges and of the proposed increase in retirement contributions.

Upon completion of the final item of business on the agenda, the Committee took a walking tour of Theatre Six and the second floor of Palmer Hall.

There being no further business the Committee adjourned.

MONTHLY BUDGET
SOUTHWESTERN AT MEMPHIS

Month (through) December 1975

	MONTH			YEAR TO DATE			ANNUAL	
	1/12 Budget	Actual December 1975	Percent Actual/ Budget	6/12 Budget	Actual	Percent Actual/ Budget	Annual Budget	Percent Actual/ Budget
INCOME								
EDUCATIONAL & GENERAL:								
Tuition & Fees	\$ 225,729.17	\$ 204,512.04	90.6	\$ 1,354,375.02	\$ 1,857,233.84	137.1	\$ 2,708,750.00	68.6
Annual Support Prog.	37,758.33	106,968.09	283.3	226,549.98	229,271.41	101.2	453,100.00	50.6
Endowment Income	35,916.67	34,702.55	96.6	215,500.02	149,829.65	69.5	431,000.00	34.8
Church Gifts & Grants	13,750.00	29,090.01	211.6	82,500.00	69,559.92	84.3	165,000.00	42.2
Continuing Education	833.33	3.00	-	4,999.98	7,856.33	157.1	10,000.00	78.6
Other Income	11,250.00	10,276.05	91.3	67,500.00	29,013.59	43.0	135,000.00	21.5
TOTAL EDUCATIONAL AND GENERAL	325,237.50	385,551.74	118.5	1,951,425.00	2,342,764.74	120.1	3,902,850.00	60.0
Auxiliary Enterprises	87,326.67	67,233.22	77.0	523,960.02	933,511.88	178.2	1,047,920.00	89.1
Student Aid	3,750.00	-0-	-	22,500.00	7,640.13	34.0	45,000.00	17.0
TOTAL INCOME BUDGET	416,314.17	452,784.96	108.8	2,497,885.02	3,283,916.75	131.5	4,995,770.00	65.7
EXPENSE								
EDUCATIONAL & GENERAL:								
Instruction & Research	145,353.33	165,453.03	113.8	872,119.98	824,328.58	94.5	1,744,240.00	47.2
Library	17,226.58	31,779.58	184.4	103,359.48	106,174.55	102.7	206,719.00	51.4
Athletics	15,591.43	17,685.17	113.4	93,548.58	104,988.74	112.2	187,097.00	56.1
Student Services	32,127.00	45,440.38	141.4	192,762.00	186,962.86	97.0	385,524.00	48.5
Plant Operation & Maint.	53,045.58	63,823.77	120.3	318,273.48	272,626.46	85.7	636,547.00	42.8
General Administration	69,467.08	79,072.56	113.8	416,802.48	363,435.63	87.2	833,605.00	43.6
TOTAL EDUCATIONAL AND GENERAL	332,811.00	403,254.49	121.2	1,996,866.00	1,858,516.82	93.1	3,993,732.00	46.5
Auxiliary Enterprises	56,419.83	91,813.84	162.7	338,518.98	316,544.52	93.5	677,038.00	46.8
Student Aid	27,083.34	148,389.48	547.9	162,500.04	159,063.30	97.9	325,000.00	48.9
TOTAL EXPENSE BUDGET	416,314.17	643,457.81	154.6	2,497,885.02	2,334,124.64	93.4	4,995,770.00	46.7
EXCESS OF INCOME OVER EXPENSE (DEFICIT)	\$ -0-	\$ (190,672.85)		\$ -0-	\$ 949,792.11		\$ -0-	

Minutes of Board of Trustees meeting held January 29-30, 1976

INCOME BUDGET

	<u>1975-76</u>	<u>1976-77</u>
Tuition	\$ 2,625,000	\$ 2,887,500
Music and Special Fees	83,750	95,500
Room	378,000	427,050
Board	529,920	606,800
Annual Support Program	453,100	465,000
Endowment Income	431,000	461,660
Churches	165,000	130,000
Continuing Education	10,000	12,000
Bookstore	125,000	140,000
Interest and Other	75,000	70,904
Other Gifts and Grants	<u>120,000</u>	<u>98,000</u>
TOTAL INCOME	\$ <u>4,995,770</u>	\$ <u>5,394,414</u>

EXPENSE BUDGET SUMMARY

(Pages 3-5)

Minutes of Board of Trustees meeting held January 29-30, 1976

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Attachment G-4

	1975-76			1976-77		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
EDUCATIONAL AND GENERAL:						
Instruction and Research	\$ 1,613,095	\$ 131,145	\$ 1,744,240	\$ 1,775,783	\$ 133,893	\$ 1,909,676
Library	130,919	75,800	206,719	132,229	99,400	231,629
Athletics	112,597	74,500	187,097	120,656	74,500	195,156
Student Services	266,371	119,153	385,524	280,381	123,200	403,581
Plant Operation & Maint.	457,167	179,380	636,547	489,550	226,000	715,550
General Administration	<u>443,253</u>	<u>390,352</u>	<u>833,605</u>	<u>455,122</u>	<u>371,050</u>	<u>826,172</u>
TOTAL EDUCATIONAL AND GENERAL	<u>3,023,402</u>	<u>970,330</u>	<u>3,993,732</u>	<u>3,253,721</u>	<u>1,028,043</u>	<u>4,281,764</u>
Auxiliary Enterprises	108,567	568,471	677,038	19,050	668,600	687,650
Student Financial Aid	-0-	325,000	325,000	-0-	410,000	410,000
Budget Committee						
Contingency Fund					<u>15,000</u>	<u>15,000</u>
TOTAL EXPENSE BUDGET	<u>\$ 3,131,969</u>	<u>\$ 1,863,801</u>	<u>\$ 4,995,770</u>	<u>\$ 3,272,771</u>	<u>\$ 2,121,643</u>	<u>\$ 5,394,414</u>

EXPENSE BUDGET

<u>1975-76</u>		
<u>SALARY AND FRINGE BENEFITS</u>	<u>NON-SALARY</u>	<u>TOTAL</u>

<u>1976-77</u>		
<u>SALARY AND FRINGE BENEFITS</u>	<u>NON-SALARY</u>	<u>TOTAL</u>

EDUCATIONAL AND GENERAL:

INSTRUCTION AND RESEARCH:

Art	\$ 38,278	\$ 3,600	\$ 41,878	\$ 44,724	\$ 5,000	\$ 49,724
Religion	100,155	1,904	102,059	111,782	2,125	113,907
English	157,377	2,200	159,577	169,446	2,300	171,746
Foreign Languages	139,188	4,157	143,345	152,946	4,450	157,396
Language Center	8,203	1,244	9,447	8,735	1,269	10,004
Music	122,792	16,000	138,792	132,400	11,000	143,400
Philosophy	52,652	955	53,607	57,502	1,700	59,202
Communication Arts	28,745	2,700	31,445	29,317	3,500	32,817
Anthropology & Sociology	60,019	3,100	63,119	65,495	3,300	68,795
Economics	106,341	2,300	108,641	111,394	2,500	113,894
Education	28,809	1,100	29,909	29,397	1,550	30,947
History	63,982	1,560	65,542	91,043	1,625	92,668
International Studies	22,391	2,145	24,536	23,707	2,500	26,207
Political Science	47,848	1,600	49,448	51,617	2,100	53,717
Psychology	103,212	3,600	106,812	112,140	3,240	115,380
Biology	142,580	14,530	157,110	155,171	15,000	170,171
Chemistry	112,655	12,000	124,655	121,644	12,500	134,144
Mathematics	112,694	2,234	114,928	117,300	2,234	119,534
Physics	83,201	4,000	87,201	89,386	4,000	93,386
Computer Center	36,650	15,716	52,366	50,811	18,500	69,311
Continuing Education	45,323	34,500	79,823	49,826	33,500	83,326
TOTAL INSTRUCTION & RESEARCH	\$ 1,613,095	\$ 131,145	\$ 1,744,240	\$ 1,775,783	\$ 133,893	\$ 1,909,676
Library	130,919	75,800	206,719	132,229	99,400	231,629
Athletics	112,597	74,500	187,097	120,656	74,500	195,156

EXPENSE BUDGET

	1975-76			1976-77		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
STUDENT SERVICES:						
Admissions Office	\$ 86,992	\$ 36,000	\$ 122,992	\$ 98,537	\$ 36,000	\$ 134,537
Financial Aid Office	32,284	2,300	34,584	35,913	2,800	38,713
Registrar	33,965	5,000	38,965	36,344	4,600	40,944
Infirmary	16,986	2,600	19,586	16,795	2,600	19,395
Counseling	26,607	1,200	27,807	26,931	1,200	28,131
Student Center	5,544	8,338	13,882	3,476	8,700	12,176
Publications Board	-0-	22,900	22,900	-0-	22,900	22,900
Black Students Association	-0-	1,800	1,800	-0-	1,600	1,600
Student Government Assoc.	-0-	15,800	15,800	-0-	15,800	15,800
Dean of Students	<u>63,993</u>	<u>23,215</u>	<u>87,208</u>	<u>62,385</u>	<u>27,000</u>	<u>89,385</u>
TOTAL STUDENT SERVICES	266,371	119,153	385,524	280,381	123,200	403,581
PLANT OPERATION & MAINTENANCE:						
Housekeeping	181,777	19,030	200,807	209,687	22,000	231,687
Security	106,386	1,750	108,136	106,031	3,000	109,031
Repairs & Maintenance	127,835	12,000	139,835	128,891	14,000	142,891
Grounds	41,169	2,500	43,669	44,941	5,000	49,941
Building Expense	-0-	136,200	136,200	-0-	180,000	180,000
Trucks and Autos	<u>-0-</u>	<u>7,900</u>	<u>7,900</u>	<u>-0-</u>	<u>2,000</u>	<u>2,000</u>
TOTAL PLANT OPERATION & MAINTENANCE	457,167	179,380	636,547	489,550	226,000	715,550

EXPENSE BUDGET

Minutes of Board of Trustees meeting held January 29-30, 1976

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Attachment G-7

	1975-76			1976-77		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
GENERAL ADMINISTRATION:						
Board Meetings	\$ -0-	\$ 5,000	\$ 5,000	\$	\$ 5,500	\$ 5,500
President's Office	57,051	63,000	120,051	61,792	53,000	114,792
Business Office	151,339	50,700	202,039	151,225	45,700	196,925
Interest	-0-	95,000	95,000		93,000	93,000
Insurance	-0-	39,668	39,668		46,000	46,000
Dean of College	82,254	66,000	148,254	77,253	62,000	139,253
Development Office	80,049	34,634	114,683	86,923	29,500	116,423
Institutional Advancement	<u>72,560</u>	<u>36,350</u>	<u>108,910</u>	<u>77,929</u>	<u>36,350</u>	<u>114,279</u>
TOTAL GENERAL ADMINISTRATION	443,253	390,352	833,605	455,122	371,050	826,172
TOTAL EDUCATIONAL AND GENERAL	3,023,402	970,330	3,993,732	3,253,721	1,028,043	4,281,764
AUXILIARY ENTERPRISES:						
Dining Hall	90,000	316,060	406,060		430,600	430,600
Bookstore	18,567	104,124	122,691	19,050	117,000	136,050
Dormitories	<u>-0-</u>	<u>148,287</u>	<u>148,287</u>		<u>121,000</u>	<u>121,000</u>
TOTAL AUXILIARY ENTERPRISES	108,567	568,471	677,038	19,050	668,600	687,650
Student Financial Aid	-0-	325,000	325,000		410,000	410,000
Budget Committee						
Contingency Fund					<u>15,000</u>	<u>15,000</u>
TOTAL EXPENSE BUDGET	\$ 3,131,969	\$ 1,863,801	\$ 4,995,770	\$ 3,272,771	\$ 2,121,643	\$ 5,394,414

BUDGET NOTES

	<u>1975-76</u>	<u>1976-77</u>	<u>Percent Increase</u>
Tuition	2,500	2,750	10
Room	525	585	11.4
Board	736	820	11.4
TOTAL	3,761	4,155	10.5

Basic Assumptions:

Tuition:

Opening Fall Enrollment	1,082	1,075
Full Time Equivalents	1,050	1,050

Room:

Dormitory Capacity	748	748
Dormitory Occupancy	720	730

Board:

Number of Boarding Students	720	740
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CAPITAL FUNDS CAMPAIGN EXPENSES

	<u>1975-76</u>	<u>1976-77</u>
Consultant's Fees	\$ 30,717	\$ 23,717
Consultant's Expenses	5,000	5,000
Southwestern Development Office Special Expenses for Capital Funds Program (Travel, Special Events, Printing, Promotion)	3,500	4,000
Secretary - Salary & Fringe Benefits		8,200
Research Assistant + Salary & Fringe Benefits	<u>6,606</u>	<u>7,100</u>
TOTAL	\$ <u>45,823</u>	\$ <u>48,017</u>

Note:

Expenses to be covered by proceeds
of Capital Funds Campaign

INVESTMENT PORTFOLIO

<u>DATE</u>	<u>ADDED OR WITHDRAWN AMOUNT</u>	<u>STANDARD & POORS ADJ. FOR INCOME</u>	<u>DOW-JONES ADJ. FOR INCOME</u>	<u>VALUE OF THE ACCOUNT</u>	<u>NUMBER OF UNITS</u>	<u>TOTAL VALUE PER UNIT</u>	<u>INCOME SINCE INCEPTION</u>	<u>INCOME VALUE /UNIT</u>	<u>PRINCIPAL VALUE /UNIT</u>
12/31/74	8,153,723.84	68.56	616.24	8,153,723.84	81,537.24	100.00	.00	.00	100.00
1/15/75	(7,025.08)	72.29	654.94	8,429,735.70	81,469.35	103.47	32,315.20	.40	103.07
1/31/75	(32,315.20)	77.29	706.89	8,677,223.07	81,167.08	106.91	32,315.20	.40	106.51
2/15/75		81.95	739.96	9,003,169.35	81,167.08	110.92	46,310.22	.57	110.35
2/28/75	(22,932.82)	82.17	745.16	9,044,394.94	80,961.79	111.71	64,323.02	.79	110.92
3/14/75	(9,075.00)	85.48	781.04	9,187,928.39	80,881.90	113.60	91,376.96	1.12	112.48
3/31/75	(34,912.58)	84.25	777.49	9,050,213.16	80,571.10	112.33	104,632.82	1.28	111.05
4/15/75	(5,397.22)	87.34	826.00	9,238,458.04	80,524.06	114.73	149,782.73	1.84	112.89
4/30/75	(45,149.91)	88.50	833.84	9,163,437.63	80,129.25	114.36	149,782.73	1.84	112.52
5/15/75		92.76	862.90	9,616,627.94	80,129.25	120.01	181,161.91	2.23	117.78
5/31/75	(31,379.18)	92.65	847.99	9,523,128.26	79,866.09	119.24	182,361.91	2.24	117.00
6/15/75	(1,200.00)	92.16	841.67	9,443,916.87	79,855.94	118.26	218,218.15	2.69	115.57
6/30/75	(43,696.24)	97.00	898.02	9,623,017.51	79,494.96	121.05	230,883.15	2.85	118.20
7/15/75	(4,825.00)	97.57	902.42	9,562,241.48	79,454.87	120.35	260,396.94	3.22	117.13
7/31/75	(29,513.79)	90.87	853.82	9,039,923.31	79,196.32	114.15	260,396.94	3.22	110.93
8/15/75	-0-	88.64	849.53	8,884,988.06	79,196.32	112.19	279,823.19	3.47	108.72
8/31/75	46,823.75	89.30	860.71	8,920,772.81	79,614.20	112.05	289,018.19	3.59	108.46
9/15/75	(9,195.00)	85.47	830.35	8,696,911.08	79,530.11	109.35	331,585.56	4.12	105.23
9/30/75	(41,390.77)	86.62	822.61	8,748,340.44	79,155.60	110.52	332,285.56	4.13	106.39
10/15/75	(700.00)	92.13	867.52	9,159,507.62	79,149.55	115.72	360,533.37	4.49	111.32
10/31/75	(28,247.81)	92.10	868.02	9,170,857.77	78,906.50	116.22	361,253.37	4.50	111.72
11/15/75	(720.00)	94.18	887.21	9,374,951.98	78,900.41	118.19	380,181.16	4.74	113.45
11/30/75	(22,366.54)	94.60	895.76	9,297,898.91	78,711.07	118.13	397,161.16	4.96	113.17
12/15/75	-0-	91.60	873.22	9,160,560.36	78,711.07	116.38	443,608.21	5.55	110.83
12/31/75	(45,375.54)	93.86	890.67	9,168,628.82	78,722.59	117.06	449,019.88	5.62	111.44

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - January 29, 1976

The Student and Campus Life Committee of the Board of Trustees, Southwestern at Memphis, met with all present, and heard the following report.

1. Professor Donald Tucker, Chairman of the Board-established Goal 22 Committee, presented to this committee the final report of the Goal 22 Committee. A copy of this report is attached to these minutes.

After much discussion Mr. Michael McDonnell moved that this committee accept the report of the Goal 22 Committee and asked the Board to receive it. He further moved that the Board request that the President and/or his delegate working with faculty and students report back to the full Board at the Fall 1976 meeting of steps taken to implement this report and that an interim progress report be made to the Board at the next meeting, Spring 1976. The motion was passed unanimously.

2. This committee at its last meeting in the Fall of 1975 had requested that Dean Bo Scarborough bring to it some information about his plans for working with Town Students on the Southwestern campus. Mr. Scarborough spoke of several approaches he and others are taking to this problem of the alienation of these non-resident students, but more fully developed for the committee his major proposal to reorganize the relation of residence halls on campus into a system of four Commons. The involvement of Town Students, as freshman, is an integral part of his plan. He hopes through this to begin a process of integrating the Town Students with the residence hall students rather than the segregation of them into separate units or into the Student Center. He expects this to take several years before the effect can be measured. The details and possibilities of this proposal were discussed thoroughly by the committee and much hope was expressed by those that this would begin to assist the Town Students into becoming more a part of the campus life.

REPORT OF THE "GOAL 22" COMMITTEE TO THE COMMITTEE ON STUDENTS AND CAMPUS LIFE
OF THE SOUTHWESTERN BOARD OF TRUSTEES

INTRODUCTION: The "Goal 22" committee recognizes that it has taken certain liberties in the preparation of this report, but it believes that conditions in the Southwestern athletic program justify those liberties. There are, the committee finds, serious problems of priorities, inadequate funding and morale which cause the athletic department to be one of the weakest in the college. Moreover, there is among students and faculty a general apathy and lack of confidence toward the athletic department. Convinced that a college which strives for excellence can ill afford to do anything poorly, the committee urges the Board of Trustees to consider the course of action which is suggested in this report.

GENERAL FINDINGS OF THE COMMITTEE:

I. ALLOCATION OF FINANCIAL RESOURCES: The resources of the department of athletics and physical education are devoted primarily to maintaining the program of varsity athletics. The department has an annual non-salary budget of \$74,500, of which \$22,000 (this and subsequent figures are approximations) is spent directly on varsity football, \$10,000 on varsity basketball for men, \$6,000 on varsity baseball, and \$6,000 on varsity track. (There are certain indirect and incidental costs, such as recruiting, which are not included in these figures.) These four varsity programs involve an average participation of approximately 95 students (football 45, basketball 15, baseball 20, and track 15) and require \$44,000 (almost 60%) of the total non-salary budget. The remaining \$30,500 of non-salary funds are used for minor varsity sports for men (\$5,000), varsity athletics for women (\$3,000), physical education and intramurals (\$7,000), and insurance, equipment room and general office expenses (\$15,500).

It is the opinion of the committee that no significant economies can be effected in the present varsity operation, largely because the non-subsidized nature of Southwestern's program and membership in the College Athletic Conference require the football and basketball teams to travel long distances (300-400 miles in each direction) in order to compete against teams of comparable ability. Nearly all travel is presently done by bus or van.

II. FINANCIAL AID FOR STUDENT-ATHLETES: Student-athletes at Southwestern may be granted financial aid, even though they theoretically receive no preferential treatment. The committee on admissions and financial aid has traditionally recognized participation in a varsity sport to be a form of special achievement and has granted "Special Achievement Awards" to those athletes whose financial need is demonstrated by a Parents' Confidential Statement. While "Special Achievement Awards" are not granted exclusively to student-athletes, a study shows that for the 1975-76 year there are forty students who hold these awards, twenty four of whom are football players and six are male basketball players. Three "Special Achievement Awards" go to women, none of whom participates in varsity athletics.

III. VARSITY ATHLETICS: The program of varsity athletics for men has, for the past four years, been afflicted with tribulations and losing records. Football has been the healthiest, but has had no better than "break-even" records during the 1974 and 1975 seasons. The basketball team has had

dismal seasons for three consecutive years. Baseball has also had losing records, while track, tennis, golf and cross-country have been moderately successful. There is general apathy among students and faculty toward the varsity programs, as is indicated by the poor attendance at varsity games. Many people within the college community believe that the results and benefits to the total college community are not commensurate with the costs of the varsity program.

The Varsity athletic program for women has teams in volleyball, basketball, and tennis. These programs are small in terms of numbers of participants (a total of about 30 per year) and they have not generally had winning seasons, but the attitude of both players and coaches is healthy. The committee believes that women should be strongly encouraged to participate in the various programs.

- IV. PHYSICAL EDUCATION: Enrollment in physical education courses has been low for a number of years and a survey conducted in the spring of 1975 indicated that the majority of the 196 students polled considered the physical education program to be either fair or poor. The committee believes that the failure of the athletic department to offer attractive courses, the limited physical facilities, and the aversion of students to regimentation explain the low enrollments and negative attitudes. On the other hand, recent innovations in physical education have been well received by students. A sailing course (taught by faculty members outside the athletic department) was oversubscribed and equitation attracted 29 students.
- V. INTRAMURALS: The intramural program attracts some 250-300 students per year and appears to be sound. Teams representing fraternities, sororities, independents and dormitories compete in flagball, basketball, volleyball, softball and tennis. Conducted by students, the intramural program is probably the most successful facet of Southwestern's athletic program.
- VI. ATHLETIC FACILITIES: There are two major problems related to Southwestern's athletic facilities. The first problem is one of deficiency. There is no swimming pool, no adequate weight-lifting room and only two handball (racketball) courts. Racketball is growing in popularity, especially among women, and at least two additional courts are needed. The other problem is one of maintenance and operation generally.
- VII. PERSONNEL: The athletic staff consists of five full-time men, one full-time woman and one part-time woman. In addition, the baseball team is coached by two faculty members and the soccer team is coached by an unpaid volunteer from the community. The male members of the athletic staff think of themselves primarily (or exclusively) as varsity coaches and consequently have little interest in developing new programs or teaching physical education classes, even though they ostensibly assume responsibility for physical education.

The basketball program, in particular, poses several thorny problems. The coach, when discussing the team's poor performance of recent years, has expressed the view that it is difficult to attract good players without offering basketball scholarships, as do most other colleges in our area. Moreover, the basketball coach's recruiting and coaching efforts are limited by the fact that he does not have an assistant coach. The committee observes, however, that the basketball coach does devote a portion of his time to a business venture outside the college and that the lackadaisical attitude displayed

by the team in recent years suggests an absence of the dedication and discipline necessary for success in athletic competition. The committee recommends that the administration inquire into this matter, to determine the actual effect, if any, of this outside interest.

Poor morale has been a problem among some members of the athletic staff, who are inclined to feel unappreciated by the rest of the college community. The fact that several coaches have received little or no salary increment during the last four years and that the department has, in the name of austerity, been deprived of its secretary, have had detrimental effects on morale.

The director of athletics, after being admonished to do so by administrative superiors, has made an effort to supervise the program more carefully and improve offerings in physical education, but more improvement is needed.

CONCLUSIONS:

The Goal 22 Committee supports the spirit of Goal 22 as written. However, it makes the following conclusions and recommendations:

1. The present financial resources are spread too thin. More money is needed for women's athletics, life-time sports, new facilities and better maintenance of present facilities. Unfortunately, there seems to be no way to reallocate present funds. Southwestern will continue to have a mediocre program of athletics unless one of two things happen - either more money must be allocated for the total athletic budget, or part of the present program must be eliminated.
2. Most of the resources of money and personnel are now devoted to varsity athletics, which involves participation by less than 15% of the student population. The committee recommends that a larger percentage of the overall athletic budget be devoted to non-varsity athletics.
3. The present salaries of the athletic staff are too low. The committee believes that salaries and salary advancement for members of the athletic department should be on a comparable scale to those paid to the members of the academic community here at Southwestern. At all times Southwestern should hire the best available personnel in this department that it can afford. The committee feels that particular attention should be given to the office of athletic director, and to how this office might be strengthened either through additional personnel or new personnel. The college's administration has tolerated a standard of performance in the athletic department that would be intolerable in other areas of the college community.

GOAL 22 COMMITTEE

Marion Birge	Jim Ramsey
John Daniel	Patty Smith
H. Gilow	Hewitt Tomlin
Herb Gunn	Donald Tucker, Chairman
Carl Hill	Jan Taylor Weeks
Thayer Houts	Anne Marie Williford
Mike McDonnell	Ron Yarbrough

REPORT OF COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - January 29, 1976

The Committee met at approximately 3:00 P.M. on Thursday, January 29, 1976, all members present except Messrs. Neely Mallory and John Bryan.

The minutes of the last meeting were approved after substituting "selection of these Trustees" for "awarding of these degrees" and "for" for "to" in paragraph 10.

The Administrative Evaluation Forms and process were considered and certain changes suggested by President Daughdrill in his memorandum to the Administrative Management Team were approved.

The qualifications of Trustees of the Class of 1976 were then considered, along with those of suggested new Board members. It was decided to ask authority of the Board to submit names to the Nominating Committees of the Synods in advance of the next Board meeting.

A plan for designating a suite for the use of visiting ministers and their wives was considered and approved.

Evaluation forms for the last Board meeting were then considered and found to contain several useful suggestions. It was decided that their use should be encouraged. One suggestion was that all entertainment of Board members should be informal except in connection with special events.

A resolution required by the Internal Revenue Service was recommended to the Board as follows:

Southwestern At Memphis has a sexually and racially non-discriminatory policy as to students and therefore does not discriminate against applicants and students on the basis of sex, race, color, and national or ethnic origin.

There being no further business, the committee adjourned about 5:30 P.M.

RECOMMENDATION:

That Southwestern's contributions to TIAA/CREF retirement annuities for employees be changed

- FROM:** (a) 5% of the portion of the employee's salary up to the social security base, plus
- (b) 10% of that portion of an employee's salary above the social security base.

- TO:** (a) 6% of the portion of the employee's salary up to the social security base, plus
- (b) 11% of that portion of an employee's salary above the social security base

And

That the minimum required contribution from the employee be reduced from 5% of the employee's gross salary to 4% of the employee's gross salary.