

The Chairman recognized President Daughdrill who made several announcements.

President Daughdrill first stated that William B. Dunavant, a newly elected member of the Board, could not be present today because of a prior commitment. He pointed out that Mr. Dunavant is President of Dunavant Enterprises, Inc., of Memphis, Tennessee.

President Daughdrill mentioned that Dr. Batey's book, "Jesus and the Poor," had now been published in Italian under the title "Gesù E I Poveri."

He reminded the meeting that the baccalaureate service would be at 3:30 P.M. on Friday, May 31 at Idlewild Presbyterian Church and that the commencement exercises would be at 10:00 A.M., Saturday, June 1 in the Hubert F. Fisher Memorial Garden.

(At its January meeting the Board of Trustees voted to grant an honorary degree to William J. Fogleman, Jr., but for personal reasons Mr. Fogleman declined the degree.)

President Daughdrill recognized Edmund Orgill, who has been absent from several meetings because of illness, and welcomed him back. The President pointed out that by previous action of this Board, the room in which the meeting was being held had been designated as The Edmund Orgill Room and a plaque has been placed on the north wall of the room identifying this room as The Edmund Orgill Room.

President Daughdrill recognized Steve Warren to make a presentation. Mr. Warren, as President of Omicron Delta Kappa Leadership Fraternity, advised the meeting that at a recent meeting of the Omicron Delta Kappa Associates, Charles P. Cobb had been elected to honorary membership in Omicron Delta Kappa, and Mr. Warren presented to Mr. Cobb a key and a certificate of his election.

President Daughdrill announced that Mr. Warren will be joining Southwestern this fall as Admissions Counselor, and that Park H. Moore, Jr. is joining Southwestern as Director of Planned Giving and Church Relationships. (See Minutes of Executive Committee, April 15, 1974, Page 2.)

President Daughdrill announced that the faculty had elected new members to the Board who would be introduced at the fall meeting:

Charles O. Warren, Jr., Class of 1977
Fred W. Neal, Class of 1976
Richard A. Batey, Class of 1975.

President Daughdrill asked the members of the Nominating Committee to convene at 10:30 in Room 302.

Dr. Paul Tudor Jones announced that Davidson College had honored our college and our President by awarding him an honorary degree. The Board expressed appreciation for these honors.

On motion duly made and seconded, the Minutes of the Meeting of the Board of Trustees held on January 17, 1974 and the Minutes of the Meeting of the Executive Committee held on February 18, 1974 and April 15, 1974, copies of which were sent to each member of the Board, were approved.

The Chairman called upon Mr. Armstrong, Chairman of the Ad Hoc Committee on Board Directions and Leadership, to present the report of his committee. There was a full discussion of the Report to the Board of Trustees by the Ad Hoc Committee on Board Directions and Leadership, dated May 24, 1974. (See Attachment A)

Certain changes were made in the Report as noted thereon.

A motion was duly made, seconded and unanimously passed that the report be approved with the changes made.

The Chairman recognized Mr. Moore, Chairman of the Ad Hoc Committee on Church Relationship to make a report for that committee. Mr. Moore presented to the meeting the 1974 Statement of Christian Commitment and Church Relationship.

After considerable discussion of this statement, a motion was duly made, seconded and unanimously passed that the statement be accepted, with authority being given to the chairman to make minor changes in language.

President Daughdrill announced the meeting places for the various committees which would meet after a short recess in order to be in a position to make their reports at the meeting of the Board to be reconvened after lunch.

The Board recessed at 12:20 P.M. in order for the various committees to meet during lunch and to prepare their reports for the meeting of the Board to be reconvened at 1:45 P.M.

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The Board of Trustees resumed its meeting at 2:00 P.M.

Mr. Cobb, Chairman of the Committee on Development and Institutional Advancement, presented the report of that committee. (See Attachment C)

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

The Chairman recognized Mr. Ferner, who presented to the meeting the Recommended Organizational Chart for the 1974-75 Southwestern Fund. (See Attachment C-4)

The Chairman called upon Mr. Walk C. Jones, acting chairman of the Committee on Buildings and Grounds in the absence of Russel S. Wilkinson, Chairman, to make a report for that committee. Mr. Jones made the following report which was received. (See Attachment D)

With regard to the Refectory renovation plans, a motion was duly made and seconded that the plan be approved and work begun immediately for the total work necessary.

Dr. Marshall Jones estimated that there would be approximately \$270,000 needed to make these repairs. He estimated that there would be a budget surplus at the end of the fiscal year of \$150,000 to \$200,000.00.

It was the recommendation also of the Finance Committee that this work be done.

The motion was carried unanimously.

With regard to the property at the corner of East Drive and Trezevant, Memphis Tennessee, a motion was duly made, seconded and unanimously passed that the house and lot be sold and the sale price be subject to the approval of the President, the Treasurer, the Chairman of the Board of Trustees, and the Chairman of the Buildings and Grounds Committee, and that the proceeds be placed in a designated fund from which the Finance Committee would recommend to the Board its use.

Upon motion duly made and seconded, it was unanimously:

RESOLVED, That the Board of Trustees of Southwestern at Memphis authorize the sale of the residential property at 601 East Drive, Memphis, Tennessee, and that James H. Daughdrill, Jr., President of Southwestern At Memphis, and/or Marshall Phillip Jones, Vice President for Fiscal Affairs and Treasurer of Southwestern At Memphis, be authorized to execute a real estate sales contract, a warranty deed, and such other instruments as shall be necessary to effect the sale.

The Chairman recognized Dr. Wade, Chairman of the Committee on Faculty and Education Program, to give a report for that committee. Dr. Wade made the following report which was received (See Attachment E).

A motion was duly made, seconded and unanimously passed that Professor Robert G. Mortimer, Chemistry, be given tenure, effective with the 1974-75 contract.

The motion was made, seconded and unanimously passed that Professor Marshall E. McMahon, Economics, be promoted from Assistant Professor to Associate Professor.

A motion was made, duly seconded, and unanimously passed that Professor John W. Wehlan, Music, be promoted from Assistant Professor to Associate Professor.

A motion was made, duly seconded and unanimously passed, that the following sabbatical leaves, mainly for 1975, be approved. (Roman numerals refer to terms, and unless otherwise specified refer to the 1975-76 academic year.)

J. Farris (III, 74-75; I)	K. Williams (I, II, III)
J. Witherspoon (III, 74-75; I)	A. Barnhardt (II, III)
W. Nemitz (I)	H. Hall (II, III)
G. Apperson (I, II, III)	A. Smith (II, III)
M. Burkhart (I, II, III)	R. Wood (II, III)
R. Gilliom (I, II, III)	H. Lyons (III and I of 76-77)
D. Likes (I, II, III)	

The Chairman called upon William W. Mitchell, Chairman of the Finance Committee, to make a report for that committee. Mr. Mitchell then called upon Dr. Marshall Jones who made the following report which was received (See Attachment F).

Dr. Jones commented on the Income and Expense Analysis, Southwestern At Memphis, April 1974. He pointed out that the variance between the actual and the budget year-to-year, 1973-74, showed a net income of \$448,000 this fiscal year as compared with \$440,000 a year ago. He predicted that at least \$150,000 from 1973-74 current fund income would be available for use on the repairs to the Refectory, as mentioned above.

A motion was made, duly seconded and unanimously passed that a pension of \$50.00 per month for Joe Hudson, age 69, employed as a janitor since 1953, retiring June 30, 1974, be approved.

A motion was made, duly seconded and unanimously passed that the Board approve the average increase of \$.40 to \$.50 per hour for hourly, professional members of the Security Force, effective July 1, 1974.

Dr. Jones explained the workings of the Endowment Funds, and pointed out that we were on a total return basis whereby during the year we take as income five per cent (5%) out of the value of the endowment at the beginning of the year. He pointed out that on June 30, 1972, it had a value of \$10,430,000, on June 30, 1973, a value of \$10,628,000*, on October 31, 1973, a value of \$11,832,000, on December 31, 1973, a value of \$10,702,000, and at the end of the first quarter of 1974, \$10,472,000.00.

A motion was duly made, seconded and unanimously passed, that we express appreciation for the work of the Investment Committee.

The Chairman called upon Mr. Armstrong, Chairman of the Committee on Students and Campus Life, to make a report for that committee. (See Attachment G)

A motion was duly made, and seconded that the Board reconsider its previous action whereby it adopted the Report of the Ad Hoc Committee on Church Relationship. After considerable discussion and the failure of a motion to table, the motion carried.

There was considerable discussion of the 1974 Statement of Christian Commitment and Church Relationship and in particular the Ten Marks of a Christian, Church-Related College.

A motion was duly made, seconded and passed that the Chairman of the Ad Hoc Committee on Church Relationship be authorized, with some discretion, to change the words in the Statement, but carry forward the indication of the Board of Trustees of Southwestern of church commitment and church relationship. (See Attachment B)

The Chairman recognized Dean Ray Allen, Dean of Admissions, who made the following report which was received. (See Attachment H)

The Chairman called upon Mr. Tate to recognize and express appreciation to the following Board members who are retiring: Henry C. Unruh, Park H. Moore, Jr. and Belin V. Bodie, who had served a total of 20 years on the Board. Mr. Tate presented a plaque to Mr. Moore and to Mr. Bodie, and a similar plaque will be sent to Mr. Unruh who was unable to be present at the Board meeting.

*NOTE: This figure reflects accurately, the portfolio held by the U.S. Trust Co. as of 6/30/73, but does not reflect an additional \$455,000 in stocks due to (and subsequently received by) U.S. Trust for the portfolio. The total of these two figures is \$11,083,000.00.

The Chairman called upon Mrs. Mitchener, Chairman of the Nominating Committee, to make a report for that committee.

Upon nominations made by the Nominating Committee, the following were elected as officers of the corporation for 1974-75:

OFFICERS OF THE BOARD

Chairman - Robert D. McCallum
Vice Chairman - Charles P. Cobb
Secretary - S. Shepherd Tate

ADMINISTRATIVE OFFICERS

(appointed by the President and approved by the
Board of Trustees)

Vice President for Academic Affairs and Dean of the College - Robert G. Patterson
Vice President for Fiscal Affairs and Treasurer - Marshall Phillip Jones

Upon nominations by the Nominating Committee, the following were elected as officers of the Investment Committee for 1974-75:

Snowden Boyle, Chairman
Brown Burch, Vice Chairman
Robert D. McCallum
A.V. Pritchardt
William B. Rudner
Joseph S. Sims
James H. Daughdrill, Jr.
Marshall Phillip Jones

Upon nominations made by the Nominating Committee, the following were elected Trustees for the 1978 Class:

Stanley J. Buckman (re-elected)
Wayne W. Pyeatt (re-elected)
S. Shepherd Tate (re-elected)
William B. Dunavant (elected)
Martin B. Sereteau (elected)

Upon nomination made by the Nominating Committee, Miss Margaret Hyde was elected to the Class of 1975.

Upon nominations made by the Nominating Committee, Russel S. Wilkinson who has a mandatory retirement from the Board of Trustees upon attaining the age of 70 years, was elected an Honorary Life Trustee.

The Chairman announced that the next meeting of the Board of Trustees would be held on Wednesday and Thursday, October 16 and 17, 1974.

The following students have requested permission to graduate in absentia:

Fung Wing Chin
Anne Wendlant Hasselle
Margaret Jane Hedrick
Cora Louise Hill
Cheryl Rose Kovsky

Larry Bishop Lloyd
Victoria Moira Medick
Richard Theodore Safron
Nann Sinclair Sherman
Lawrence Hunt Wyckoff

A motion was duly made, seconded and unanimously passed, that the above-named students be permitted to graduate in absentia on June 1, 1974, together with any others who might make application to President Daughdrill before the graduation date.

Upon motion duly made and seconded, it was unanimously voted that the degrees which will be approved by the Faculty Committee on Curriculum, Standard and Standings and granted by the college on June 1, 1974 and on August 30, 1974 are hereby approved.

Upon motion duly made and seconded, it was unanimously voted:

BE IT RESOLVED That, the corporation rent from The First National Bank of Memphis a safety deposit box or boxes;

BE IT FURTHER RESOLVED That, subject to the rules and regulations of the Bank, any two (2) of the following:

James H. Daughdrill, Jr.
Robert G. Patterson
Susan L. Smith
Paul L. Hallock
Marshall Phillip Jones

jointly are granted the following powers: (a) to have access to such box or boxes; (b) to remove the contents therefrom; (c) to accept substituted space therefor; and (d) to surrender the right to the use thereof, and no liability shall be incurred by the Bank at any time by reason of any action of the part of any person(s) above designated until and unless the Bank shall have received written notice of the revocation of the powers herein granted.

The Chairman recognized President Daughdrill to make some closing remarks.

President Daughdrill stated that there is a drastic need for salary increases to the faculty and staff, and that his budget recommendations at the fall meeting will contain an increase in salary to help close the gap in the loss of purchasing power. He presented two tables showing the increase in consumer price index and the increase in salaries for the period 1970-1974 and another table showing the faculty salaries, tuition and fees and other information of various colleges and universities. (See Attachment I).

President Daughdrill stated that Eric Catmur had done an outstanding job as Chairman of the Memphis Community Campaign.

A motion was duly made, seconded and unanimously passed that we express appreciation to Eric Catmur for his leadership and work as Chairman of the Memphis Memphis Community Campaign.

President Daughdrill stated that the first Renaissance Festival was held at Southwestern on April 19 and that it was very successful.

A motion was duly made, seconded and unanimously passed that the Chairman of the Board and the President be authorized to write a letter of appreciation to George Edward Shaw, as the moving force behind the Renaissance Festival, for his creativity, hard work and good spirit.

In conclusion the President pointed out that this had been a "good year."

A motion was duly made, seconded and unanimously passed by a rising vote that the Board express its appreciation to President Daughdrill and the college Management Team for the "good year."

A motion was duly made, seconded and unanimously passed that the Board express its appreciation and gratitude to Robert D. McCallum for his leadership as Chairman of the Board.

The President expressed appreciation for the services of Clare Nichols, John Sites, and Steve Warren, students, who are going off the Board.

The Board then went into executive session. All non-voting members were excused.

There being no further business to come before the meeting, the meeting was adjourned.


S. Shepherd Tate, Secretary

REPORT TO THE BOARD OF TRUSTEES BY THE AD HOC COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

Walter P. Armstrong, Jr., Chairman
Dr. David H. Edington, Jr.
Dr. Sterling J. Edwards, Jr.
Michael McDonnell
Mrs. Frank M. Mitchener, Jr.
Morton D. Prouty, Jr.
Dr. Jack Russell
John Sites
Spence L. Wilson
Robert D. McCallum, Chairman of the Board
James H. Daughdrill, Jr., President of the College
David C. Ferner, Counsel and Secretary

INTRODUCTION

The ad hoc Committee on Board Directions and Leadership was recommended by Frantzreb and Pray Associates in their Study Report and approved by the Board at its meeting of October 19, 1973. At the next meeting of the Board on January 17, 1974, the members of the Committee were appointed by Robert D. McCallum, Board Chairman. The Board charged the Committee with the following functions:

1. To define the role and function of trustees.
2. To study the present organization of the Board and make recommendations for strengthening the organization and operation of the Board and its committees.
3. To analyze the composition of the Board and evaluate the performance and attendance of its members.
4. To study present and future leadership requirements of the college, identifying trustee characteristics needed.
5. To search for future Board members and develop a trustee candidate list for continuing reference and updating, matching individual abilities to college needs.
6. To develop a plan for trustee orientation, involvement and renewal.
7. To recommend to the Board a trustee plan of action for the future, including bylaw directives.

Since January 17, the Committee has held three meetings: February 8, March 6 and April 26. Detailed minutes and materials for the meetings are on file in the President's office. The committee has held extensive discussions concerning the following matters: Board and committee organization and operation, both as directed by the bylaws and in actual operation; membership composition and performance; orientation and continuing education of Board members. Analyses were made of the current set of bylaws and standing committee workload, geographical distribution, primary occupational distribution and constituent group affiliations of trustees during the 1973-74 academic year. The Committee has not yet been able to develop a statement which defines the role and function of trustees, nor has it been able to complete its study of future leadership requirements of the college and to develop a trustee candidate list. Recommendations on these matters will be submitted to the Board at its next meeting.

It is the general conclusion of the Committee that the forces and changes in society and education now and in the immediate years ahead will so affect Southwestern At Memphis as to challenge the Board and administration as never before, and that trustee performance at a very high and active level will be required, even more so than the generous time and talent trustees have given in the past. Therefore, the following recommendations are submitted to the Board of Trustees for the Board's formal consideration and action.

I. RECOMMENDATIONS AS TO BOARD COMPOSITION, ORGANIZATION, OPERATION, RELATIONSHIPS, AUTHORITY AND POWERS

A. COMPOSITION

1. That the present size of the Board with voting power be reduced from 39 to 36 as follows:
 - a. 18 elected by the Board
 - b. 18 elected by Synods, 12 from the Synod of the Mid-South and 6 from the Synod of Red River.
2. That the present provisions for three faculty trustees elected by the faculty and three student trustees elected by the student body, all without the power of vote, be maintained.
3. That the President of the college continue to serve as a member of the Board ex officio, but without the power of vote.
4. That the provision for at least three of the eighteen trustees elected by the Board consist of alumni of the college be changed to: there be an adequate number of alumni in the membership of the Board.
5. That all quotas for women serving as trustees be removed and deleted from the bylaws.
6. That the Life Trustee category be maintained to reward distinguished service to the college at the age of 70 or over, without the power of vote.
7. That the bylaws provide for the Honorary Trustee category, with all the privileges of trustees except the power of vote, to enable the college to affiliate with persons of distinction outside the Board membership who cannot serve as regular members of the Board.
8. That the present term of four years and three consecutive terms maximum for voting trustees (both Synod and Board elected) be changed to three years and three consecutive terms maximum, not eligible for reelection until one year after expiration of the third term.
9. That the one three-year term for faculty and one one-academic year term for students be maintained.
10. That the bylaws provide for the removal of a trustee from office if he or she fails to attend three consecutive meetings of the Board without having advised the Board of sufficient reason.

11. That the provision for compulsory retirement from the Board at the age of 70 continue to apply to all trustees serving terms.
12. That the procedures for electing faculty and student trustees be removed and the bylaws simply state that their election be governed by such procedures as determined by the faculty and student governing bodies respectively and approved by the Board.
13. That trustees be elected at the spring meeting of the Board and upon adjournment of that meeting assume office, and that vacancies be filled at any meeting of the Board.

B. ORGANIZATION

1. Officers

- a. That the officers of the Board consist of Chairman, one Vice Chairman, Secretary and Treasurer, and that the Treasurer be a voting trustee, not an administrative officer of the college.
- b. That the officers of the Board continue to be elected annually at the spring meeting of the Board, but no member shall exceed six consecutive one-year terms in office.
- c. That vacancies in Board officers be filled at any meeting of the Board, but not by the Executive Committee.
- d. That no officer of the college serve as an officer of the Board nor act as parliamentarian.

2. Committees

- a. That the executive, regular and special committees of the Board be organized into standing committees as follows:

Executive Committee

Committee on Board Directions and Leadership

(replacing the Nominating Committee)

Committee on Faculty and Educational Program

Committee on Honorary Degrees

Committee on Students and Campus Life

Finance Committee

Committee on Buildings and Grounds

Committee on Development and Institutional Advancement

- b. That the Executive Committee consist of officers of the Board and chairmen of all standing committees, and that the Chairman of the Board may, but not be required to, appoint as many as three trustees at large.
- c. That the Investment Committee be changed from a standing committee, executive in function, to a committee advisory to the Finance Committee; that the Investment Committee be charged with the management of the investments of the college subject to the direction and control of and reporting to the Finance Committee; and that the Finance Committee between meetings may delegate to the Investment Committee the right to deal with investments.

- d. That the standing Committee on Board Directions and Leadership have the responsibility for: nomination of new Board members and officers of the Board; advice to the Board Chairman as to appointments to all Board committees; evaluation and recommendations regarding Board organization and operation; evaluation of trustee performance and attendance with appropriate recommendations; maintenance of a trustee candidate list matched to the needs of the college; planning and initiation of orientation and education of trustees.
- e. That the President and his administrative officers staff the Board and its committees, in the capacity of Executive Secretaries (without vote) assigned as follows:

Board of Trustees	President
Executive Committee	President
Board Directions and Leadership	President
Faculty and Educational Program	Vice President for Academic Affairs
Honorary Degrees	President
Students and Campus Life	Deans of Men and Women
Finance	Vice President for Financial Affairs
Buildings and Grounds	Business Manager
Development and Institutional Advancement	Directors of Development and Institutional Advancement

- f. That the bylaws not specify or limit the number of members on committees (other than Executive Committee) as they do at present.
- g. That all committees, except the Executive Committee and Committee on Board Directions and Leadership, be open to the appointment of selected persons outside the Board who shall be voting members thereof.
- h. That all standing committee members be appointed in the spring by the Board Chairman for terms of one year, with no bylaw limitation on the number of consecutive terms.
- i. That chairmen of all standing committees be voting members of the Board.
- j. That the bylaw descriptions of the powers and duties of committees be revised to emphasize the policy role of the Board and update of current functions.

C. OPERATION

1. Board meetings

- a. That there be three instead of two regular meetings of the Board a year, of which the spring instead of the fall meeting is the annual meeting.

- b. That all regular meetings of the Board continue to be held on campus.
 - c. That all Board meetings continue to be "closed" meetings.
 - d. That there be an executive session at all regular meetings of the Board for voting members only, so provided for in the bylaws.
 - e. That the order of business for Board meetings not be specified in the bylaws as it is now.
 - f. That the President see that a record is made for all Board and Executive Committee meetings for the use of the Secretary of the Board in preparing the minutes.
 - g. That information for Board and committee consideration and action be sent to members in advance of meetings whenever possible.
2. Committee meetings
- a. That the Executive Committee meet at the call of the Board Chairman rather than monthly during the academic year as presently provided for in the bylaws.
 - b. That standing committees meet at least three times a year on days other than full Board meetings.
3. Procedures
- a. That a quorum for all Board, Executive and standing committee business be a simple majority of the voting membership.
 - b. That a simple majority of voting members present (provided there is a quorum) carry all motions or proposals brought before the Board and its committees for action, except in the case of amendments to the bylaws.
 - c. That the bylaws may be amended or repealed at a stated meeting only by a 2/3 vote of the total voting members of the Board; that amendments be jointly proposed by the Board or any five members acting jointly and submitted in writing to the Secretary; that the Secretary send a copy of the proposed amendments to each trustee at least thirty days in advance of the meeting.
 - d. That a ten-day rather than a five-day notice for all meetings of the Board, and a seven-day notice for all committees, be given.
4. Operational emphasis
- a. That Board and standing committee meetings take more time to address themselves to important matters of policy and planning and priority issues and problems, and less time to administrative matters.

- b. That at least once a year the Board consider the long-range plans and future of the college.
- c. That every effort be made to encourage strong standing committees which deliberate on major policies and problems of the college and make recommendations to the Board.
- d. That the President and management team take the initiative in developing the agenda and major policy considerations with respective committee chairmen and Board officers.

D. RELATIONSHIPS TO CONSTITUENT GROUPS

1. Administration

- a. That officers of the college consist of the President as chief administrative officer and other officers as recommended by the President and approved by the Board; that except for the President, officers not be provided for in the bylaws as they are presently.
- b. That officers of the college be defined as "cabinet-level" or "management team"; that their duties be as designated by the President, subject to the approval of the Board.
- c. That "Secretary of the College" be dropped as a function of the Secretary of the Board in order to maintain the distinction between Board officers and college administrative officers.
- d. That the title of Treasurer be exclusively that of the Board officer; that the Treasurer title be dropped from the title of the Vice President for Financial Affairs; that the Vice President for Financial Affairs hold office at the will and pleasure of the President, not the Board.

2. Faculty

- a. That the Officers of Instruction section in the bylaws be deleted except for: definition of faculty; authority over appointments, promotions, tenure, dismissal; recognition of faculty organization; relationship to the Board. And that this section be recorded in the faculty manual as policies and procedures approved by the President and the Board.
- b. That under the faculty section of the bylaws, the following statement be adopted: the Board shall adopt policies in regard to faculty which shall be made duly known through appropriate means to the faculty and shall not be changed except upon thirty days notice to faculty during which period it shall be afforded an opportunity to express its views through the faculty's duly appointed representatives.

- c. That to the faculty be committed the general responsibility for the organization and implementation (not formulation and control) of the educational program of the college.

3. Students

- a. That a student section be added to the bylaws to cover: definition; authority over admission, promotion, discipline, dismissal; recognition of student organization; relationship to the Board.

4. Employees

- a. That a section on non-administrative and non-faculty employees be added to the bylaws to cover: definition; authority over appointments, promotion, dismissal; recognition of employee organization (if any); relationship to the Board.

E. AUTHORITY AND POWERS

1. That a section be added to the bylaws to refer to the incorporation, plan of union and charter of the college.
2. That the section of the bylaws stating the purpose of the corporation be reviewed and updated.
3. That a section be added to the bylaws summarizing the powers of the corporation.
4. That the bylaw section on the powers and duties of the Board be revised and expanded.
5. That the bylaws state the college property is owned by the corporation, not by the Church.
6. That a new section be inserted in the bylaws specifying the Presbyterian Church relationship.
7. That the bylaws provide for periodic evaluation of the college by the Board, emphasizing progress toward major goals and objectives.
8. That a section be added to the bylaws specifying that the corporate records be maintained in the President's office or designee, open for inspection by trustees at reasonable times.
9. That sections of the bylaws on degrees, academic costume, tuition and fees and student aid be deleted and incorporated into a college manual or catalog, except to state that the Board has the power to grant all degrees in course and honorary degrees.
10. That the bylaw description of the seal be abbreviated.

II. RECOMMENDATIONS AS TO ORIENTATION AND EDUCATION OF TRUSTEES

The consensus of the ad hoc Committee on Board Directions and Leadership is that a more formalized program of orientation for new trustees and continuing education of current Board members is needed. Such a program is mandatory if the Board is to understand clearly its responsibilities and participate effectively in the policy making process. Therefore, the Committee submits the following recommendations to the Board of Trustees, fully realizing that a number of these steps have already been taken.

A. ORIENTATION

1. That before election to the Board, every prospective trustee be met by the President of the college, and, whenever possible, Chairman of the Board and Chairman of the proposed Standing Committee on Board Directions and Leadership to discuss: (a) leadership needs of the college; (b) leadership role that particular trustee may serve; (c) responsibilities of the Board; (d) how the Board operates; (e) what is expected of trustees, including time and financial commitments.
2. That before election to the Board, every prospective trustee receive from the President: (a) college catalog; (b) charter of the college and bylaws of the Board; (c) Board and committee membership list; (d) case statement; (e) college fact-sheet and any other key documents which will familiarize the candidate with Southwestern and help him determine his qualifications for the Board.
3. That after election to the Board, the new trustee receive a Trustee Notebook which includes the materials itemized in number 2 above plus sections for Board and Committee meeting agenda and minutes, and trustee and administrative staff biographies. The President's office should see that the Notebook is kept up-to-date and that trustees are encouraged to use their Notebooks for college and Board business.
4. That shortly after election to the Board and hopefully before the new trustee's first Board meeting, he or she be invited by the President to visit the campus for the following purposes: (a) briefing session and discussion with each major administrative officer; (b) meeting with a group of students representing a cross section of backgrounds and attitudes; (c) meeting with a group of faculty; (d) lunch with local trustees; (e) tour of campus.
5. That upon attending his or her first Board meeting, the new trustee be met, escorted and introduced by another trustee as appropriate.

B. CONTINUING EDUCATION

1. It is expected that a strong Board standing committee operation will be the most effective means of continually educating trustees as to plans, programs, people, plant and problems.

2. That certain meetings of the full Board include sufficient time for a thorough presentation of a major program or proposed program or function of the college, about which the Board may be asked to take action in the future. This may be introduced by one of the standing committees and should include participation by faculty and students as well as the President and his staff.
3. That periodically an extra day be scheduled for a Board retreat, workshop, or seminar. Key administrators and selected faculty and students should participate in the retreat. The recommended standing Committee on Board Directions and Leadership should be responsible for planning the agenda in cooperation with the President. Outside resource people should be made available as needed.
4. That a "Trustee-In-Residence" opportunity be made available to all members of the Board so inclined. Encouraged by the Committee on Board Directions and Leadership and coordinated by the President's office, this opportunity would consist of a rotating residency program to permit really interested trustees to spend at least several days on campus. Preferably trustees should live in a student residential setting, attend classes and seminars, attend student government and other student-interest group meetings, eat in the cafeteria, attend faculty meetings and sit in on a Management Team meeting. Cultural events, religious services, and athletic activities may also be included.
5. That each member of the Board continue to receive a subscription to the "Chronicle of Higher Education."
6. That the Board join the Association of Governing Boards and participate in its program.
7. That trustees receive annually from the President an updated list of selected books and articles on higher education and other issues which relate to the college's goals and purposes. Books, book reviews, or reports considered as suggested reading should be sent to trustees by the President's office whenever timely.

III. OBSERVATIONS OF THE COMMITTEE

As the ad hoc Committee on Board Directions and Leadership studied the Board, observations were made which should be of interest to all trustees and which led to some of the recommendations.

A. STANDING COMMITTEE WORKLOAD, 1973-74

<u>Committee</u>	<u>No. of Voting Trustees Assigned</u>
Executive	16
Investment	1
Faculty and Educational Program	7
Students and Campus Life	8
Finance	7
Buildings and Grounds	6
Development and Institutional Advancement	9
Nominating	4
Honorary Degrees	4
No committee assignment	0

Observation: Every trustee has an assignment, which is good. Distribution of assignments is generally well balanced. The Executive Committee is too large.

B. GEOGRAPHICAL DISTRIBUTION OF TRUSTEES, May 24, 1974

<u>Location</u>	<u>No. of Voting Trustees</u>
Memphis	16
Tennessee outside Memphis	3
Mississippi	3
Alabama	5
Kentucky	0
Louisiana	4
Texas	2
Arkansas	1
Other	<u>2</u>
	36

Observation: Representation from Kentucky and Arkansas should be achieved, but proportionate to support potential. Strong representation from Memphis is still needed, but trustees elected by the Board can be spread geographically more than before. At least one half of the Board elected members should be from Memphis. Trustees from New York and Washington are desirable because these cities represent sources of great influence and support for the college, provided candidates are interested and committed to the college. Representation from other cities such as St. Louis may be important.

C. OCCUPATIONAL DISTRIBUTION OF TRUSTEES, May 24, 1974

<u>Primary Occupational Identification</u>	<u>No. of Voting Trustees</u>
Business	15
Law	6
Banking	4
Education	1
Church	5
Special	4
Retired	<u>1</u>
	36

Observation: The Board is shy in the educational area. Emphasis should be placed on persons with an overview of education (not necessarily a professor or president from another college). It was recognized that more national business leadership would be desirable.

D. TRUSTEE AFFILIATIONS REPRESENTING BRIDGES TO CONSTITUENT GROUP SUPPORT

<u>Constituent Group</u>	<u>No. of Voting Trustees*</u>
Alumni	11
Memphis Friends and Businesses	16
Parents	6
Other Individuals	5
Church	5
Corporations (national)	3
Foundations (regional, national)	0
Government (federal)	0**
Unclassified	5

*Board members are listed in one or more categories

**Local government influence is strong

Observation: Lack of significant influence in respect to national foundations must be corrected. Board members having contact and influence with local, state and federal government are desirable.

AD HOC COMMITTEE ON COLLEGE - CHURCH RELATIONSHIP

REPORT TO THE BOARD OF TRUSTEES OF
SOUTHWESTERN AT MEMPHIS MAY 24, 1974

The Ad Hoc Committee on College-Church Relationship was set up by the Board, and the following members were appointed at the January 17, 1974, Board meeting:

Rev. Park Moore, Chairman	Synod Representative
Mr. Herb Gunn	Student
Dr. Paul T. Jones	Trustee
Mr. William H. Mitchell	Synod Representative
Dr. Fred W. Neal	Faculty
Dr. Kenneth G. Phifer	Synod Representative
Mr. William C. Rasberry	Synod Representative
Mr. S. Shepherd Tate	Trustee
Dr. John W. Wade	Synod Representative
Dr. James H. Daughdrill, Jr.	Administration
Dr. Robert G. Patterson	Administration
Mr. Howard E. Batchelder	Counsel

The responsibilities assigned for study and recommendation to the May Board meeting are:

1. To analyze the present relationship between Southwestern At Memphis and the Presbyterian Church with reference to particular strengths this relationship brings to the goals and program of the college.
2. To study the importance of the Presbyterian Church relationship to the future of the College as it relates to educational purpose, campus mode, students and the community served, faculty, financial needs and support, sponsorship and volunteer leadership.
3. To identify optional forms of church and college relationships and to weigh the advantages and disadvantages of each.
4. To recommend to the Board of Trustees the type of relationship between Southwestern and the Church for the future.

The committee met on April 2, and on May 23, on campus. Statements of relationships were solicited and received from fourteen other colleges affiliated with the Presbyterian Church in the U.S. A draft of a statement of Christian Commitment and Church Relationship for Southwestern was submitted by President Daughdrill.

There was strong, unanimous agreement to maintain and to strengthen the College-Church relationship because: Presbyterians outside Memphis give support, some students come as a result, Memphis money is often Presbyterian, no problems are raised for non-Presbyterian supporters, no problems affect federal money, and especially it continues the vital relationship established in 1855. Ownership through Church-elected trustees was deemed stronger and more desirable than a covenant relationship.

However, a strong, clear statement on Southwestern and the Presbyterian Church is required for the future of the college. Therefore this ad hoc committee submits the attached statement of Christian Commitment and Church Relationship and recommends that the Board of Trustees ratify it.


Park Moore, Chairman

Note: The Board on 5/24/74 did ratify this statement with some amendments and granted the chairman editorial discretion in smoothing some phrases. The copy attached is the final one of 6/6/74.

SOUTHWESTERN AT MEMPHIS

1974 STATEMENT OF CHRISTIAN COMMITMENT AND CHURCH RELATIONSHIP
(Adopted by the Board of Trustees, May 24, 1974)

Too many colleges today, lacking a clear identity and direction, have become imitative. The prestige image they follow is often a secular pattern since most of the well-established private institutions in this country are secular in outlook. For church-related institutions the problem is especially serious because imitation draws them away from their own distinctive purposes.

Some people today feel that religion is not genuinely concerned with truth; that by its very nature it is inharmonious with the purposes of an academic community. Some people are apt to think of church-related colleges as restricted environments clouded by moralistic prohibition. Some think of religion not as embodying truth about ultimate reality, but only as a moral code, or as a set of impractical ideals, or as quaint and antiquated ideas that educated people are supposed to have outgrown. Following this tide some church-related colleges drift away from their original identity, purpose and distinctiveness.

Southwestern At Memphis has chosen to go in the other direction, and in these disturbed and crucial times, restates its distinctive and extraordinary function as a church-related institution.

As we face our mission of education for the last quarter of the twentieth century, people are yearning for values that abide and are searching for meaning and purpose in the changing world. In a society that grows increasingly massive, impersonal, and technologically driven, there is need for strong spiritual leadership. We of Southwestern dedicate ourselves to continuing as a dynamic source for stimulating this leadership.

What is Southwestern's distinctive and extraordinary function as a church-related college?

First, let us look at what it is not. Southwestern's commitment to the church and to the Lord of the church does not mean that it is a doctrinaire institution requiring intellectual adherence to creedal religion. It does not mean that Southwestern excludes persons from its student body, faculty, administration or governing bodies who may hold other views. The college does not exclude people, ban books, or avoid ideas.

Now let us look at what Southwestern's commitment to being a church-related institution does mean. Southwestern strives to fulfill these Ten Marks of a Church-Related College:

TEN MARKS OF A CHRISTIAN, CHURCH-RELATED COLLEGE

1. OPPORTUNITIES FOR CORPORATE WORSHIP - Southwestern provides regular opportunities for corporate worship, led by students and members of the faculty and administration using a variety of formats ranging from the high liturgical to the very informal.
2. DEMONSTRATION OF SOCIAL CONCERN - The student coming to Southwestern finds himself in a community where faculty and students show active concern for social justice and human mercy. This is expressed both in voluntary activities, such as the Kinney Program, and in academic involvements, such as off-campus internships.
3. BALANCE OF COMMITMENT AND FREEDOM - How can Southwestern do justice to its purpose of being a church-related institution, a purpose which carries with it commitment to beliefs, and, at the same time, maintain the freedom of inquiry necessary for good education? Southwestern's policy avoids the pitfalls of absolutizing either freedom or doctrine which would make them mutually exclusive in an educational setting. Southwestern reconciles freedom, responsibility, and our purpose of being a Christian college by: 1.) seeing to it that a large majority of the faculty are Christians; 2.) insisting on freedom of inquiry for the faculty and students; 3.) creating a climate in which the Christian faith is reasonably and persuasively presented without pressing for acceptance; and 4.) encouraging faculty and students to explore the relationships between religion and other facets of life (as in the course "Man in the Light of History and Religion").
4. PERSONAL CONCERN FOR STUDENTS - In an age of bigness, mass production and impersonality, Southwestern's students enjoy close contact with professors in small classes and grow in an atmosphere where personal relationships are important, and where values, ideals and commitment are mediated.
5. COURSES IN BIBLE AND RELIGION - Southwestern's primary mission is to educate. Within this framework the college provides a variety of courses in Bible and religion that reflect on the Judeo-Christian heritage, the life and teachings of Jesus Christ, and the implications of these for the whole of life.
6. PROVIDING INTELLECTUAL STIMULUS TO THE CHURCH - The academic community of Southwestern provides intellectual resources to the church through research, the publication of scholarly articles and books, and by providing excellent leaders, library, and location for study seminars and church education conferences.
7. PROVIDING LEADERS FOR CHURCH AND SOCIETY - While avoiding quotas, narrow boundaries or intellectual compromise, Southwestern strives to serve both church and society. Southwestern best serves both church and society by being the very finest liberal arts college it can be. By linking spiritual values with intellectual insights, Southwestern prepares students for service in church vocations and all walks of life.

8. MAINTAINING CHRISTIAN GOVERNANCE AND LEADERSHIP - Southwestern maintains the practice that a large majority of Trustees and administrators, as well as faculty, be Christians.
9. PROVIDING SERVICES TO THE CHURCH - Southwestern's primary service to the Church is in carrying out its educational mission. Subsidiary to this are other services that include preachers for pulpit supply, the Liturgical Dance Group the Southwestern Singers, providing location and leadership for church conferences and councils, the Southwestern Counseling Service, and a growing list of other services.
10. REPORTING TO THE CHURCH - Southwestern, a college related to the Presbyterian Church, U.S., makes regular reports to the Synod of the Mid-South and the Synod of Red River. One half of the Southwestern Board of Trustees is elected by these Synods.

What does Southwestern as a church-related institution reasonably expect of the church?

First, Renewed Understanding of Southwestern as a church-related college; not as "a parent away from home," and not as "a protective agency for a child," but as providing young men and women with an experience in living in a Christian community of sensitivity, mutual concern and awareness of the needs of the world; and where emphasis is placed upon developing the whole person: physically, spiritually, intellectually.

Second, Enthusiastic Enlistment of young men and women for enrollment in Southwestern. The church vitally aids in determining the level and quality of enrollment and the character of the institution.

Third, Generous Support for Southwestern as a church-related college by regular benevolence giving, by supporting capital funds programs, and by providing for the college's future mission by gifts through life-income trusts, wills and bequests.

Southwestern has chosen the better way -- against the imitative, secular flow -- and restates its distinctive and extraordinary purpose. In a time of turnover-technology, impersonality and eroding ethics, Southwestern At Memphis reaffirms its Christian commitment to prepare men and women in mind, in body and in spirit fitted for leadership in tomorrow's world.

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT

The Development and Institutional Advancement Committee of Southwestern met on May 24, 1974 at 12:00 o'clock in Room 302.

Mr. Loyd Templeton reported on progress made in Institutional Advancement.

Mr. Templeton stated that he and President Daughdrill had just completed a number of meetings with alumni throughout the country and he felt these were very successful meetings. The Alumni Council had recently met in a four-hour session to review the by-laws and to make recommendations for changes in the alumni organization.

Under the leadership of Spence Wilson, the President's Council has been revised and a meeting was held on May 16, with the new members, many of whom are, for the first time, women. Mr. Kemmons Wilson was the principal speaker for this very successful meeting.

Mr. Templeton reported he was endeavoring to locate a new assistant to work in publications and this would be reported to the Committee as soon as it was achieved.

Josh Brown, Director of Annual Giving, made the following report:

The annual fund drive, under the leadership of Eric Catmur, had been successful and he felt confident it would go over the \$385,000 goal within thirty days and, thus, qualify for the \$25,000 challenge gift.

Mr. David C. Ferner, Counsel for Frantzreb and Pray Associates, Inc., was called on for a report. He recommended a plan of action for the 1974-75 annual fund. A detailed copy of this plan of action is attached to these minutes. Primarily, it recommended that the name of the annual drive be changed to "The Southwestern Fund." It further recommended that the drive be headed by a Steering Committee with reliance upon a Trustee's Committee and a Campus Committee to direct the leadership with other sub-committees, namely; Memphis Committee, Friends Committee, The Charles E. Diehl Society, Alumni Committee and the Parents Committee.

It also recommended that a new sponsoring group called "Southwestern Associates" be set up for people who make gifts of more than \$1000 a year. There was some objection to the word "Associates," but the Committee adopted the report as filed and recommended it be adopted by the Board as the official plan of the annual fund drive under the name "Southwestern Fund for the Year 1974-75."

Charles P. Cobb, Chairman

Memo To: Southwestern At Memphis
Committee on Development and Institutional Advancement
Charles P. Cobb, Chairman

From: Frantzreb and Pray Associates, Inc., David C. Ferner, General Counsel

Subject: Recommended Plan-Of-Action for the 1974-75 Annual Fund

Date: May 24, 1974

We are pleased to submit this Plan-Of-Action memorandum as a proposed policy guide for the 1974-75 Southwestern Annual Fund to the Committee on Development and Institutional Advancement of the Board of Trustees. After consideration and discussion of this plan during your meeting today, we hope that it will become a formal resolution from the Committee to the Board of Trustees for adoption. Then trustee leaders, the President and the Director of Development will have authoritative corporate direction for implementing a more successful annual giving program, based upon the noteworthy progress and good work of all to date, and aimed at fully complementing the reputation, potential and operational needs of the college.

The following recommendations and procedures have been discussed with Ron Yarbrough, Director of Development, Josh Brown, Director of Annual Giving, and Loyd Templeton, Director for Institutional Advancement. They are in keeping with our general recommendation contained in our Study Report of October 19, 1973, approved by the Board: "That the annual giving activities be restructured and coordinated under an Annual Fund Program Steering Committee and General Chairman of the Southwestern Annual Fund . . ."

In meeting with your staff and preparing these recommendations, we have benefited from the continuing counsel of Howard E. Batchelder and the special counsel of Raymond L. Handlan, Senior Vice President and Vice President respectively of our firm.

I. NAME

Recommendation: that the Board of Trustees formally adopt THE SOUTHWESTERN FUND as the name of the annual giving program, and that this name be used in all promotional materials and publications (with especially designed logogram) to readily condition the constituency as to the purpose and importance of this fund raising activity. All annual giving divisions or components should refer to The Southwestern Fund, rather than to Alumni, Parents or Community Campaign, in order to emphasize:

1. Consideration of larger gifts to larger goal.
2. Total gift income needs for operating budget.
3. United purpose of all annual giving activity.
4. Larger challenge to top volunteer leadership and donors, thereby elevating sense of importance in serving and giving and reward for goals met.

The words "campaign," "captains," and "workers" should be eliminated from usage so as to help preclude charitable and community campaign mentality not conducive to successful educational fund raising and distinctive character of Southwestern At Memphis.

II. ORGANIZATION

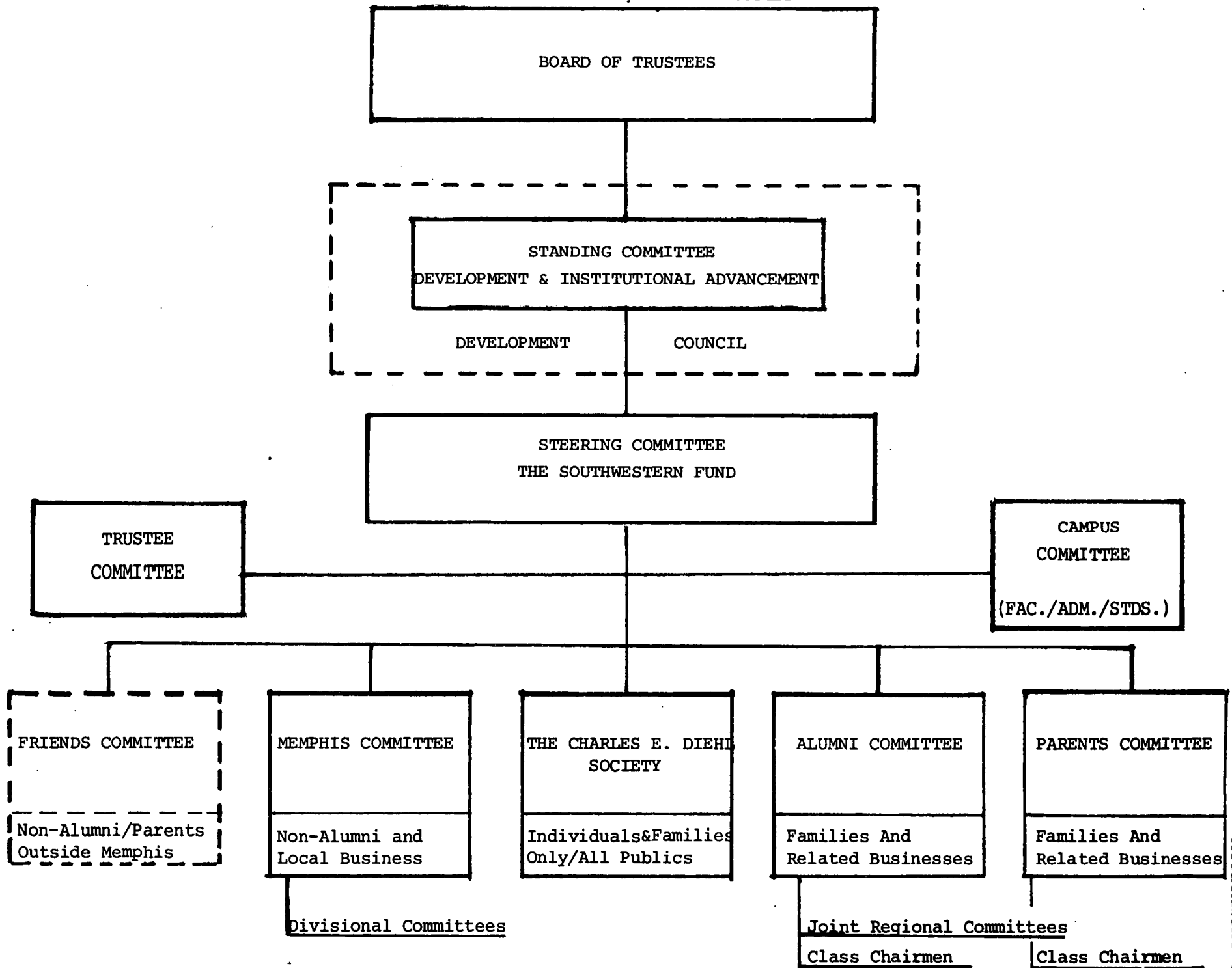
Recommendation: that The Southwestern Fund be organized according to the chart on the next page, including the following committees:

- A. Trustee Standing Committee on Development and Institutional Advancement. The Board, through this committee, is responsible for all policies and oversight of the annual fund program and for the enlistment of the General Chairman of The Southwestern Fund and its Steering Committee.
- B. Steering Committee, The Southwestern Fund. This Committee is charged with implementing the annual fund program under the general policies and control of the Board of Trustees and its Standing Committee on Development. Its membership should consist of the General Chairman and chairmen of the following committees: Diehl Society, Alumni, Memphis, Parents, Friends, (once organized), Trustees, Campus (faculty, staff, employees, students). All members automatically become members of the Development Council once the college is ready to organize that senior volunteer group for all phases of the external relations and development program.

It is the responsibility of the Steering Committee to recommend Fund goals to the Board of Trustees for formal adoption, determine the promotional procedures, gift techniques and schedule for accomplishing goals, and coordinate and supervise the entire annual fund program and its volunteer committees.

1. General Chairman. It is the responsibility of the General Chairman to enlist qualified members of the Steering Committee in cooperation with members of the Board and President and with the advice of the Director of Development and Director of Annual Giving. He should chair monthly meetings of the Committee during the Fund year and actively solicit five to ten prime individual and corporate prospects for large annual gifts, including challenge gift prospects. Candidates for General Chairman should possess the following qualifications: member of the Board or considered trustee potential; alumnus of the college; ability to organize a team and inspire others to lead; available to attend meetings and promote the Fund; able to effectively solicit in person; willing to give at \$10,000 or more annually through personal and business and foundation related resources, thus visible as a Charter Member of the Diehl Society.
- C. Sponsoring Committee, The Charles E. Diehl Society. This committee is responsible for enlarging the Society's membership and personally soliciting all candidates at the \$10,000 and \$5,000 up annual gift levels. In effect, the Society becomes the leadership gift phase of The Southwestern Fund, and much of the Fund's future growth and success will depend upon the organization of an active and aggressive Sponsoring Committee. The Chairman of this Committee must be dedicated to the importance of the Society to the college in building committed leadership and significant philanthropy among the top one percent of Southwestern's constituency. And he must be able and willing to commit \$10,000 up annually for unrestricted current operating purposes.

RECOMMENDED ORGANIZATION CHART
FOR THE 1974-75 SOUTHWESTERN FUND



--- To be organized

- D. Alumni Committee. This committee is responsible for the general solicitation of all former students of the college, their families whenever appropriate, and related business and family foundation sources. It will be the responsibility of the Chairman and his committee to enlist qualified regional and class chairmen to carry out the approaches to and contacts with all alumni, except those selected as Diehl Society candidates. In addition to being an outstanding alumnus, the Chairman should be an influential business, professional or civic leader and contributing at the \$1000 up level.
- E. Memphis Committee. This committee is responsible for the cultivation and solicitation of all Memphis area prospects (except Diehl Society candidates): non-alumni and non-parents; businesses and corporations; community and local foundations; organizational prospects (including labor). The Chairman and members of the committee must consist of outstanding business, professional and civic leadership in Memphis, dedicated to the importance of private liberal arts education as a vital asset to Memphis and the quality of life in the Mid-South region. They must be able and willing to contribute at the \$1000 up level, enlist qualified divisional chairmen, and personally solicit key Memphis prospects.
- F. Parents Committee. Southwestern has yet to touch the gift potential among parents and families of students and their business and foundation related sources. It will be the job of this committee and its chairman to seek ways to tap that potential for annual gifts. The committee should consist of a chairman for each undergraduate class and selected parents at large in key regions who will cooperate with the alumni regional chairmen in personal cultivation and solicitation. The Chairman and members of the Committee should represent influential positions in their respective communities and be able and willing to give at the \$1000 up level.
- G. Friends Committee. Southwestern has yet to capitalize fully on its Church and regional identifications outside Memphis. When the college is ready in terms of prospect research, staff and budget, a Friends Committee should be organized to more effectively communicate with and motivate annual gifts to the college from non-alumni and non-parent prospects outside Memphis. Such prospects should include selected members of the Presbyterian Church within and outside the Mid-South and Red River Synods, other individuals and families interested in private liberal arts and Christian colleges, local and regional foundations, and businesses and corporations interested in educational investments for regional excellence and leadership.
- H. Trustees. Every member of the Board should be a donor to the Southwestern Fund every year to the best of his or her ability through personal, family, foundation and business related sources. That is a basic and tangible expression of commitment to and responsibility for the college. The rest of the constituency will look to the Board for signs of visible leadership and pace-setting gifts. Each member of the Board should be given the courtesy of being personally invited to give to the Fund at a level complimentary to capacity. Therefore, the Board should appoint three trustees to work closely with the Chairman of the Steering Committee in seeing that the Board is significantly pledged at the beginning of each Fund year.

- I. Faculty and Staff. All faculty, administrative staff, employees of the college and their families, and students should be given the opportunity of participating in The Southwestern Fund. Communications about and solicitations for the Fund should be channeled through a Campus Committee, chaired by a leading member of the faculty who is enthusiastic about and supportive of the development program and the impact of annual gifts to the enrichment of the programs and services of the college. Preferably, the Chairman should be able to give at a pace-setting level for faculty and staff. In addition to the Chairman, there should be a student Vice Chairman and Student Committee to invite the participation of all students in the Fund.

III. PROMOTION OF GIFT-LEVELS

Recommendation: that the following gift levels be introduced through The Southwestern Fund and aggressively promoted by the Steering and program committees as follows:

<u>Gift-Level</u>	<u>Name</u>	<u>Committees Responsible</u>
\$10,000 up	Diehl Society - Founding Members	Diehl Society Sponsoring Committee
\$ 5,000 up	Diehl Society - Sustaining Members	Same
\$ 1,000 up	Southwestern Associates	Alumni, Memphis, Parents, Friends, Campus Committees
\$ 126 up (1 - 7 units)	Anniversary Gift Club	Same
Below 126	General donors	Same

The Southwestern Fund must emphasize size of gifts and corresponding recognition of donors in peer group categories as well as grass roots participation if it is to realize rapidly increasing annual fund income in the future. In respect to the promotion of the above gift-level identifications, the following steps are urged:

1. Do not introduce the Sustaining Member category in the Diehl Society until all Founding Member prospects have been solicited.
2. Use the term Southwestern Associates rather than President's Club for \$1000 up donors.
3. Introduce Anniversary Gift Club rather than Century Club to all prospects under \$1000.00. One dollar is given for each year since the college was founded. Therefore, for 1974-75, one unit or share in the Club equals \$126; for 1975-76, \$127, etc.

IV. CHALLENGE

Recommendation: that every effort be made by the Board of Trustees and the Steering Committee of The Southwestern Fund to obtain an annual fund challenge gift from one or more individuals and organizations for sight-raising and incentive giving purposes throughout the total constituency. The challenge may include one or more of the following conditions:

1. Dollar-for-dollar match of all gifts to the Fund.
2. Dollar-for-dollar match of all new gifts to the Fund.
3. Dollar-for-dollar match of all increased gifts to the Fund.
4. Dollar-for-dollar match of all Diehl Society, Southwestern Associates or Anniversary Gift Club contributions.
5. Match of all new gifts and/or increased gifts to the Diehl Society.
6. Match of all gifts, increased gifts and/or new gifts for a Synod, alumni/parent regional area or class.
7. Dollar-for-dollar match of all trustee gifts or increased gifts.

Challenge gifts should be obtained before the Fund is kicked off and announced to all constituents so affected. "Rear-end" challenge (i.e. \$25,000 will be given if \$385,000 is raised) should be used as a last resort.

V. SCHEDULE

Recommendation: that the 1974-75 Southwestern Fund be implemented according to the following general time schedule.

<u>Time</u>	<u>Step</u>
1974 May	Approval of The Southwestern Fund plan by the Board of Trustees.
June	Enlistment of the General Chairman. Develop challenge gift opportunities
July - August	Enlistment of Steering Committee and other volunteer leadership. Preparation for Seminar and materials.
September	Leadership Seminar for all Fund volunteers. Begin Diehl Society membership and prospect calls. Initial announcement of Fund to all constituents.
October - December	Start-up and complete calls on all Southwestern Associates prospects through Alumni, Memphis, Parents, Friends and Campus Advance Gifts Committees.
	Complete Diehl Society membership enlistment.
1975 January	Hold annual dinner for Diehl Society.
January - March	Pursue regional cultivation and personal solicitation through Alumni and Parents Committees. Coordinate phonathons in selected cities. Start up Class Chairman activity and letters. Introduce Anniversary Gift Club to all general prospects by special mailing(s).

Time

March - Start-up and complete solicitation of general prospects
May in Memphis. Complete regional and class chairman
solicitations.
June Clean up and final report.

VI. PROCEDURAL GUIDES

Recommendation: that The Southwestern Fund be guided by the following procedures:

1. Each Chairman must enlist his subordinates. This should not be done by the Development Office staff.
2. Staff should not serve in a volunteer role.
3. Job descriptions should be written for each Chairman and committee-man involved.
4. The Development Office staff should meet with Chairmen and committee-men as soon as possible after they are enlisted to review their responsibilities.
5. Overall goals need to be established and accepted by the Steering Committee. Likewise goals within the regions need to be established and accepted by the Regional Chairmen and their committees.
6. Review or rating committees should be established in each of the cities where personal solicitation is planned. The work of the ad hoc Committee on Resources and its Regional Chairmen should provide input.
7. Class Chairmen (agents) should be asked to review lists of their classmates to identify leadership gift prospects.
8. Class Chairmen should be involved in the regional program and the regional program should be promoted as an arm for the class program.
9. Go back to at least the fiftieth anniversary year for enlisting Class Chairmen.
10. Use reunion classes for upgrading level of gift.
11. Do not apologize for use of volunteer time.
12. Volunteer should not solicit others until their own pledge is made.
13. Use the volunteer organization for channeling reports on the progress of the Fund.
14. Use the committee chairmen to get their committee members to follow through with their prospects.

15. Inform volunteers of what their prospects give.
16. Staff may join volunteers to help them in making calls, but the volunteers must ask for the gifts.
17. Don't give prospects a return envelope when personal calls are made. Urge volunteers to get the pledges and return them to the college themselves.
18. Consider personal solicitation of one third of the alumni each year, with every alumnus personally solicited within a three-year period.
19. Give prospects an annual fund gift-range table to upgrade gifts.
20. Consider a place on the pledge card or pledge card envelope in which the donor can indicate an additional gift during the particular annual fund year. This technique can overcome the hesitancy of a person increasing his or her gift if he or she feels that this increased gift would be expected in subsequent years.
21. Send out a thank-you letter shortly after the first of the year reporting to each major donor how his or her gift was used and also indicating the total amount given to the college during the calendar year. This is something much appreciated by donors as they start preparing their income taxes.

VII. STAFFING

Recommendation: that the President and Director of Development assign staff to administer The Southwestern Fund as follows:

<u>Committee</u>	<u>Staff Manager</u>
Steering Committee	Director of Annual Giving
Diehl Society Sponsoring Committee	Director of Development
Alumni Committee	Director of Annual Giving
Memphis Committee	Director of Annual Giving
Parents Committee	Director of Annual Giving
Friends Committee	Director of Church Relations
Trustees Committee	Director of Development
Campus Committee	Director of Annual Giving

The President should serve as member ex officio of the Steering Committee and be involved in challenge gift and Diehl Society cultivation and solicitation.

The Director for Institutional Advancement and his staff should provide support services in the way of printed materials, publicity and news, and cultivation events (e.g. Diehl Society Dinner).

VIII. LEADERSHIP SEMINAR

Recommendation: that the Board of Trustees authorize and the Committee on Development and Institutional Advancement sponsor a Leadership Seminar for the equivalent of one full day in September 1974 for the following purposes:

1. To present the plans and case for Southwestern in order to get volunteers enthused about the college and supportive of its programs.
2. To present the basic framework of the development program with particular emphasis on the importance of The Southwestern Fund. To inform and condition volunteers as to the overall task to be accomplished.

The Committee on Development and Institutional Advancement must be involved in the Seminars. The President must not only address the group but he also must be visible and available throughout the Seminar. Selected faculty and students must participate in the program and also meet with volunteers in informal and social settings.

A detailed memorandum outlining the agenda for the Seminar was submitted to the Directors of Development and Annual Giving by Counsel, dated May 1, 1974.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS

Present: Walk C. Jones, Acting Chairman, Belin V. Bodie, David H. Edington, Jr., John H. Stennis from the Board of Trustees, Albert M. Johnson from the Faculty, Leslie I. Jaco, Jr. from the Student Body, and Roy Twaddle and Susan Smith members ex-officio.

The meeting was called to order at 12:30 P.M. in Room 300 of Clough Hall.

Miss Smith reported on the following items:

1. Grounds Improvement

Under the direction of the Grounds Committee, flower beds have been planted, shrubbery has been thinned and rearranged, and the signs facing North Parkway have been repainted.

2. Physical Plant Improvement

A. The Infirmary remodeling has been satisfactorily completed and final payment has been made.

B. The Refectory renovation plans are underway with hopes that cost restrictions can be worked out and that the labor market will remain stable enough to allow completion of the renovation during the summer vacation months. Plans include air conditioning the south wing of the dining area, revising the serving and dish room area to reduce congestion and improve ventilation, waterproofing the basement area, and new cooler and freezer facilities. The new serving arrangement will increase seating by some forty to fifty spaces. Since this project is of the highest priority and budget surplus will permit its execution, Miss Smith recommended that this committee recommend to the Board of Trustees that the project be approved. It was pointed out that a recent estimate of \$250,000, exclusive of the architect's fees, would be needed. After a tour of the kitchen facilities, the Committee recommends to the Board of Trustees that the project be undertaken without delay. Conditions are unsanitary and generally deplorable and the committee urges in strongest possible terms authorization of this project.

C. The Student Center air-conditioning water tower has been repaired at a cost of approximately \$2,200.

D. Because of the expense and the greater priority for the kitchen project, it is recommended that plans for resurfacing the drives and parking areas be delayed until 1975.

3. University Apartments

Information was provided the committee regarding costs of construction and debt service should a decision be made to dismantle Evergreen Hall and 649 University and erect an apartment building intended primarily for students, faculty, and staff. It was the committee's feeling after reviewing the several alternatives presented that such a project should be delayed indefinitely due to prohibitive costs and some question as to the possibilities of full occupancy.

REPORT OF THE COMMITTEE ON BUILDING AND GROUNDS (Cont'd)

4. Residence: Corner of East Drive and Trezevant

It is recommended that the house located at the corner of East Drive and Trezevant be sold. This property was donated by Mr. Herbert Shainberg and the sale should be subject to the approval of the President, the Treasurer, the Chairman of the Board, and the Chairman of the Buildings and Grounds Committee.

REPORT OF THE FACULTY AND EDUCATIONAL PROGRAM COMMITTEE

The Faculty and Educational Program Committee of the Southwestern Board of Trustees was called to order by Chairman John W. Wade, at 12:45 p.m. Besides the chairman, those present were Trustees Park H. Moore, Jr., Jere Nash, Jr., Morton D. Prouty, and S. Shepherd Tate; Faculty Members Jack Farris, Richard Gilliom, W. L. Lacy, Jack U. Russell (also a Board member), and Gordon Southard; student member Margaret Falls; and ex officio member, Dean Robert G. Patterson. Also present as visitors were Professors Doug Hatfield, R. L. Amy, and Llewellyn Queener.

The Committee, by unanimous vote, recommended the following actions to the Board of Trustees:

1. That Professor Robert G. Mortimer, Chemistry, be given tenure, effective with the 1974-75 contract.
2. That Professor Marshall E. McMahon, Economics, be promoted from Assistant Professor to Associate Professor.
3. That Professor John W. Wehlan, Music, be promoted from Assistant Professor to Associate Professor.
4. That the following sabbatical leaves, mainly for 1975-76, be approved. (Roman numerals refer to terms, and unless otherwise specified refer to the 1975-76 academic year.)

J. Farris (III, 74-75; I)	D. Likes (I, II, III)
J. Witherspoon (III, 74-75; I)	K. Williams (I, II, III)
W. Nemitz (I)	A. Barnhardt (II, III)
G. Apperson (I, II, III)	H. Hall (II, III)
M. Burkhardt (I, II, III)	A. Smith (II, III)
R. Gilliom (I, II, III)	R. Wood (II, III)
	H. Lyons (III and I of 76-77)

The Committee received as information a report from Dean Patterson concerning recommendations for tenure that will be formally presented to the Trustees at their January, 1975, meeting. Dean Patterson also reported as information the proportion of the faculty presently non-tenured. Of the total number of full-time faculty members, 26% are non-tenured. Including part-time faculty, and reporting therefore on full-time equivalent basis, the percentage of non-tenured is 32%.

Three members of the faculty, representing the three major divisions of the curriculum, made brief reports to the committee on plans and program objectives for the 1974-75 academic year. Reports were made by Professor Douglas Hatfield for humanities, Professor Robert Amy for natural sciences and mathematics, and Professor Llewellyn Queener for social sciences.

The reports were received as information and appreciation expressed to Professors Hatfield, Amy, and Queener.

The meeting of the committee was adjourned at 1:45 P.M.

REPORT OF THE FINANCE COMMITTEE

<u>Item</u>	<u>Presenter</u>	<u>Recommended Action</u>
1. Pension of \$50.00/mo. for Mr. Joe Hudson, age 69, employed as janitor since 1953, retiring 6/30/74	M. P. Jones	Approval
2. Average increase of \$.40-\$.50/hr. for hourly, professional members of Security Force, effective 7/1/74. Approximate annual cost \$9,500	M. P. Jones	Approval
3. Income and Expense Analysis through April, 1974	M. P. Jones	Receipt as Information
4. Refectory repair, kitchen-serving rearrangement, and air conditioning for kitchen and Neely Hall. Approximate maximum cost: \$270,000 Note: Expect \$150,000 or more (<u>possibly</u> as much as \$200,000) to be available from 1973-74 operating funds.	M. P. Jones	Approval of use of up to \$270,000 of 1973-74 operating funds for refectory work, provided no deficit is incurred.
5. Resurfacing and curbing portions of east drive (Parkway to Charles Place) and the small parking area between Voorhies Hall and library. Total cost: approximately \$26,000. Available in 1973-74 budget: \$6,000	M. P. Jones	Restrict work to minimal amount and keep within 1973-74 budget, if possible.

Each of the items above was approved by the Finance Committee and is recommended to the Board for approval.

M. P. Jones
Acting Secretary

INCOME AND EXPENSE ANALYSIS - SOUTHWESTERN AT MEMPHIS - April 1974 (In Thousands of Dollars)

<u>INCOME</u>	April, 1974		Actual 1972-73	Budget 1973-74	Actual 1973-74	Variance Between
	Actual	Budget				Actual and Budget Year-to-Date 1973-74
Tuition and Fees	215	176	2187	1760	2167	407
Endowment Income	29	40	162	400	246	(154)
Benevolences	16	14	146	140	138	(2)
Annual Support	25	23	214	230	241	11
Other Gifts, Grants, Misc.	12	15	60	150	97	(53)
Auxiliary Enterprises	20	65	814	650	834	184
Student Aid (Endowment)	6	5	24	50	44	(6)
TOTAL INCOME	<u>323</u>	<u>338</u>	<u>3607</u>	<u>3380</u>	<u>3767</u>	<u>387</u>
<u>EXPENSES</u>						
Board Meetings	--	--	4	4	3	(1)
President's Office	6	6	56	60	62	2
Business Office	15	24	185	240	216	(24)
Student Services	21	23	208	230	224	(6)
Development Office	21	15	152	150	141	(9)
Dean of College	11	14	87	140	101	(39)
Humanities	53	52	449	519	515	(4)
Social Sciences	24	22	203	220	226	6
Natural Sciences	31	33	296	329	318	(11)
Computer Center	2	4	25	40	29	(11)
Athletics	15	13	146	130	151	21
Guidance & Counseling	3	2	16	20	17	(3)
Continuing Education	5	6	64	60	56	(4)
Library	12	14	144	140	141	1
Physical Plant	35	38	328	379	316	(63)
Auxiliary Enterprises	59	51	493	509	500	(9)
Student Aid	<u>147</u>	<u>21</u>	<u>311</u>	<u>210</u>	<u>303</u>	<u>93</u>
TOTAL EXPENSES	<u>460</u>	<u>338</u>	<u>3167</u>	<u>3380</u>	<u>3319</u>	<u>(61)</u>
Net Income or Deficit	<u>(137)</u>	<u>-0-</u>	<u>440</u>	<u>-0-</u>	<u>448</u>	<u>448</u>

A Report to the Board of Trustees
by
Ray M. Allen, the Dean of Admissions
Southwestern At Memphis
May 24, 1974

In this report, a brief look will be taken at the past, present, and future admissions picture at Southwestern. In the first section, we will look at what has happened in the past ten years, by comparing enrollment figures for 1963 with those of 1973. The second section will deal with some aspects of the present situation. And, the third section will attempt to answer the question, "What can we expect in the future?"

I. WHAT HAS HAPPENED IN THE LAST TEN YEARS?

The September enrollment of regular full-time students in 1963 was 844, 501 of these students being residents on the campus, and 343, commuting students. There were 459 men and 385 women. Of the 459 men, 269 were resident students and 153 were commuting students.

The September enrollment of regular full-time students in 1973 was 1,057, 717 of these students being residents on the campus and 340 commuting students, 554 being men and 503 were women. Of the 554 men, 347 were resident students and 207 were commuting. Of the 503 women, 370 were resident students and 133 were commuting students.

ENROLLMENT STATISTICS: A Comparison of 1963 and 1973

	1963 Enrollment	%	1973 Enrollment	%	Change In Enrollment	%
Total	844		1057		+213	
Resident	501	56.7	717	67.8	+216	+11.1
Commuting	343	43.3	350	32.2	- 3	-11.1
Men	459	51.9	554	52.4	+ 95	+ 0.5
Resident	269	58.6	347	62.6	+ 78	+ 4.0
Commuting	190	41.4	207	37.4	+ 17	- 4.0
Women	385	48.1	503	47.6	+118	- 0.5
Resident	232	60.3	370	73.5	+138	+13.2
Commuting	153	39.7	133	26.5	- 20	-13.2

In comparing the figures of 1963 with those of 1973, we see that the total enrollment has increased in the ten year period by 213 students, 95 men and 118 women. The increase has been due to the increased number of resident students (216), the commuting students being about the same (-3). The majority of the increase of resident students has been among the women (138), but the men resident students have also increased (78). The commuting men have increased (17); the commuting women have actually decreased (-20). The percentage change has been in favor of resident over commuting students (11.1), but practically no change has taken place in the men/women percentage (0.5), still about 52 percent men and 48 percent women. Among men, the increase has been in favor of residents 4.0 percent (from 58.6 to 62.2 percent), and among women the increase favoring resident students has been 13.2 percent (from 60.3 to 73.5 percent).

The factors which have mainly controlled the enrollment during the past decade are: (1) the available residence hall spaces (since our residence halls have always been full at the beginning of the year and usually throughout the academic session), and (2) the cost of tuition for Memphians, who have the option of going as commuting students to Memphis State University or other low-cost institutions of higher education, or of going as resident students to out-of-town colleges and universities, if they have the cost of attendance or can get financial aid to meet their need at the other college of their choice. It has been increasingly difficult to recruit Memphians to be commuting students, or out-of-town students to live off campus and commute to Southwestern.

The able students who win competitive scholarships and have financial need which is met with a large stipend (full tuition for an Honor Scholarship or a Leadership Award, and half tuition for a Southwestern Scholar Award), or those interested students whose demonstrated need enables them to receive a large package of financial aid (including federal and state grants, loans, and work opportunities) are most likely to come to Southwestern from Memphis. Many middle or upper-middle income families find it difficult, or are not

inclined, to pay the difference of between \$1500 and \$2000 a year to send their children to Southwestern as commuting students, even though their children may have an interest in the educational program at Southwestern.

II. THE PRESENT SITUATION

- A. The Freshman Class of 1973; see Profile Sheet.
- B. The application picture for 1974-75; see statistics.
- C. An optimistic prediction may be made for the 1974-75 enrollment. If we can count on 700 upperclassmen returning, and will enroll about 63 transfers and 312 freshmen (375 incoming students), we will have a fall enrollment of 1075 regular full-time students at Southwestern.
- D. The number of black students at Southwestern will probably be smaller for 1974-75.

	Applied	Accepted	Enrolled	Total Enrollment
1972-73	90	52	19	57
1973-74	83	43	18	53
1974-75	71	23	17*	?
			(*Uncancelled)	

E. Federal and State Programs of Student Financial Aid

1. Federal Allocations	1971-72	1972-73	1973-74	1974-75 (est.)
C. W. S. P.	\$ 89,215	87,825	64,269	64,804
S. E. O. G.	\$ 56,567	70,538	43,520	24,416
N. D. S. L.	\$ 93,000	61,100	35,930	40,742
	\$ 238,782	218,463	143,719	129,962
2. Tennessee Tuition Grants				
63 students		\$ 56,520		
92 students			\$ 82,554	
3. Basic Educational Opportunity Grants				
21 students (first year of program)			\$ 5,698	

F. New Scholarship Programs

1. J. R. Hyde Scholarships
2. Merit Scholarships of Southwestern At Memphis
3. AFROTC Scholarships

- G. The Admissions Staff is in good shape.
- H. A Revised Informational Brochure has just been published.
- I. Office Renovation Plans are being prepared.

III. WHAT CAN WE EXPECT IN THE FUTURE?

As a part of the Long Range Planning Team, the Task Force on Admissions, with seven members, recently spent cumulatively 120 hours in discussions and in the preparation of its report. It was charged with the task of "making projections, establishing strategies, and listing needs for scholarships," in a 10-year plan. The first three paragraphs of the report read as follows:

"Based upon the present budget conditions--even assuming budgetary increases which exceed the rate of inflation by 1-2% for the Admissions and Financial Aid Departments--demographic projections, as well as short range sociological and economic trends, seem to suggest that the best that could be hoped for over the next ten years would be a stable enrollment of approximately 1,060 students each year. There are indications of a shrinkage in the available applicant 'pool,' increased interest in fields of study providing specific vocational preparation, less interest in college as a means of obtaining post-secondary education, if any, and increasing cost pressures on parents and students now and in the immediate years ahead as a result of spiraling economic inflation.

"There is, in fact, the likelihood, or at least the danger, that Southwestern will suffer incremental decreases each year, especially if tuition is increased by \$100 - \$200. National surveys indicate that for every \$100 tuition increase an institution loses 2.5% of its enrollment.¹ If this is the case, then in order to compensate for this Southwestern would need to increase its applicant pool yearly by 62 for every increase of \$100. A corresponding increase in the financial aid budget would also be necessary.

"In the light of these considerations our first concern ought not to be how to increase, but rather how to preserve, our present level of enrollment without loss of quality."

Then the report listed some procedures and programs which were thought either to cost nothing or pay for themselves but which might help to stabilize enrollment. The final paragraph of the first section of the report reads as follows:

"We find it impossible to make firm projections that show an increase in Southwestern's enrollment over the next nine years. On the contrary, the factors and conditions cited in this report tend to indicate that yearly decreases are more likely. However, if the college is determined upon a goal of expansion the following might be set as annual enrollment goals. It should be understood that to attain them, if they are attainable at all, an unprecedented effort on the part of all college departments, administrative and academic, would be required.

1974-75	1075	1977-78	1130	1980-81	1175
1975-76	1095	1978-79	1145	1981-82	1190
1976-77	1115	1979-80	1160	1983-83	1205"

¹. A report cited by Allen W. Ostar, Executive Director, American Association of State Colleges and Universities, March 18, 1974.

SOUTHWESTERN AT MEMPHIS

Memphis, Tennessee 38112

A PROFILE OF THE ENTERING CLASS
Session 1973-74

FRESHMAN APPLICATIONS

	Men	Women	Total
Applications Received	372	324	696
Applications Accepted	308	289	597
Students Enrolled	153	135	288

DISTRIBUTION OF THE SCHOLASTIC APTITUDE TEST SCORES

MEN

Verbal				Math		
Applied	Accepted	Enrolled		Applied	Accepted	Enrolled
0	0	0	750-800	2	2	1
9	9	3	700-749	19	19	9
19	19	7	650-699	44	43	19
34	33	15	600-649	52	51	17
52	51	25	550-599	62	59	29
61	59	26	500-549	52	49	30
47	43	23	450-499	34	30	15
40	34	17	400-449	20	9	3
21	15	7	350-399	8	2	0
7	0	0	300-349	3	0	0
6	1	0	250-299	1	0	0
1	0	0	below 250	0	0	0

WOMEN

3	3	1	750-800	0	0	0
5	5	0	700-749	6	6	3
15	15	9	650-699	26	26	8
40	40	14	600-649	28	28	14
49	49	23	550-599	69	69	31
64	64	38	500-549	66	66	33
50	49	22	450-499	35	34	15
32	28	9	400-449	32	26	13
11	6	4	350-399	11	2	1
9	1	1	300-349	7	3	3
5	0	0	250-299	2	0	0
0	0	0	below 250	1	0	0

DISTRIBUTION OF THE AMERICAN COLLEGE TESTING SCORES

Men				Women		
Applied	Accepted	Enrolled		Applied	Accepted	Enrolled
13	13	8	30-35	6	6	3
95	94	53	24-29	90	90	44
58	46	26	18-23	50	43	22
19	4	4	below 18	18	1	0

MEAN OF THE SCORES

<u>S.A.T.:</u>				<u>A.C.T.:</u>					
	Men	Women	Total		Test I	Test II	Test III	Test IV	Test V
Verbal	526	526	526						
Math	578	536	557	Men	22	26	24	26	25
				Women	23	25	24	25	24
				Overall	22	25	24	25	24

SECONDARY SCHOOL CLASS RANK OF FRESHMAN APPLICANTS

	Applied	Accepted	Enrolled
First quintile	394	326	149
Second quintile	142	123	53
Third quintile	72	63	29
Fourth quintile	45	33	19
Fifth quintile	18	8	5
Rank not available	70	44	33

GEOGRAPHICAL DISTRIBUTION OF ENROLLED FRESHMEN

Alabama	14	Mississippi	24
Alaska	1	Missouri	12
Arkansas	40	New Jersey	3
Florida	8	New York	3
Georgia	13	North Carolina	4
Illinois	1	Pennsylvania	1
Kansas	1	South Carolina	1
Kentucky	11	Tennessee	130
Louisiana	9	Texas	6
Maryland	1	Virginia	2
		West Virginia	1

Korea 1
Republic of Cameroon 1

GRADE POINT AVERAGE OF ENROLLED FRESHMEN

3.50 - 4.00	27 per cent
3.00 - 3.49	32 per cent
2.50 - 2.99	25 per cent
2.00 - 2.49	11 per cent
2.00 - 1.75	5 per cent

FINANCIAL AID TO CURRENT STUDENTS

	FRESHMEN (110)	UPPERCLASSMEN (225)	TOTAL (335)	RANGE
Scholarships	\$ 78,160	\$ 190,560	\$ 268,720	\$ 200 - 2,000
Loans	19,450	46,800	66,250	200 - 1,000
Employment	<u>38,115</u>	<u>73,710</u>	<u>111,825</u>	450 - 1,250
Totals	\$ <u>135,725</u>	\$ <u>311,070</u>	\$ <u>446,795</u>	

With a total enrollment of 1,058 full-time students, Southwestern makes available to 31 per cent of its students, including 38 per cent of the freshmen, financial assistance in excess of \$400,000. Students also utilize many other sources of financial aid, i. e., various state educational assistance authorities, such as guaranteed loan programs, local scholarship programs, privately endowed scholarships (National Merit Scholarship Program, etc.) In 1973-74, over \$120,000 of such outside resources were reported. Candidates for financial aid must file a Parents' Confidential Statement with the College Scholarship Service, preferably by February 1.

ENTRANCE REQUIREMENTS

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

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

Resident students should apply by February 1.

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

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

A REPORT ON APPLICATIONS FOR ADMISSION IN SEPTEMBER

May 17, 1972 - May 22, 1973 - May 23, 1974

	1972				1973				1974			
	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com
APPLICATIONS ACCEPTED AND UNCANCELLED												
Men	119	58	11	14	127	35	9	11	143	55	16	10
Women	142	57	10	14	109	36	10	10	159	42	13	12
APPLICATIONS PENDING												
Men	19	6	5	4	15	7	4	5	14	5	11	9
Women	6	6	6	4	7	1	8	5	5	7	6	2
ACCEPTED APPLICANTS WHO CANCELLED												
Men	110	9	5	0	118	8	8	0	84	3	2	0
Women	140	9	11	0	126	7	8	1	88	3	2	1
WAITING LISTS												
Men	0	0	0	0	0	0	0	0	11	0	8	0
Women	0	0	0	0	1	0	0	0	15	0	2	0
APPLICATIONS DECLINED												
Men	23	5	2	0	32	12	4	1	46	10	9	4
Women	17	12	2	0	20	7	2	2	34	10	2	3
APPLICATIONS WITHDRAWN PRIOR TO COMMITTEE ACTION												
Men	0	0	0	0	2	0	0	0	1	0	0	0
Women	0	0	0	0	2	0	0	0	2	1	2	0

SUMMARY	MEN	WOMEN	TOTAL
Freshman applications received May 17, 1972	349	389	738
Freshman applications received May 22, 1973	356	316	672
Freshman applications received May 23, 1974	372	366	738
Transfer applications received May 17, 1972	41	47	88
Transfer applications received May 22, 1973	42	46	88
Transfer applications received May 23, 1974	69	45	114
Total applications received May 17, 1972	390	436	826
Total applications received May 22, 1973	398	362	760
Total applications received May 23, 1974	441	411	852
Freshman room deposits received May 17, 1972	104	135	239
Freshman room deposits received May 22, 1973	117	105	222
Freshman room deposits received May 23, 1974	113	130	243
Transfer room deposits received May 17, 1972	8	10	18
Transfer room deposits received May 22, 1973	6	8	14
Transfer room deposits received May 23, 1974	10	11	21
Total deposits, May 17, 1972	112	145	257
Total deposits, May 22, 1973	123	123	246
Total deposits, May 23, 1974	123	141	264

Report of Committee on Students and Campus Life

Dean Allen reported on the change in the admissions picture at Southwestern during the last ten years. In 1963, there were 844 students - 501 resident and 343 commuting. In 1973, there were 1057 students - 717 resident and 350 commuting. Since the number of commuting students remained about the same, the increase in the student body over the last ten years has been due to an increase in resident students, which was made possible by increased dormitory space. The factors which have controlled enrollment over the past decade have been the available dormitory space and the cost of tuition, particularly for Memphians who have the option of attending as commuting students Memphis State University or other low-cost institutions. To increase enrollment in the future, or perhaps just to preserve the present enrollment in view of inflation and the smaller applicant pool, will require redoubled efforts on the part of the admissions staff and the availability of increased student financial aid. However, the enrollment picture for 1974-75 as far as resident students are concerned is good.

Professor Bernice White reported that though the Freshman Program seemed to be accomplishing its objective, it was felt that its objective could be as well accomplished by a one term, instead of a two term, enrollment in a colloquium. As a result, beginning with the 1974-75 Session, freshmen will be required to take a one-term colloquium, instead of the two-term colloquium formerly required.

Several members of the committee expressed dissatisfaction with parts of the statement about Southwestern's Christian Commitment as a church-related institution. After some discussion, a motion was made, seconded, and passed that the Board reconsider its approval of part of the statement.

	ACADEMIC RANKING (Source: College Rater 1973)	TUITION & FEES (Source: College Scholar- ship Service 1974-75)	FACULTY SALARIES (Average) (Source: AAUP Ratings 1973-74)	ENDOWMENT PER STUDENT (Source: Voluntary Support of Education - 1971-72)
<u>National Leaders:</u>				
Harvard	1023	\$3400	22,1	\$83,411
Yale	992	3400 (1973-4)	21,1	64,478
Cal. Tech.	975	3180	21,9	89,680
<u>Regional Leaders:</u>				
Rice	856	2200	18,7	57,070
Vanderbilt	823	2860	20,1	24,393
Southwestern	707	2200	15,0	10,494
Tulane	686	2630	18,2	8,090
Centre	666	2300	15,2	10,428
Trinity (Tex.)	665	2200	NA	NA
Sewanee	661	2200	16,9	25,828
<u>Other Presbyterian Related:</u>				
Davidson	797	2610	18,6	20,584
Eckerd	704	2550 (1973-4)	17,5	12,334
Agnes Scott	686	2350	15,5	78,820
Austin	618	2300	15,9	7,038
Southwestern Ranks	7th (out of 14)	11th (out of 11)	13th (out of 13)	10th (out of 13)

<u>PERIOD</u>	<u>% INCREASE IN CONSUMER PRICE INDEX</u>	<u>% INCREASE IN SALARIES</u>
1970 - 1971	4.2	0.0
1971 - 1972	3.3	0.0
1972 - 1973	7.4	4.5
1973 - 1974	<u>10.0</u> **	<u>7.5</u>
TOTAL FOR 4 YEARS	24.9%	12.0%

Net Loss of Purchasing Power 12.9%

** Based upon September 1973 to February 1974