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 1:30 P.M. on Wednesday, October 16, 1974, pursuant to written notice.

The meeting was called to order by the Chairman, Robert D. McCallum, and Dr. Kenneth G. Phifer led the meeting in prayer.

The Chairman introduced the new members, Margaret R. Hyde, G.R. Hollingsworth, and Martin B. Seretean, and welcomed them to the Board. The Chairman also recognized Honorary Life Trustee, Edmund Orgill, who has been ill, and welcomed him.

The members of the Board of Trustees present were:

**Synod of the Mid-South**
- Sterling J. Edwards, Jr., '75
- Walter P. Armstrong, Jr., '77
- L. Palmer Brown, '76
- Jefferson Davis, '77
- David H. Edington, Jr., '77
- Margaret R. Hyde, '75
- Paul Tudor Jones, '76
- Wayne W. Pyeatt, '77
- Martin B. Seretean, '78
- S. Shepherd Tate, '78
- Spence L. Wilson, '75

**Synod of Red River**
- Edward M. Carmouche, '75
- G.R. Hollingsworth, '78
- Evelyn Landis, '75
- Kenneth G. Phifer, '77

**Faculty Members**
- Richard Batey, '75
- Charles Warren, '76
- Kenneth Williams (alternate)

**Student Members**
- Theresa Cloys
- Mary Margaret Falls
- Arthur Kellerman

**Honorary Life Trustee**
- Edmund Orgill

**Present by Invitation**
- James H. Daughdrill, Jr., President, ex officio
- Loyd C. Templeton
- Anne Marie Williford
- Ron A. Yarbrough
- David C. Ferner
- Josephine Hall
- Marshall P. Jones
- Robert G. Patterson

The Chairman announced that during the absence of Fred W. Neal (Faculty Board member), Kenneth Williams, Professor of Mathematics, would serve as his alternate from the faculty to the Board.

The following members were absent:

**Synod of the Mid-South**
- John H. Bryan, Jr., '76
- Charles P. Cobb, '77
- William B. Dunavant, '78
- C.B. Harrison, '75

**Elected by Trustees**
- Michael McDonnell, '76
- W. Neely Mallory, '75
- William W. Mitchell, '76
- Sidney A. Stewart, Jr., '75

**Synod of the Mid-South**
- Stanley J. Buckman, '78
- John H. Stennis, '75
- Anne Wilson, '75
Upon motion duly made and seconded, the minutes of the meeting of the Board of Trustees held on May 24, 1974, and the minutes of the meeting of the Executive Committee held on September 16, 1974, copies of which were sent to each member of the Board, were approved.

The Chairman recognized President Daughdrill to make the President's Report.

President Daughdrill presented to the meeting the Annual Report of the President and the Administrative Management Team 1973-74 and discussed the highlights of the year. Copy of this Report was given to each member of the Board.

The Chairman thanked President Daughdrill for a very successful year and for the outstanding job he has done as President.

President Daughdrill next presented to each member of the Board a Trustee's Notebook, and he reviewed with those present the contents of the Notebook. At this time he also introduced new faculty and student Board members: Richard Batey, Professor of Bible and Religion; Charles O. Warren, Jr., Associate Professor of Biology, Kenneth G. Williams, Professor of Mathematics, Theresa Gale Cloys, Mary Margaret (Peg) Falls, and Arthur Lodge Kellerman. The Chairman welcomed them to the Board.

President Daughdrill then discussed the outline of the Annual Objectives 1974-75 and of the Draft Ten-Year Master Plan 1974-1984 which were contained in the Trustee's Notebook.

The Board recessed at 12:30 P.M. in order for the various committees to meet during the afternoon and to prepare their reports for the meeting of the Board tomorrow at 9:00 A.M. (See Attachment A, p.8)

* * * * * * *

The Board of Trustees resumed its meeting on Thursday, October 17, 1974, at 9:15 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 the Reverend Dan F. Goodwin, Jr. led the meeting in prayer.

The Chairman thanked Messrs. Cobb and Carmouche and their wives for the beautiful dinner party last night at the Memphis Country Club. He expressed the regret of the Board that the Cobbs could not be present and expressed to Mr. Cobb and his family the sympathy of the Board in the loss of Mrs. Cobb's mother.

The Chairman asked the Secretary to write a letter to the Cobbs and to the Carmouches thanking them for the lovely dinner party.

The members of the Board of Trustees present were:
Minutes of Board of Trustees meeting held October 16 and 17, 1974

Synod of the Mid-South
Sterling J. Edwards, Jr., '75
Walk C. Jones III, '75
Robert D. McCallum, '76
William H. Mitchell, '75
Judith Mitchener, '75
Jere B. Nash, Jr., '77
M. D. Frouty, Jr., '76
Hewitt P. Tomlin, Jr., '75
John W. Wade, '78

Elected by Trustees
Walter P. Armstrong, Jr., '77
L. Palmer Brown, '76
Charles P. Cobb, '77
Jefferson Davis, '77
David H. Edington, Jr., '77
Margaret R. Hyde, '76
Paul Tudor Jones, '76
Wayne W. Pyeatt, '78
Martin B. Seretean, '78
Sidney A. Stewart, Jr., '75
S. Shepherd Tate, '75
Spence L. Wilson, '75

Synod of Red River
Edward M. Carmouche, '75
Dan F. Goodwin, Jr., '76
G. R. Hollingsworth, '78
Evelyn Landis, '75
Kenneth G. Phifer, '77

Faculty Members
Richard Batey, '75
Charles Warren, '76
Kenneth Williams (alternate)

Student Members
Theresa Cloys
Mary Margaret Falls
Arthur Kellerman

Honorary Life Trustees
Edmund Orgill

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

Present by invitation
David C. Ferner
Josephine Hall
Marshall P. Jones

Frank Mitchener
Park H. Moore, Jr.
Robert G. Patterson

Loyd C. Templeton
Anne Marie Williford
Ron A. Yarbrough

The following members were absent:

Synod of the Mid-South
John H. Bryan, Jr., '76
John H. Stennis, '75
Anne Wilson, '75

Elected by Trustees
Stanley J. Buckman, '78
William B. Dunavant, '78
C. B. Harrison, '75
Michael McDonnell, '76
W. Neely Mallory, '75
William W. Mitchell, '76

Synod of Red River
William C. Rasberry, '78

The Chairman called upon President Daughdrill who made a very interesting report concerning activities of Southwestern friends, trustees, faculty and staff.

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. (See Attachment B, pp. 9-10)

Mr. Cobb then asked that Park H. Moore, Jr., Director of Planned Giving and Church Relations, be permitted to explain the Program of Planned Giving. The Chairman recognized Mr. Moore, who presented the Program with amendments.

A motion was duly made, seconded and unanimously passed that the Trustees adopt these recommended policies, as amended, as the college's program for planned giving. (See Attachment C, pp. 11-13)

Mr. Cobb asked that Frank M. Mitchener, Jr., General Chairman of the Southwestern Fund, be permitted to make a presentation. The Chairman recognized Mr. Mitchener, who explained the 1974-75 campaign which has a goal of $555,000.00. He pointed out that the goal for the Trustees would be $150,000, and he urged each of the Trustees to give and to work.
The Chairman thanked Mr. Mitchener for what the Mitchener family was doing on behalf of Southwestern and expressed the sentiments of everyone that we are fortunate to have him as the General Chairman.

The Chairman called upon Mr. Pyeatt, acting chairman of the Finance Committee in the absence of William W. Mitchell, to make a report for that committee. Mr. Pyeatt made the following report: (See Attachment D, pp. 14-18)

A motion was duly made, seconded and unanimously passed that the report be accepted.

The Chairman recognized Dr. Paul Tudor Jones, Chairman of the Committee on Board Directions and Leadership, to make a report for that committee. Dr. Jones presented the report of that committee. (See Attachment E, p. 19)

A motion was duly made, seconded and unanimously passed that the ByLaws with amendments presented to the meeting be adopted and that the ByLaws heretofore adopted be repealed.

Upon motion duly made and seconded the following resolution was unanimously passed:

WHEREAS, it appears that the former Synods of Tennessee, Mississippi and Alabama of the Presbyterian Church, U.S., to whom Southwestern has been officially related, have united themselves with the former Synod of Kentucky to form the Synod of the Mid-South, and that the Synod of the Mid-South at its constituting meeting confirmed that Southwestern At Memphis is an official institution of the Synod of the Mid-South (Minutes of meeting held in Birmingham, Alabama, July 31, 1973, p. 25; and August 1, 1973, p. 9), and

WHEREAS, it appears further that the Synod of Louisiana of the Presbyterian Church, U.S., to whom Southwestern At Memphis has been officially related, has united itself with the former Synods of Texas and Arkansas-Oklahoma to form the Synod of Red River, and that the Synod of Red River at its constituting meeting confirmed that Southwestern At Memphis is an official institution of the Synod of Red River (Minutes of the meeting held in New Orleans, Louisiana, September 25-26, 1973, p. 31), and

WHEREAS, it appears that the Board of Trustees shall, by petition, seek the consent of the Synods of the Mid-South and of Red River to revise the provisions of the Charter of Incorporation and its amendments as hereinbelow set out.

NOW THEREFORE we, the Board of Trustees of Southwestern At Memphis, apply to the State of Tennessee, by virtue of the general laws of the land, for an amendment to the Charter of Incorporation, as heretofore amended, for the following purposes:

1. The Synods of the Mid-South and of Red River of the Presbyterian Church, U.S. are substituted for the Synods of Tennessee, Alabama, Mississippi and Louisiana wherever the four last mentioned Synods are named in the Charter of Incorporation, or in any Amendments thereto.
2. The first grammatical paragraph of Article 3 of the Amendment adopted March 25, 1924, providing that the membership of the Board shall not exceed fifty, to be determined by the Synods with the power to elect and prescribe the terms of office, is amended so that the membership of the Board shall be eighteen (18) voting members elected by the Synods and eighteen (18) voting members elected by the Board with faculty, student, life and honorary members and one ex officio member as provided by the ByLaws of the Board.

3. The second grammatical paragraph of Article 3 of the Amendment adopted March 25, 1924, providing that the Synods shall have equal representation numerically upon the Board, is amended so that twelve (12) of the eighteen (18) voting members as specified in Article 2 of this Amendment shall be elected by the Synod of the Mid-South and that the remaining six (6) voting members of the Board shall be elected by the Synod of Red River.

4. The second grammatical paragraph of the Amendment adopted October 19-20, 1966, providing that of eighteen (18) trustees elected by the Board, at least three (3) shall be alumni of Southwestern At Memphis for four-year terms, is amended so that of the full thirty-six (36) trustees there shall be an adequate number of alumni trustees, with terms as provided by the ByLaws of the Board.

5. The second grammatical paragraph of the Amendment adopted October 4, 1927, relating to the selection of the presiding officer of the Board and providing that the President of the institution shall be an ex officio member of the Board but shall not be ex officio the presiding officer of the Board, is amended so that the presiding officer of the Board shall be elected from among the voting members of the Board, and that the President of the College be ex officio a member of the Board without vote.

6. The first grammatical paragraph of Article 4 of the Amendment adopted on March 25, 1924, relating to the power of the institution to accept and hold and manage as trustee any property purchased, bequeathed or devised to it for any special purposes germane to the objects of incorporation, is amended so as to include property given, conveyed or otherwise transferred to it.

A motion was duly made, seconded and unanimously passed that the President and the Secretary of the College are authorized to take whatever actions are necessary in order to amend the Charter in accordance with the above resolution.

Dr. P.T. Jones presented to the meeting the recommended statement as to Trustee's Responsibility. (Attachment F, pp.20-22)

A motion was duly made, seconded and unanimously passed that the Board adopt this document as guidelines and criteria in selecting Board members in the future.
A motion was duly made, seconded and unanimously passed that A.V. Pritchatt and Brown Burch be designated members emeriti of the Investment Committee and that Sidney A. Stewart, Jr. and W. Neely Mallory be elected to fill these vacancies on the Investment Committee.

The Chairman called upon Dr. Wade, Chairman of the Committee on Faculty and Educational Program, to give a report of that committee. Dr. Wade made the following report which was received: (See Attachment G, pp.23-24)

A motion was duly made, seconded and unanimously passed that special effort be made to increase remuneration of faculty to a level at least equal to average remuneration of college faculty nationally, and that it be done as rapidly as possible.

A motion was duly made, seconded and unanimously passed that the student-faculty ratio be reported regularly to the Board's Committee on Faculty and Educational Program, and through them to the Board, and that if the ratio continues to rise, the matter be given serious attention by the Board.

A motion was duly made, seconded and unanimously passed (a) That the objective of maintaining a faculty nationally represented by training and experience be continued; and (b) that emphasis be given to the search for appropriate minority candidates for faculty openings, with a view to increasing their representation in the faculty.

Dean Wade presented the Southwestern At Memphis Faculty Handbook 1972. A motion was duly made, seconded and unanimously passed that if the new ByLaws are adopted, then in accordance with the provision of Article VIII, Section 1, the Board now adopt as a statement of policy the provisions of Chapter II of the 1972 Faculty Handbook; and the provisions of Chapter III, Section A, with the deletion in Paragraph 5 of references to the Committee on Committees; and the provisions of Chapter III, Section B, Paragraph 8. (Attachment H, pp. 25-31)

Dean Wade pointed out that it is understood that the language as expressed in the above mentioned chapters is to be revised to conform appropriately to the new ByLaws, and exact language will be recommended at the next meeting of the Board.

There was a discussion relative to the salaries of faculty and staff.

Upon motion duly made and seconded, the following resolution was unanimously adopted.

It is the intent of the Board of Trustees to approve to the extent that circumstances and legal considerations permit, such salary increases as may be necessary to maintain the relationship between faculty and staff salaries and the cost of living index as it exists on November 1, 1974.

The Chairman called upon Walk C. Jones, Chairman of the Buildings and Grounds Committee, to give a report for that committee. Mr. Jones made the following report which was received: (See Attachment J, p.32)
The Chairman called upon Walter P. Armstrong, Jr., Chairman of the Committee on Students and Campus Life. Mr. Armstrong stated that because of work on the ByLaws and out of town commitments, he was unable to attend the entire meeting, and requested Dr. Edwards, Acting Chairman, to make the report for that committee. Dr. Edwards made the following report which was received. (See Attachment K, pp. 33-34)

The Chairman read a letter addressed to him, dated June 5, 1974, from Mac W. Freeman, Jr., Executive, Synod of the Mid-South, in which he stated:

"I am most grateful to the Board of Trustees of Southwestern At Memphis for the honorary degree conferred upon me last Saturday. I hope you will express my appreciation to the entire Board at your next meeting."

With regard to the honorary degrees, the Chairman stated that Mr. Armstrong and his committee were working on these, and that the committee would welcome any suggestions. He pointed out that, as usual, the commencement speaker is given an honorary degree and although work is being done to obtain the commencement speaker, acceptance has not been received at this time. The Chairman stated that the report of that committee would be given at the January meeting.

A motion was duly made, seconded and unanimously passed that in all existing corporate resolutions to banks and brokerage houses the authority given therein by the Board of Trustees of Southwestern At Memphis to Marshall Phillip Jones, Treasurer and/or Vice-President for Fiscal Affairs, is transferred to Marshall Phillip Jones, Vice-President for Financial Affairs.

A motion was duly made, seconded and unanimously passed that the administration be commended for all phases of the operations which brought about such a good financial result at the end of the last fiscal year.

The Chairman announced that the next meeting of the Board would be a one-day meeting on January 15, 1975, commencing at 9:00 A.M. He stated that the Diehl Society would have a dinner meeting the night before.

The Board went into executive session at 11:30 A.M.

There being no further business to come before the meeting, the meeting was adjourned at 11:45 A.M.

S. Shepherd Tate, Secretary
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<th>Committee Personnel</th>
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<td><strong>Board Directions &amp; Leadership</strong></td>
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<td>Paul Tudor Jones, Chmn.</td>
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<td><strong>Development &amp; Inst. Adv.</strong></td>
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<td>Wayne W. Pyeatt</td>
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<td><strong>Honorary Degrees</strong></td>
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REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT

In the absence of Neely Mallory, Ron Yarbrough reported that the Ad Hoc Committee on Resources has completed its work in Memphis. In addition, under the direction of Evelyn Landis, a Committee on Resources meeting was held in New Orleans in August and meetings will take place in several other cities across the country as the college prepares itself for the planned capital funds program.

Frank M. Mitchener, Jr., General Chairman of The 1974-75 Southwestern Fund, reported that a goal of $555,000 has been adopted by the Fund's Steering Committee, which met on Southwestern's campus the weekend of October 4 and 5. Also in attendance that weekend were more than forty individuals representing the leadership of The Southwestern Fund. Mr. Mitchener also reported that the following individuals have agreed to serve as members of the Steering Committee: Palmer Brown, President of The Charles E. Diehl Society; Mrs. A.G. Burkhart, Chairman of the Campus Committee; William F. Hughes, Chairman of the Alumni Committee; Norman Nicholson, Chairman of the Parents Committee; and W.C. Rasberry, Chairman of the Trustee Committee. Mr. Mitchener went on to add that his personal feeling is that enthusiasm and hard work can overcome the general uncertainty in today's economy.

Park H. Moore, Jr., Director of Planned Giving and Church Relations, presented to the committee a copy of suggested policies for planned giving. After considerable discussion and several amendments, Palmer Brown moved that the committee recommend to the Board the adoption of these guidelines as amended. The motion was seconded and passed.

Loyd C. Templeton, Jr., Director for Institutional Advancement, reported on activities within his department. Of particular interest to the committee was the new publication, Southwestern Today, a monthly newspaper of general interest to the college's alumni and friends. Mr. Templeton introduced Denis E. Meadows, Director of News Services, who recently joined the Southwestern staff.

Mr. Templeton also reported that the Alumni Executive Committee, wanting to become more involved in the life of the college, has conducted a thorough self study, and, as a result, a new constitution will be presented to the alumni on November 2, providing for a new alumni governing board structure. Once adopted, the new constitution will provide for and encourage greater alumni participation in such areas as career counseling, academic internships and job placement, and admissions. Also, an alumni survey is being conducted to determine which areas of interest Southwestern alumni wish to participate in. This survey is being conducted in conjunction with Professor Herbert W. Smith of Southwestern's Department of Psychology. Furthermore, the survey is developed in such a way as to determine what alumni think about their Southwestern experience. The results of this study will be useful to Dean Patterson in his consideration of future academic program development.

The anticipated consolidation into a central location of the various offices under Institutional Advancement was reported to the committee. It was also pointed out that, beginning, this year, more emphasis is being placed on coordinating the visits of different college representatives in such a way...
as to make these visits to cities outside of Memphis more effective. The idea here is to have the combined effect of a visit by representatives from Alumni Affairs, Admissions, Development, the President's Office, etc.

Mr. Templeton also reported that plans are now being put together for a celebration of the college's fiftieth year in Memphis which will occur in 1975.

Martin B. Seretean emphasized the need for more and better communication between the college and the Memphis community, particularly beyond those individuals already identified as friends of Southwestern. His suggestion was accepted and it was agreed that more effort should be expended toward this end.

Josh Brown, Director of the Southwestern Fund, expressed his appreciation for the volunteer leadership in this year's Fund. Mr. Brown went on to note the unusually high level of enthusiasm for Southwestern this year and interest in seeing that the college's needs are met. The consensus of the committee reflected this same feeling.

Dr. Richard A. Batey expressed appreciation to Edmund Orgill for the work that he has done for Southwestern over the years in helping to create a sound base upon which the current - and future - fund raising efforts can build.

David C. Ferner, of Frantzreb and Pray Associates, discussed with the committee members the state of the development program at Southwestern. Using several different diagnostic factors, the committee was asked to determine the state of health of the development program as it exists today. While the committee's score was somewhat higher than Mr. Ferner's, Mr. Ferner pointed out that the development program is a productive one but there still exists a great deal of potential yet unrealized. He also made several remarks which challenged the committee to work harder, give more and maintain enthusiasm now and in the future.
Program of Planned Giving (adopted by Board 10/17/74)

I. AUTHORITY

The Charter of Southwestern At Memphis as amended in 1924 provides that the general powers of the corporation include: "to purchase and hold, and to receive by gift or bequest, personal property in any amount and in addition to the personal property held or received by the corporation, it may purchase and hold any real estate necessary for the purpose of the corporation and may own or hold any real estate or personal estate which may be given, devised or bequeathed to the corporation, the same to be held and used for carrying out the corporate purposes; to sell and dispose of any of the corporate property, real or personal, which is not needed in carrying out the purposes of the charter and to apply the funds realized from such sales or conveyances to the corporate purpose; . . . to accept, hold and manage, as Trustee, any property purchased, bequeathed or devised to it for any special purpose germane to the objects of the corporation."

The Board of Trustees from time to time adopts particular policies for planned or deferred gifts. The current program was approved in principle in 1969, and the following policies and programs are specifically recommended in 1974.

III. GENERAL POLICIES

The overall policy in the Planned Gift Program is summed up thus:

Southwestern At Memphis encourages, solicits, and considers the acceptance of contributions of money and property and considers the acceptance of devises and bequests and all other funds or property made available for transfer by way of bequests, securities, trusts, deeds, annuities, insurance policies, rights, royalties, or otherwise, and to use and administer such funds or property for the furtherance of the established purposes of the institution and consistent with the relevant and practicable wishes of the donor.

In addition certain general policies prevail relating to philanthropic gifts:

1. Conflict of Interest. In all matters involving donors, or prospective donors, the interest of the donor shall come before that of Southwestern At Memphis.

2. Use of Legal Counsel. Southwestern At Memphis shall seek the advice of legal counsel in all matters pertaining to the planned gift program and will not execute an agreement without the advice of an attorney representing the college's interest. All agreements will follow the format of the specimens approved by counsel and appended to this document. All prospective donors will be urged to seek their own counsel in matters of estate planning, taxes, and planned gifts. It is not the province of the college staff to interpret law or to give legal advice, which function is for counsel who alone can bear responsibility for all legal conclusions and advice.
3. **Authority for Negotiation.** The following college representatives are authorized to negotiate planned gift agreements with prospective donors: the President, the Vice President for Financial Affairs, the Director of Development, the Director of Planned Giving, or others as designated by the President or Director of Development. Agreements shall follow the approved guidelines and specimen format, or must be approved by the President, Vice President for Financial Affairs, Director of Development and Director of Planned Giving upon the advice of an attorney representing the college. The President, or the Vice President for Financial Affairs, is authorized to sign planned gift agreements on behalf of Southwestern At Memphis.

4. **Confidential Information.** All information concerning a planned gift shall be kept in confidence by Southwestern and no public announcement will be released without written permission from the donor or counsel or income beneficiary.

5. **Investments.** The college prefers not to serve as trustee but would prefer an outside trustee, e.g., a bank, which would manage the investments in accord with the trust agreement. All trust funds invested by the college will be managed under procedures of the Board's Finance and Investment Committees.

6. **Priorities.** In seeking financial support the first priority is for current income, secondly capital funds, and finally deferred gifts.

7. **Other Charities.** Southwestern is willing to administer life income plans in which another charitable institution is co-beneficiary of the principal, particularly if that institution (e.g., a local church) has no structure to administer such plans.

8. **Payment Schedule.** Southwestern will try to make payments on all planned gifts in accordance with the donor's and income beneficiary's desires.

9. **Funding.** These various plans may be funded by cash, securities, real property, personal property, or a combination of these. Listed securities traded on a recognized exchange are accepted at their fair market value on the date of the gift. Unlisted securities, real and personal property will be accepted only after approval by at least two of these three: the President, Vice President for Financial Affairs, and Director of Development.

III. **METHODS OF GIVING**

The following methods of planned giving to Southwestern are available and acceptable to the college:

- Bequest by Will
- Charitable Remainder Trusts
- Charitable Gift Annuities
- Property, Real and Personal
- Insurance
1. **Wills.** Legacies and bequests are basic gift methods by which a person may plan to give through a will. Specific dollar amounts, a percentage of the estate, gifts of securities, real property and business interests may be made as a bequest. A testamentary trust may be set up for one or two beneficiaries with the college receiving all or a portion of the residual principal. Southwestern is willing to be primary, secondary, or remainder beneficiary in wills and testamentary trusts if the Charitable Remainder Trust agreement is acceptable.

2. **Charitable Remainder Trusts.** Southwestern will accept any charitable trust approved by counsel for the college, but the college reserves the right to refuse any charitable trust.

3. **Charitable Gift Annuities.** Southwestern will accept any charitable gift annuity approved by the counsel for the college, but the college reserves the right to refuse a charitable gift annuity.

4. **Life Estate Contract.** Southwestern is willing to enter into a Life Estate Contract with one or two persons for a personal residence or a farm.

5. **Insurance.** The college may be the primary, secondary, or residual beneficiary of life or accident insurance. If ownership of the policy is given to the college, the gift becomes irrevocable and thus may be counted as a charitable contribution at a value determined by IRS regulations. Ownership of a policy may remain with the donor, but dividends and death benefits may be assigned to the college as a charitable gift. Existing, paid-up, annuity or new policies are acceptable to Southwestern. Southwestern will not ordinarily pay the premiums of a current policy. However, each case involving premium payments by the college will be evaluated by the President or Vice President for Financial Affairs.

**IV. SUMMARY**

A planned gift results from a current decision and provides a charitable gift at some future determined or undetermined date. A legal contract is involved, and it may reserve certain rights to the donor if it is revocable, or no rights if it is irrevocable. Southwestern At Memphis seeks to offer gift opportunities for larger support of its educational mission, and to that end has established a Planned Gift Program with a Director in the Office of Development. The sole purposes is to assist donors in making voluntary gifts to the college by informing them about institutional needs, gift opportunities and techniques of deferred giving.
REPORT OF THE FINANCE COMMITTEE


1. The Committee accepted as information the attached reports for August 1974 and September 1974.

2. Note was taken of the approval by the Executive Committee of the Board of Trustees (in its executive session of September 16, 1974) of a five per cent (5%) across the board increase in salary for all college personnel except students and members of the Security Force. This increase will cost approximately an additional ninety thousand dollars ($90,000) during the remaining part of Fiscal 1975. The Finance Committee unanimously approved this increase and recommends approval by the Board.

3. The Committee received as information the attached report on endowment portfolio performance and recommended that certain additional information be incorporated into the report.

4. The Committee received as information the section of the President's report relating to the financial affairs of the college. There was considerable discussion and explanation of the entries in the "Statement of Current Fund Revenues, Expenditures, and Other Changes."

5. The Committee received as information from Park Moore the "Recommended Policies for the Program of Planned Giving, October 16, 1974."

6. By common consent, the Committee deferred any action on faculty and staff fringe benefits until the January meeting of the Trustees, before which time the administration will prepare proposals for the Committee's consideration.

7. The committee discussed the tuition and fee structure of Southwestern as described in the current catalogue.

8. There was a discussion concerning the effect that wage and price controls could conceivably have on future salary increases. By common consent, the Chairman of the Committee will summarize for the Trustees the concerns of the committee.
MONTHLY REPORT  
Southwestern At Memphis  
1974-75

### Income

<table>
<thead>
<tr>
<th>Income</th>
<th>1/12 Budget</th>
<th>Actual August, 1974</th>
<th>2/12 Budget</th>
<th>Actual Year To Date</th>
<th>Annual Budget</th>
<th>Projected to 6/30/75</th>
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Excess of Income over Expense          | -0-          | $ 127,183           | -0-         | $ 572,591           | -0-           | $ (57,000)            |
MONTHLY REPORT
Southwestern At Memphis
1974-75

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<th>Year To Date</th>
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Excess of Income over Expense          | -0-        | $258,761               | -0-         | $831,352     | -0-           | $90,000             |
MEMORANDUM

TO: Board of Trustees
   Southwestern At Memphis

RE: Endowment Performance

This is the first of an intended series of quarterly reports to the Trustees on the performance of the endowment portfolio.

Investments are under the direction of the Southwestern Investment Committee, a committee of the Board of Trustees. Mr. Snowden Boyle, Sr., is the Chairman. The U. S. Trust Company of New York provides investment counsel and maintains custody of securities. Mr. Henry Grady (Vice President, U. S. Trust) attends the quarterly meetings of the Committee. He normally gives an analysis of economic trends and makes recommendations on portfolio changes. Mr. Grady has the authority to act for the Committee between meetings; however, he stays in close telephone contact on any transactions of significance.

In order to provide a better record of performance, Southwestern began participation in an endowment index system as of January 1, 1974. We regularly receive quarterly reports, usually one to two months after the end of a calendar quarter. In addition, we can sometimes obtain interim reports.

Our endowment units were given the arbitrary value of one hundred dollars ($100.00) each as of "inception," (i.e., as of 1/1/74). Any addition to, or withdrawal of income from, the endowment is considered an increase or decrease in the number of units. (Thus, in the [hypothetical] instance of no additions or withdrawals, the change in unit value represents the cumulative effect of income and capital gain or loss.) Performance of the S. & P. 500 and the Dow (each adjusted for income) are included for comparison.

Approximately four per cent (4%) of the endowment portfolio is subject to life income agreements with donors.

M. P. Jones

MPJ/dds
### Southwestern at Memphis

#### Investment Portfolio

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<th>Date</th>
<th>Added or Withdrawn</th>
<th>Amount</th>
<th>Standard &amp; Poor's Adj. for Income</th>
<th>Dow-Jones Adj. for Income</th>
<th>Value of the Account</th>
<th>Number of Units</th>
<th>Total Value of Principal Per Unit</th>
<th>Income Since Inception</th>
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#### Addendum to Southwestern at Memphis

#### Investment Portfolio

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REPORT OF COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

The Committee on Board Directions and Leadership met on October 16, 1974, in the Edmund Orgill Room, S. DeWitt Clough Hall.

The following members were present: Jefferson Davis, James H. Daughdrill, Jr., Paul T. Jones, Robert D. McCallum, Judith Mitchener, Hewitt P. Tomlin, G. Kenneth Williams. Walter P. Armstrong, Jr., met with the committee for the presentation of the Proposed New ByLaws.

The committee voted to approve the proposed new ByLaws with the following correction: Section 2, third line, the words "is related to" be amended to read "is recognized to be an official institution of."

The committee recommends to the Board that the proposed new ByLaws be adopted as amended above.

The committee considered the Proposed Charter Amendment and voted to approve as submitted and so recommends to the full Board of Trustees.

The committee considered the paper "Criteria for Selection of Trustees" as presented by David C. Ferner, and voted to present it to the Board for their adoption.

The committee discussed the development of a list of prospective Trustees and agreed to communicate with President Daughdrill ideas and information with a view to presenting to the full Board at its January meeting nominations to fill vacancies that will then occur.

The committee discussed the request of Messrs. Van Pritchartt and Brown Burch that they be relieved of their responsibilities as members of the Investment Committee and voted to accept their resignations with regret. The recommendation of the committee to the Board of Trustees is that Messrs. Pritchartt and Burch be designated Members Emeriti of the Investment Committee and that Mr. Sidney A. Stewart, Jr. and Neely Mallory be elected by the Board to fill these vacancies on the Investment Committee.

Paul Tudor Jones, Chairman
RECOMMENDED STATEMENT AS TO TRUSTEE RESPONSIBILITIES
(Prepared by the Committee on Board Directions and Leadership for consideration of the Board of Trustees at its meeting of October 17, 1974)

THE SOUTHWESTERN AT MEMPHIS TRUSTEE: STATEMENT OF RESPONSIBILITIES
AS AN EXPRESSION OF POLICY AND ASPIRATION FOR BOARD MEMBERSHIP

The degree to which the goals of Southwestern will be achieved depend to a significant extent on the Board of Trustees. Therefore, the ad hoc Committee on Board Directions and Leadership believes that it is necessary and appropriate to recommend to the Board a rather comprehensive statement of trustee responsibilities and characteristics which goes beyond the requirements of the Charter and ByLaws. The Committee submits the following for formal consideration and adoption, realizing that individual trustees will not necessarily fulfill all qualifications. Yet, the ideal combination of factors serves as a model worth striving for.

A. MAJOR RESPONSIBILITIES OF TRUSTEES

1. **Planning/Policy**
   - Participate in the process of planning institutional directions and of determining major educational and financial policies, bridging church, society and the college, assuring relevant goals and needed services. In the final analysis trustees set policy, academic as well as financial.

2. **Constituency Relations**
   - Advocate the college publicly. Personally interpret and argue the value of the college with groups and individuals, based upon understanding and knowledge of students, faculty and programs.

3. **Management Support**
   - Create and counsel good management. Provide for effective, competent management of the college, but not administer the college.

4. **Money Support**
   - Provide the central force for nurture of the college from all possible sources of money and material assistance. Increase the resources of the college through personal and related gift support. Demonstrate 100% participation in annual, capital and planned gift programs according to capacity to give.

B. RESPONSIBILITIES OF TRUSTEES AS TO EFFECTIVE OPERATION OF THE BOARD

1. **Charter/ByLaws**
   - Review and update periodically Southwestern's Charter and Board ByLaws according to changing forces and needs placed on legal and corporate authority.
2. **Membership Standard**

   Set Criteria for Board membership and enlist qualified trustees. Insist on high performance. Provide for membership renewal to assure Board relevance and continuity of service to the college.

3. **Committee System**

   Provide policy-oriented committees matched to the major functions of the college. Perform responsibilities by actively participating on committees and contributing to deliberations and decisions.

4. **Meetings**

   Guarantee regular Board and committee meetings sufficiently planned and scheduled to fulfill the policy and leadership needs of the college. Prepare adequately for wise decision making.

5. **Corporate Action**

   Seek to motivate Board and committee consensus and action rather than unilateral decisions and action influenced by personal preference or gain.

6. **Ethical Conduct/ Public Trust**

   Refuse to use the office of Trustee for personal and business gain through entering into a business relationship with the college. Not use influence to assist friends or to take advantage of the position to profit at the expense of the college.

**C. RESPONSIBILITIES OF TRUSTEES AS TO THE PRESIDENCY AND INSTITUTIONAL FREEDOM**

1. **Presidential Prescription**

   Outline the duties, responsibilities and expectations of the presidency according to the changing needs for management leadership of the college. Provide for periodic review of the president and management.

2. **Administrative Channel**

   Respect the president as the chief administrative officer of the college and as the formal channel and liaison between the Board and the internal constituencies -- faculty, students, administrators, employees.

3. **Institutional Integrity**

   Defend the college, its management, faculty and students, against unfair attack by internal and external publics and organizations. Protect institutional freedom as guaranteed by charter, law and academic practice.
D. CHARACTERISTICS OF TRUSTEES AS TO QUALITIES OF LEADERSHIP

1. Conviction
   Be convinced that the educational system is an important force in society.
   Be convinced about the validity of Southwestern, its purpose, program and people.

2. Commitment
   Be committed to Southwestern's values with a compatible personal value system.

3. Expertise
   Represent special competencies relevant to college needs and Board responsibilities.
   Possess expertise which can be applied to solve institutional problems, challenges
   and opportunities through professional skills, personal interests and training.

4. Influence
   Authenticate the college. Serve as a bridge to its publics. Influence other
   individuals and peer groups for significant action on behalf of the college.

5. Philanthropic
   Possess a capacity to make and/or obtain gifts which will inspire others to follow
   in support of the college.

6. Energy
   Maintain active service to the college demonstrating mental and physical energy.

7. Availability
   Be accessible to the college. Commit sufficient time for Board responsibilities.

8. Location
   Work in important spheres of college markets for students, services and support.
The Faculty and Educational Program Committee of the Southwestern At
Memphis Board of Trustees was called to order by Chairman John W. Wade, at
2:30 P.M. Besides the chairman, those present were Trustees G.R. Hollingsworth,
Jere B. Nash, Jr., Kenneth Phifer and Morton D. Prouty; Faculty Members Jack
Farris, Emmett Anderson, Richard Gilliom, W.L. Lacy, Jack U. Russell; Students
Peg Falls, Patti Smith, and Anne Womack, and Dean Patterson.

Dean Patterson introduced new full-time members of the faculty to the committee:
Robert C. Eckert, Assistant Professor of Music
J. Peter Ekstrom, Assistant Professor of Anthropology
Dennis L. Heitzmann, College Counselor and Instructor
   in Psychology
L. Charles Lemond, Assistant Professor of Psychology
Norton E. Marks, Visiting Professor of Business Administration
Kay W. Randle, Assistant Professor of Political Science
Kenneth L. Stanley, Instructor in Financial Accounting

The Chairman welcomed them to the committee and to Southwestern, after
which they withdrew.

Dean Patterson reported statistical and factual information about the
1974-75 Faculty of the college, regarding ages, years of service, educational
background, tenure, non-discrimination, and remuneration. (His report, in
written form, is available to members of the Board who may wish it.)

After discussion, the committee approved the following recommendations
to put before the Board.

Recommendation 1. That special effort be made to increase
remuneration of faculty to a level at least equal to average
remuneration of college faculty nationally, and that it be
done as rapidly as possible.

The committee is concerned that the student-faculty ratio at Southwestern
is rising. The committee intends to study: (a) what might be considered a
maximum desirable ratio for Southwestern; and (b) what options are available
to the college in this matter.

Recommendation 2. That the student-faculty ratio be reported regularly
to the Board's Committee on Faculty and Educational Program, and
through them to the Board, and that if the ratio continues to rise
the matter be given serious attention by the Board.

The Committee judges that generally faculty distribution is balanced in
regard to age, background, and experience. Without intending disproportionate
emphasis, but simply pointing up certain concerns, the committee approved the
following recommendation.
Recommendation 3. (a) That the objective of maintaining a faculty nationally representative by training and experience be continued; and (b) that emphasis be given to the search for appropriate minority candidates for faculty openings, with a view to increasing their representation in the faculty.

Relating to the proposed adoption of new ByLaws, the committee approved the following motion.

Motion: If the new ByLaws are adopted, then in accordance with the provision of Article VIII, Section 1, the Board now adopt as a statement of policy the provisions of Chapter II of the 1972 Faculty Handbook; and the provisions of Chapter III, Section A, with the deletion in Paragraph 5 of references to the Committee on Committees; and the provisions of Chapter III, Section B, Paragraph 8.

It is understood that the language as expressed in these chapters is to be revised to conform appropriately to the new ByLaws, and exact language will be recommended at the next meeting of the Board.

On behalf of the committee, the Chairman expressed appreciation to Professor Mark McMahon for having prepared a report on the new Business Advisory Council; but because of the time, hearing of the report was delayed till a subsequent meeting.

The Chairman adjourned the committee at 5:15.
BY-LAWS OF THE COLLEGE CONCERNING OFFICERS OF INSTRUCTION

[N.B.: The By-Laws given here have been proposed to the Trustees but as of the summer of 1972 had not yet been adopted. In any case, these proposals substantially correspond to present practice of the college. Previously adopted versions, as revised, may be found in the President's or Dean's office.]

Article IV
OFFICERS OF INSTRUCTION

As provided by the Charter, and by Article II of the By-Laws, the administration of the affairs of Southwestern At Memphis shall be supremely and solely in the hands of its Board of Trustees. The power to appoint officers of instruction and to assign their duties, and the responsibility to preserve their freedom, while they may be delegated in practice to the President or Dean of the College, derive from the Board of Trustees and are subject to its authority. The present Article of the By-Laws describes procedures and safeguards relating to the appointment, tenure, rights, and responsibilities of officers of instruction, and the organization, responsibilities, and powers of the faculty.

A. Appointment

Appointment of officers of instruction to positions not carrying tenure shall be by the President on the recommendation of the Dean of the College in consultation with the chairman of the department concerned. Appointment of officers of instruction to positions carrying tenure shall be by the Board upon the recommendation of the President in consultation with the Dean of the College and the chairman of the department concerned. The Board may delegate authority to make tenure appointments to the Executive Committee, to be exercised in exceptional instances.

Assistants may be appointed by the Dean of the College upon the recommendation of the department concerned, and with the approval of the President.

B. Ranks

Officers of instruction shall be classified and shall rank as follows:

(1) Professor
(2) Associate Professor
(3) Assistant Professor
(4) Lecturer
(5) Instructor

Visiting or part-time officers of instruction may be appointed to any of the above ranks with the word "Visiting" or "Part-time" prefixed. Ordinarily,
an appointment that may be renewed for more than one year will be designated "part-time"; an appointment that is for one session only will be designated "visiting."

Instructional assistants, while part of the academic personnel of the college, are not reckoned to be members of the faculty or officers of instruction.

C. Contracts, Resignations

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

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

D. Probationary Period

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

E. Permanent Tenure

If, after a period not to exceed five years, it is desired to continue the employment of a full-time officer of instruction he shall be placed on permanent tenure, and his services shall be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies which must be demonstrably bona fide, in which event every possible consideration shall be shown to the officer of instruction.

F. Retirement for Age

Officers of instruction who have reached age 65 by the end of the fiscal year (June 30) will not be extended contracts for the following year. Employment may on occasion be continued on a year by year basis, contingent upon desire for continued employment by the faculty member, recommendation for continued employment by the Dean of the College, and approval by the President,
for each year of additional employment. Beyond two years of additional employment, authorization must be by the Board.*

Policy regarding retirement for age, like any other policy of the college, is subject to future amendment by Board action. This includes the possibility that normal retirement age for existing employees may be lowered at some future date.

G. **Dismissal For Cause**

Termination for cause of the appointment of an officer of instruction on tenure, or dismissal for cause of an officer of instruction previous to the expiration of his term of appointment, shall be considered by a Faculty Professional Interests Committee elected by the faculty and charged, among other responsibilities with rendering confidential advice to the President in such matters.

When reason arises to question the fitness of an officer of instruction on tenure or whose term appointment has not expired, the President and the Dean of the College shall ordinarily discuss the matter with said officer of instruction in private conference. The matter may be terminated by mutual consent at this point; but if an adjustment does not result, the Faculty Professional Interests Committee should informally inquire into the situation, to effect an adjustment if possible and, if none is effected, to determine if in its view formal proceedings to consider dismissal of said officer of instruction should be instituted. If the Committee recommends that such proceedings be begun, or if the President, even after considering a recommendation of the Committee favorable to said officer of instruction, requires that a proceeding be undertaken, or if said officer of instruction requests it, action should be commenced under the procedures established in this Article.

Except where there is disagreement between the President and the Faculty Professional Interests Committee, a statement with reasonable particularity of the grounds proposed for the dismissal shall be jointly formulated by the President and the Committee; if there is disagreement, the President or his representative shall formulate the statement. Such statement shall set forth the reasons for termination and the rights of the accused officer of instruction to a hearing before a committee of the faculty. If said officer of instruction wishes a hearing, said officer of instruction shall reply in writing as soon as practicable, and no later than four weeks after notification of termination by the President. Said officer of instruction who desires a hearing shall answer in writing, not less than seven days before the date set for the hearing, the charges brought against him. The hearing must occur within two weeks after the request of the dismissed officer.

A committee of the faculty for the hearing of such proceedings, designated the Committee on Dismissal for Cause, shall be elected annually by the faculty,

*"The adoption of this action by the Board is not intended to affect, and does not affect, presently employed officers of instruction." Adoption was by the Board at its March, 1972, meeting. See Minutes, pp.9, 48. Officers of instruction employed prior to March 16, 1972, normally shall retire at age 70.
and shall consist of five members, one of whom shall be elected chairman by the committee itself. Neither the President nor the Dean of the College shall be members of this committee ex officio. This hearing committee shall consist of officers of instruction of the ranks of Professor and Associate Professor. Its members shall not sit on the Faculty Professional Interests Committee, and they shall not have been previously concerned with the consideration of the case of termination or dismissal for cause. The hearing committee, in consultation with the President and said officer of instruction, shall determine if the hearing is to be public or private.

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

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

H. Privileges

Each officer of instruction shall have freedom in the classroom in discussing his subject, but he must abstain from introducing into his teaching controversial matter which has no relation to his subject.

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

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

I. Responsibilities

Every officer of instruction shall have maximum regard for the integrity, good reputation, general welfare, and stated purpose of the college. (See Article I.)

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

An officer of instruction shall not substitute nor appoint any one to perform
his college duties without the approval, in each case, of the Dean of the College;
nor shall he engage, without the express permission of the President, in any
undertaking, pursuit or occupation, with or without compensation, which inter-
feres with the thorough and efficient performance of his college duties. No
agreement shall be made for giving instruction in another institution during the
academic year without the permission of the President.

In addition to the maintenance of the highest personal standards of character
and conduct, it shall be the duty of each officer of instruction to keep abreast
of the developments in his field of scholarship by study and by participation,
when possible, in the activities of learned societies, and in research which
may serve both to extend knowledge and to enhance effectiveness of teaching.
Each officer of instruction is expected to be continually sensitive to the skill-
ful teaching of students entrusted to his care.

J. Part-time Officers of Instruction

Part-time and visiting officers of instruction comprise all officers of
instruction in the five recognized ranks whose terms of employment include
the word "part-time" or "visiting" prefixed. Part-time employees associated
with the educational process but whose terms of employment do not designate
them under one of the recognized ranks, such as laboratory assistants, de-
partmental assistants, instructors of physical education, and instructors in
applied music who are not under regular contract to teach courses in the
college, are not reckoned to be officers of instruction or members of the
faculty.

The rights of part-time and visiting officers of instruction are the same
as those of full-time officers of instruction, with the exception of provisions
regarding permanent tenure. Specifically, part-time officers of instruction
shall have freedom in the classroom and freedom of publication and research,
and their employment shall not be terminated during the term of appointment
except for cause, and with due process as described in this Article. Part-
time and visiting officers of instruction are to be considered full members
of the faculty at its meetings, and may vote.

With respect to the performance of contractual responsibilities, the main-
tenance of high standards of personal character and conduct, and the continu-
ation of scholarly activity and sensitive teaching, the responsibilities of
part-time officers of instruction are the same as for full-time officers of
instruction. However, part-time officers of instruction will not be required
to attend meetings of the faculty or formal academic occasions; nor will they
be assigned to membership on faculty committees.
Appointment to part-time and visiting positions shall be on no more than an annual basis, though appointment may be renewed; and years of employment in such part-time or visiting positions do not accrue towards an eventual appointment or permanent tenure.

K. Women As Officers of Instruction

Southwestern At Memphis is committed to full equality of opportunity for employment of women as officers of instruction and administrative staff members. This objective will be pursued in recruiting, hiring, promotion, and granting tenure; in remuneration; in professional utilization; and in appointment to committees, administrative positions, and special task forces.

The institutional policy on nepotism, as that may be developed, will not discriminate against women.

For officers of instruction, the following procedure will be followed for maternity leaves. (a) the necessity for the leave should be made known as soon as possible. (b) The leave should take effect at a time mutually agreeable to the faculty member, the chairman of the department, and the Dean of the College. (c) The leave may extend up to one year, without pay, but with the guarantee of a position at the end of that year at the same or a comparable level.

III

ORGANIZATION OF THE FACULTY

A. By-Laws of the College Concerning The Faculty

1. Membership

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

2. Meetings

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

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

The faculty shall elect for a term of three years a Secretary and an Assistant Secretary who shall keep a record of the minutes of the faculty meetings and such other records as the faculty shall determine; be responsible for the codification and maintenance in current form, publication, and distribution to the faculty of its rules and regulations, and perform such other duties appropriate to the office as the President, the Dean of the College or the faculty shall from time to time designate and appoint.

The faculty may elect additionally such other officers as they deem needful to carry out their responsibilities.

4. Responsibilities

To the faculty shall be committed the general responsibility for the formulation and control of the educational program of the college. This shall include the specification of standards of admission of students; the determination of requirements for the various degrees in course; the establishment of the curriculum of the college; instruction; recommendations for degrees in course; general supervision over disciplinary actions, and supervision over student activities and organizations. It shall be the duty of the faculty, in addition to the work of instruction, to maintain a constant, sympathetic, and effective concern for the students under its care.

5. Powers, Including the Power to Establish Standing Committees

The faculty shall have the power to adopt such rules and regulations as may be found necessary for the performance of its duties and obligations. In particular, the faculty shall have the power to establish any standing committees it deems necessary to meet its responsibilities. The President and the Dean of the College shall be members ex officio of all standing committees.

B. Rules and Procedures for Meetings

Non-concurrence of the President [12/11/68]. If an action is taken by the faculty in which the President does not concur, he will inform the faculty of his non-concurrence. The matter may then be reopened for debate and if a majority of the faculty present vote affirmatively by name on the matter, the President must present the action to the Board of Trustees.
REPORT OF COMMITTEE ON BUILDINGS AND GROUNDS

The committee met in Room 300 S. DeWitt Clough Hall on Wednesday, October 16, 1974 at 2:30 p.m.

The following members were present: Walk C. Jones III, Chairman; David H. Edington, Jr., Margaret Hyde, Arlo I. Smith, Roy R. Twaddle, Jr., Oliver P. Cobb, Robert L. Donnell, Arthur Kellerman and Susan L. Smith.

The renovation of the east end of Palmer Hall is proceeding well and it is anticipated that the new offices will be ready for occupancy by November 4. Institutional Advancement, Alumni Relations and the Printing Department will move into this area. The plans for the renovation of the west end of the first floor of Palmer are being completed by the architect, John Millard, and will be put out for bids within the next few months. The go-ahead on this phase of the renovation project is contingent upon the availability of funds.

The Refectory is in operation once again with much of the renovation completed. Credit should be given to SAGA Food Service and its manager, Bruce Money, for the excellent job they did during the first week of school when students were served in the Student Center because the Refectory was not yet ready to open. There are several areas of work still incomplete. The hoods for the ranges are to be installed during Christmas break, as is the dumbwaiter for moving food from the basement storage areas to the kitchen. The air conditioner for the south end of the dining area is scheduled for installation during the spring. The renovation has allowed for great improvements in the sanitary conditions of the dining hall.

The Campus Appearance Committee is functioning under the chairmanship of President Daughdrill and with representation from students, faculty and administration and staff. The President initially requested suggestions from the Southwestern community which were compiled into a report for the committee. Reports of work progress have been sent to faculty, staff and student publications to provide information as to the actions taken. Members of the Buildings and Grounds Committee will be placed on the mailing list for this report. During the discussion a request was made to make an extra effort to keep cars off the grounds, particularly the back forty.

An audit of building conditions is in progress by the Business Office in order to determine more explicitly the problem areas in need of maintenance or renovative attention.

The 601 East Drive property has been sold to St. Mary's Church as the home for the Dean of the Cathedral. The sale price was $63,916.00.

A student request for consideration of several items has been referred to the Campus Appearance Committee with a request that a report be brought back to the Buildings and Grounds Committee at its January meeting. The items to be considered are a proposed antenna for WLYX, a soccer field, the grounds area in front of the New Dorm, and a display of sculpture on the concourse or commons area between Palmer and the Science Center.

Following a tour of the renovated areas in Palmer and Catherine Burrow Refectory and an inspection of the doors of the Student Center, the meeting was adjourned.
REPORT OF COMMITTEE ON STUDENTS AND CAMPUS LIFE

The committee met in Room 307 Clough Hall on October 16, 1974.

Members present were: Sterling Edwards, Acting Chairman; Walter P. Armstrong, Jr., Evelyn Landis, Spence Wilson, Mark McMahon, James Witherspoon, Herbert Gunn, Ike Lee, Vicki Gilmore, Charles Diehl, Ray Allen and Anne Marie Williford.

The committee received for information the following reports:

1. Ike Lee, President of the Social Regulations Council reported on recent constitutional changes affecting the election process for membership on the Council; its cooperation with the Dean of Women in developing and enforcing the security system in the dormitories on the east side of the campus; and its present investigation of several charges of infractions of the social regulations of the college.

2. Dean Ray Allen submitted to the committee a report on applications received, accepted, and the number enrolled for September 1974. A profile of the freshman class of 1974 was presented which included test scores, high school class rank, and geographical distribution.

3. Herbert Gunn, President of the Student Government Association, informed the committee of the present plans and projects of the various commissions. Of particular interest were the class-evaluation project of the Education Commission and the plans for campus social activities of the Social Commission.

4. Professor James Witherspoon reported to the committee on the development of a new Career Guidance Program. Each major department is establishing a separate career information center with one member of the department responsible for informing himself of the career options within the major. In the future, the program will need to be funded so that needed literature can be acquired, the representative can attend distant meetings, and released time can be provided for the representative.

5. Dean Charles Diehl reported on the changed faculty advisor system that has been developed recently by the Administrative Policy Committee. It is hoped that this will result in a more effective advisory system.

6. Miss Vicki Gilmore, member of the Black Student Association, advised the committee that the efforts of the Student Government Association Town Commissioner were producing significant benefits for the town students, such as discounted refectory meal tickets, and a better communication system. She also reported that the Black Student Association is interested in assisting the Admissions Department in recruiting more black students.

7. Dean Anne Marie Williford informed the committee that the Community Life Committee of the faculty, which has been given the responsibility of enforcing the regulatory policies of the college concerning membership in voluntary organizations, is in the process of reviewing the compliance procedures of the sororities, fraternities, and Black Student Association.

These policies, which were enacted by the Board of Trustees in 1968 and subsequently adopted by the faculty are:
I. "Every organization at Southwestern At Memphis must present clear evidence that its membership is not closed to any student on the basis of race or creed. Any restrictive rules of the organization must have been abolished without reservation or evasion."

II. "Election to membership in any organization at Southwestern At Memphis shall require an affirmative vote of no more than ninety percent (90%) of the active membership of the chapter.

III. "Recommendations from outside the active collegiate membership of the chapter shall not be required for pledging to membership, nor shall negative recommendations of this type preclude a person's being pledged to membership."

All voluntary organizations were found to be in compliance with these policies in January, 1973, and the Community Life Committee is conducting a periodic review to determine if all are still in compliance at this time.
Minutes of Board of Trustees meeting held on October 16 & 17, 1974

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x present
--- new member
DEGREES CONFERRED ON JUNE 1, 1974

BACHELOR OF ARTS

Randolph Wayne Adams
#Janet Ellen Alexander
Bruce Galloway Allbright III
Larry Hugh Anderson
Arthur Ward Archer, Jr.
James Frederick Baker
Susan Joy Baker
Peter Stephen Ball
Sharon Kay Barfield
Stephen Clark Berger
Valerie Morgan Berlin
Ronald Terry Blade
#Paula Mary Block
#Claudia Gay Blouin
#Janice Lee Bonner
Charles Michael Bowlan
Gregory Bernard Boyd
Melba Bridgewater
Ingrid Kastner Brown
Franklyn Graves Broyles
Kathryn Eugenia Bruce
Richard McDaniel Bruno
Steven Lewis Burk
Holly Lynn Byer
John Ray Cady
George William Callow
Catherine Canon
Henry Patrick Carr
Harold Wayne Carroll
Linda Ann Carter
Rhonda Stevens Chapleau
#Donna Ann Chu
Susan McEwen Clark
Carla Cooper
Brant Shive Copeland
#Thomas David Cornell
#John Thomas Cotham, Jr.
Mary Anne Cox
George Houston Craddock, Jr.
Elisabeth Scott Crady
Mark Lee Crawford
#Martha House Crenshaw
Cynthia Diane Daniel
Gerry Delany Dean
Monica Lynette Denham
Rolan Harrison Dillard III
Patricia Taylor Dodge
Wilda Henderson Dodson

North Little Rock, Arkansas
Long Beach, Mississippi
Edina, Minnesota
Atlanta, Georgia
Memphis, Tennessee
Memphis, Tennessee
Little Rock, Arkansas
Jackson, Mississippi
Memphis, Tennessee
Jacksonville, Florida
Memphis, Tennessee
Boston, Massachusetts
Wynne, Arkansas
Florence, Alabama
Clearwater, Florida
Memphis, Tennessee
Memphis, Tennessee
Brownsville, Tennessee
Memphis, Tennessee
Huntsville, Alabama
Houston, Texas
Jackson, Mississippi
Memphis, Tennessee
South Charleston, West Virginia
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Little Rock, Arkansas
Lakeland, Florida
Hickory Valley, Tennessee
Forrest City, Arkansas
Nashville, Tennessee
Birmingham, Alabama
Lake Charles, Louisiana
Starkville, Mississippi
Columbia, Tennessee
Montgomery, Alabama
Curundu, Canal Zone
Memphis, Tennessee
Mayfield, Kentucky
Shreveport, Louisiana
Memphis, Tennessee
Dexter, Missouri
Little Rock, Arkansas
Memphis, Tennessee
Memphis, Tennessee
Gallatin, Tennessee

#Phi Beta Kappa

*in absentia
James Fleming Drummond, Jr.
Deborah Sue England
Nancy Olivia Fagan
Robert Louis Falkoff
Sandra Marie Feustel
John Davidson Gladney
Theodora Sizoo Graves
Karen Elizabeth Green
James Byrnes Grenfell
Elizabeth Lawrence Groce
Laurence Norton Hall
Anna Elizabeth Hammet
Jere DeVan Hammond
Daniel Joseph Hanrahan
John Stephen Harrington
Mary Margaret Hart
*Anne Wendlant Hasselle
Lawrence Franklin Haygood, Jr.
*Margaret Jane Hedrick
#David Olin Hesi
Ava Melinda Hicks
*Cora Louise Hill
Catherine Margaret Hoin
Phyllis Reeve Holmes
Frances Louise Horton
Mary Dianne Housley
*Nancy June Huggins
Mary Jane Hunter
Debra Sue Jackson
Leslie Irving Jaco, Jr.
Linda Wilson Jett
George LaBruce Johnson
Michael Wilson Jones
Harold Jack Kaplan
John Hobson Keesee
Hal Fitzgerald Keeton
John Hoskins Kler
Katherine Fleming Kittrell
*Cheryl Rose Kovsky
Deborah Lynn Krivec
Karen Elizabeth Lambdin
Mary Babington Lampton
Leicester Llwellynn Landon II
Victoria Joyce Landon
Glenn Taylor Lee
David Arnold Less
John Sherwood Lewis III
#Leule Limenih
Sarah Augusta Lodge
Conielyn Lowry

Memphis, Tennessee
Germantown, Tennessee
Jackson, Mississippi
East Prairie, Missouri
Nashville, Tennessee
Homer, Louisiana
Oak Ridge, Tennessee
Mobile, Alabama
Jackson, Mississippi
Nashville, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Jackson, Tennessee
Memphis, Tennessee
North Little Rock, Arkansas
Laurinburg, North Carolina
Memphis, Tennessee
Tuskegee Institute, Alabama
Warren, Arkansas
Worden, Illinois
Little Rock, Arkansas
Memphis, Tennessee
Corinth, Mississippi
Johnson City, Tennessee
Metairie, Louisiana
Hot Springs, Arkansas
Corinth, Mississippi
Lake Village, Arkansas
Jonesboro, Arkansas
Jackson, Tennessee
Cornersville, Tennessee
Savannah, Georgia
Memphis, Tennessee
Venice, Florida
Memphis, Tennessee
Grenada, Mississippi
Memphis, Tennessee
Texarkana, Texas
Oak Park, Michigan
Nashville, Tennessee
Natchez, Mississippi
Jackson, Mississippi
Covington, Louisiana
Covington, Louisiana
Paris, Tennessee
Memphis, Tennessee
Huntsville, Alabama
Gojjam, Ethiopia
Lookout Mountain, Tennessee
Murray, Kentucky

*Phi Beta Kappa
*in absentia
Bachelor of Arts (Continued)

#Lillian Cordts Lyle
Karen Elaine Lyles
#Kathleen McClain
Patricia Lynn McDowell
James Hugh McKinnon, Jr.
Linda Vester Marshall
Deborah Martin
Patrick Loyd Matlock
*Victoria Moira Medick
Mary Carol Messineo
Janice Lynne Meyers
Charles Robert Miles, Jr.
Frederick Thornton Miller
Jeffrey Douglas Moore
Helen Handy Moss
Joseph Edward Mulrooney
Mary Dabney Nicholls
#Clare Nichols
#Carolyn Randolph Nicrosi
John David Nolan
James Anderson O'Donnell
#Jerry Lee Oliver
#Mary Elizabeth Overton
Prudence Tait Owens
Rose Mame Owens
Jeffrey Roy Perkins
Melissa Lynn Pietzuch
Conrad Clever Pitts
Susan Mattingly Platter
Louise Pryor
Linda Marie Raffel
Clare Chandlee Ralston
Marvin Rex Rankin III
Frances Ann Rice
George Lawrence Rice III
#Mary Cecilia Robertson
Deworn Darlene Robinson
Christine Ann Rodgers
John William Runyan III
#Stephanie Hall Ryburn
*Richard Theodore Safron
Kathleen Mary Schardt
Georgia Kay Selph
Stanley Clement Sharp III
Stephen Arthur Sharpe
George Edward Shaw
William Allen Shelton
#*Nann Sinclair Sherman
Shelton Cole Simpson
Tommy Marlin Sims
#John Clifton Sites

Clarksville, Tennessee
Jacksonville, Florida
Paris, Kentucky
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
North Little Rock, Arkansas
Concord, Tennessee
Memphis, Tennessee
Verona, New Jersey
Mobile, Alabama
Venice, Florida
Butler, Alabama
Nashville, Tennessee
Natchez, Mississippi
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Vicksburg, Mississippi
Auburn, Alabama
Montgomery, Alabama
Little Rock, Arkansas
Starkville, Mississippi
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Lubbock, Texas
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St. Louis, Missouri
Memphis, Tennessee
Jackson, Mississippi
Houston, Texas
Collierville, Tennessee
Memphis, Tennessee
Tampa, Florida
Montgomery, Alabama
Daisy, Tennessee
Clarksville, Tennessee

#Phi Beta Kappa
*in absentia
Bachelor of Arts (Continued)

Jane Ann Sorrells
John Wilson Spence, Jr.
Vickie Rae Stacks
Robert Stratton Stauffer
Hilda Ann Stewart
Martha Parman Sugg
Jeffrey Hall Tarkington
Charles Stephens Thomas III
Debra Haywood Utterback
Adele Van Overbeke
Mary Lou Varnado
Charles Joel Vaughn
Paige White Walker
Stephen Leroy Warren
Arnold Lee Weiner
Christopher Dunbar Wellford
Edwin Fowler White
#Margaret Rosalind Wilson
Mydelle Lane Wilson
#Anne Varner Winter
*Lawrence Hunt Wyckoff

Memphis, Tennessee
Memphis, Tennessee
Davidson, North Carolina
Memphis, Tennessee
Memphis, Tennessee
Nashville, Tennessee
Gretna, Louisiana
Columbia, Tennessee
St. Clair, Missouri
Little Rock, Arkansas
Germantown, Tennessee
Little Rock, Arkansas
Memphis, Tennessee
Murfreesboro, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Lancaster, Pennsylvania
Memphis, Tennessee
Jackson, Mississippi
Memphis, Tennessee

Bachelor of Science

Cynthia Mead Allen
Curtis Moreland Baldwin, Jr.
William Cooper Beazley
#Carolyn Letitia Bigelow
Richard Matthew Bostock
Richard Theodore Bryant, Jr.
*Fung Wing Chin
Edward Charles Davis
William Kennedy Dolen
Claude Reynolds Edwards, Jr.
John Michael Epps
Robert Moore Evans
Geraldine Howard Fleming
James Ray Hight, Jr.
#Donald Faxon Hill
Karen Elizabeth Hopper
#Paul David Kauffman
*Larry Bishop Lloyd
Richard Bryant McCrary
#Thomas Eugene McNeel
Dale Moreland MacCurdy
William Leon Marcy, Jr.
Gregory Eben Peterson
Michael Barry Rhodes
Ann Baird Sachritz
James Compton Sams
Carol Lea Scott

New Orleans, Louisiana
Plainview, Texas
Nashville, Tennessee
Clinton, Mississippi
Hopkinsville, Kentucky
Tulsa, Oklahoma
Memphis, Tennessee
Oak Ridge, Tennessee
Memphis, Tennessee
Orlando, Florida
Huntsville, Alabama
Jackson, Mississippi
Columbia, Tennessee
Jackson, Tennessee
West Helena, Arkansas
Baton Rouge, Louisiana
Pine Bluff, Arkansas
Memphis, Tennessee
Hot Springs, Arkansas
Memphis, Tennessee
Baton Rouge, Louisiana
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Fayetteville, Georgia
Kennett, Missouri

#Phi Beta Kappa
*in absentia
Bachelor of Science (continued)

Dolores DiGaetano Sisk
Henry Hazen Slack
John William Sleasman
Clyde Rufus Smith III
John Charles Taylor
Edward Otto Uthman
Mary Jane Ward
Mary Lynn Wells
Steven Charles Williams
Jane Cecile Zollinger

Memphis, Tennessee
Atlanta, Georgia
Venice, Florida
Memphis, Tennessee
Memphis, Tennessee
Nashville, Tennessee
Nashville, Tennessee
McKenzie, Tennessee
Memphis, Tennessee
Memphis, Tennessee

BACHELOR OF MUSIC

Carolyn Nina Canon
Tina Harris Hartsoe
Benjamin Joseph Legett III
Margaret Jane Scharding

Charlotte, North Carolina
Cardwell, Missouri
New Orleans, Louisiana
Memphis, Tennessee

DEGREES CONFERRED ON AUGUST 31, 1974

BACHELOR OF ARTS

Ralph Clinton Allen
Joan Marie Booth
Stratton Hempstead Bull, Jr.
Susan Elizabeth Douglas
John Andrew Hummel
Kenneth Lee Kahn
Donnell James McCormack, Jr.
Jean Shortridge Palmer
Michael Peri
George Martin Shaw
James Bradley Shumard

Memphis, Tennessee
Jackson, Tennessee
Natchez, Mississippi
Little Rock, Arkansas
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Memphis, Tennessee
Toccoa, Georgia

BACHELOR OF SCIENCE

Patrick John Healy

Memphis, Tennessee

BACHELOR OF MUSIC

Georgia Kay Selph

Memphis, Tennessee
GRADUATED WITH HONORS* AND/OR DISTINCTION

*Randolph Wayne Adams  
Janet Ellen Alexander  
*Bruce Galloway Allbright III  
Cynthia Mead Allen  
Larry Hugh Anderson  
Susan Joy Baker  
Curtis Moreland Baldwin, Jr.  
Peter Stephen Ball  
Stephen Clark Berger  
Carolyn Letitia Bigelow  
Paula Mary Block  
Claudia Gay Blouin  
Janice Lee Bonner  
Richard Matthew Bostock  
Kathryn Eugenia Bruce  
Holly Lynn Byer  
Carolyn Nina Canon  
Catherine Canon  
Henry Patrick Carr  
Linda Ann Carter  
Rhonda Stevens Chapleau  
Donna Ann Chu  
Susan McEwen Clark  
Carla Cooper  
Brant Shive Copeland  
John Thomas Cotham, Jr.  
Elisabeth Scott Crady  
Martha House Crenshaw  
*William Kennedy Dolen  
Susan Elizabeth Douglas  
John Michael Epps  
Robert Moore Evans  
Nancy Olivia Fagan  
*Sandra Marie Feustel  
Geraldine Howard Fleming  
John Davidson Gladney  
Theodora Sizoo Graves  
James Byrnes Grenfell  
Jere DeVan Hammond  
John Stephen Harrington  
Mary Margaret Hart  
Anne Wendlant Hasselle  
Margaret Jane Hedrick  
David Olin Hesi  
Ava Melinda Hicks  
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Catherine Margaret Hoin  
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Karen Elizabeth Hopper  
Frances Louise Horton  
Mary Dianne Housley  
Nancy June Huggins  
Debra Sue Jackson  

Honors
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