A regular meeting of the Board of Trustees of Southwestern at Memphis was held in Room 200, (The Edmund Orgill Room, The Edward J. Meeman Center for Continuing Education), S. DeWitt Clough Hall, on the campus, at 9:15 A.M. on Thursday, January 17, 1974, pursuant to written notice.

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

The members of the Board of Trustees present were:

<table>
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<tr>
<th>Synod of the Mid-South</th>
<th>Elected by Trustees</th>
<th>Faculty Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>John H. Bryan, Jr., '76</td>
<td>Walter P. Armstrong, Jr., '77</td>
<td>Richard A. Batey</td>
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<tr>
<td>Walk C. Jones III, '75</td>
<td>Charles F. Cobb, '77</td>
<td>Jack U. Russell</td>
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<td>Robert D. McCullum, '76</td>
<td>Jefferson Davis, '77</td>
<td>Bernice Williams</td>
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<td>Judith Mitchener, '75</td>
<td>C. B. Harrison, '75</td>
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<td>Park H. Moore, Jr., '74</td>
<td>Paul Tudor Jones, '76</td>
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<td>Jere Nash, Jr., '77</td>
<td>Michael McDonnell, '76</td>
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<tr>
<td>M.D. Prouty, Jr., '76</td>
<td>W. Neely Mallory, '75</td>
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<tr>
<td>John W. Wade, '74</td>
<td>William W. Mitchell, '76</td>
<td></td>
</tr>
<tr>
<td>Anne Wilson, '75</td>
<td>Sidney A. Stewart, Jr., '75</td>
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<tr>
<td></td>
<td>S. Shepherd Tate, '74</td>
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</tbody>
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<thead>
<tr>
<th>Synod of Red River</th>
<th>Elected by Trustees</th>
<th>Faculty Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan F. Goodwin, Jr., '76</td>
<td>Spence L. Wilson, '75</td>
<td></td>
</tr>
<tr>
<td>Evelyn Landis, '75</td>
<td>James H. Daughdrill, President, ex officio</td>
<td>Loyd C. Templeton</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ron A. Yarbrough</td>
</tr>
<tr>
<td>Kenneth G. Phifer, '77</td>
<td>Anne Marie Williford</td>
<td></td>
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<tr>
<td></td>
<td>Josephine Hall</td>
<td></td>
</tr>
</tbody>
</table>

The following members were absent: B.V. Bodie, '74, Sterling J. Edwards, Jr., '75, William H. Mitchell, '75, John H. Stennis, '75, J.A. Thompson, '77, Hewitt Tomlin, Jr., '77 (Synod of Mid-South); Edward M. Carmouche, '75, W. C. Rasberry, '74 (Synod of Red River); L. Palmer Brown, '76, Stanley J. Buckman, '74, David H. Edington, Jr., '77, Wayne W. Pyeatt, '74, H.C. Unruh, '75, (Elected by Trustees).

Upon motion duly made and seconded, the minutes of the meeting of the Board of Trustees held on October 19, 1973 and the minutes of the meeting of the Executive Committee held on November 19, 1973, copies of which were sent to each member of the Board, were approved.

Upon motion duly made and seconded, it was unanimously voted that the degrees which had been approved by the Faculty Committee on Curriculum, Standard and Standings and granted by the college on June 2, 1973
and on August 31, 1973 are hereby ratified and approved. (See Attachment A for complete list of degrees granted; also noted are those candidates who requested and received permission to be graduated in absentia. See minutes of Board of Trustees of May 17, 1973, page 5.) (*pages 9-15)

The Chairman called upon Mr. Tate who pointed out that at the meeting of the Board of Trustees held on October 19, 1973 (see minutes of Board of Trustees meeting of October 19, 1973, page 4) a motion was passed that steps should be taken to make the necessary changes in the By-Laws to change the name of the Board Standing Committees:

Committee on Faculty to Committee on Faculty and Educational Program.
Committee on Students and Educational Program to Committee on Students and Campus Life.
Committee on Development and Institutional Planning to Committee on Development and Institutional Advancement.

Mr. Tate pointed out further that under the By-Laws, the By-Laws may be amended or repealed at a stated meeting by a two-thirds (2/3) vote of the entire Board, provided notice of the proposed amendment or repeal has been submitted in writing at least 30 days before the stated meeting at which the amendment or repeal is voted upon. It was his opinion that the above motion of October 19, 1973 constituted sufficient notice as required by the By-Laws.

Upon motion duly made and seconded, it was unanimously voted that the By-Laws be amended to change the names of the following Standing Committees:

Committee on Faculty to Committee on Faculty and Educational Program.
Committee on Students and Educational Program to Committee on Students and Campus Life.
Committee on Development and Institutional Planning to Committee on Development and Institutional Advancement.

The Chairman recognized Mrs. Wilson who moved that the President and the Chairman be authorized to sign the contract with Frantzreb & Pray Associates, Inc. as outlined in the letter of October 19, 1973 from said corporation to Robert D. McCallum, Chairman, and James H. Daughdrill, Jr., President, Southwestern At Memphis, together with whatever changes are deemed necessary by the President and the Chairman. It was pointed out by President Daughdrill that pursuant to the resolution of the Board of Trustees at its meeting on October 19, 1973 (see minutes of Board of Trustees of October 19, 1973, page 4) that an agreement had been entered into by the college with that firm for a period of 90 days.

After considerable discussion of this matter, the motion was unanimously passed.

The Chairman pointed out that the Task Force for Capital Fund Challenge, the Committee on Board Directions and Leadership, the Committee on Resources, and the Task Force on College-Church Relationship had been appointed subject to receiving acceptance from some appointees. This action had been taken pursuant to the motion which was passed at the meeting of the Board of Trustees

#mailed a copy of 10/19/73 letter to absent members
Minutes of the Board of Trustees meeting held 1/17/74

held on October 19, 1973. (See minutes of Board of Trustees of October 19, 1973, page 3). The Task Force and Committee List was presented to each member of the Board. (See Attachment B, page 16)

A motion was duly made by President Daughdrill, seconded, and unanimously passed that we confirm the appointment of the above mentioned Task Forces and Committees.

The Chairman stated that it was not a matter listed on the agenda, but he would like to call on President Daughdrill to make an interim report. President Daughdrill recognized Dr. Jones, Dean Williford, Dean Patterson and Mr. Yarbrough, members of the Management Team, who reported on various activities at the college.

President Daughdrill stated that he had been at the college for almost a year, and that it had been "a delightful and great year for the Daughdrills." He commented on the "broad spectrum of support for Southwestern," and stated that the Long-Range Planning Team was at work. Among other observations, he stressed the fine, high type student body at Southwestern and the relationship which exists at a small and personal college. He urged the Board of Trustees to continue to be advocates for Southwestern and "to nip in the bud" any remarks which might in any way be unfair and detrimental to the best interests of the college.

The Chairman discussed the dates for the next meeting of the Board. It was decided that the Ad Hoc Committees should meet on Thursday, May 23, 1974, and that the Board should meet on Friday, May 24, 1974.

The Chairman announced the meeting places for the various committees (see Attachment C) which would meet after recess in order to be in a position to make their reports at the meeting of the Board to be reconvened at 1:30 P.M.

The Chairman recognized Mr. Tate who stated that in connection with gifts of securities by Mrs. Rachael Littler, of Chicago, a benefactor of the college, it was necessary to adopt a resolution in connection with opening a brokerage account with The Chicago Corporation.

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

BE IT RESOLVED:

1. That any one of the following:
   The President, any Vice President, the Treasurer, the Secretary of this corporation, for and on behalf of the corporation, is authorized, upon such terms as to him shall seem proper, to enter into a cash account agreement and open a brokerage account in the name of and on behalf of the corporation with The Chicago Corporation (who, together with any successor firm is herein referred to as "said broker") and, for and on behalf of the corporation, to direct the purchase, sale and transfer of, and otherwise deal in (though said broker, acting as broker or acting for its own account) stocks, bonds and other securities, and other properties;
2. That any one of the officers above designated, or any other officer or agent of the corporation authorized to draw upon or pay out the corporation's funds, is authorized and directed to make payment out of corporation funds for any items which may be payable in connection with any such purchase or sale or the exercise of the authority conferred by this resolution;

3. That any one of the above designated officers, or any other officer or agent of the corporation entrusted with the care or custody of any stocks, bonds and other securities, or other properties sold or to be sold pursuant hereto, is authorized to deliver the same to said broker and to make any endorsement necessary to effect transfer or change of title;

4. That any one of the officers above designated, for and on behalf of the corporation, is authorized (i) to receive from said broker demands, notices, confirmations, reports, statements of account and communications of every kind relating to the moneys, securities or properties from time to time held or acquired by said broker pursuant hereto, and (ii) on behalf of the corporation to receive, and give acquittances for, money, securities and property of any kind at any time held by said broker pursuant hereto;

5. That any one of the officers above designated is authorized, for and on behalf of the corporation, (i) to make agreements and give releases and acquittances related to any of the foregoing matters, and (ii) to direct said broker to hold any of such stocks, bonds and other securities, and other properties for the account of the corporation, and (iii) to direct said broker to cause any of such stocks, bonds and other securities, and other properties to be issued or registered in the name of the corporation, or in the name of said broker, or in such other name as such officer may direct;

6. That the Secretary of the corporation is directed (i) to deliver to said broker a copy of this resolution, duly certified under the seal of this corporation, and (ii) to certify (with or without the seal of this corporation) from time to time that neither the Articles of Incorporation, as amended, nor the By-Laws of the corporation purport to qualify or limit the power of the corporation to acquire or dispose of shares or other interests in or obligations of other domestic or foreign corporations, associations, partnerships or individuals, or to qualify or limit the authority of the Board of Directors to adopt this resolution, and (iii) to certify a list of the names and signatures of the persons hereby empowered to act hereunder; and that said broker shall be entitled to conclusively rely upon such certifications and upon this resolution and to assume conclusively that such authority and this resolution continue in effect without modification until receipt by it at its office in Chicago, Illinois of a written notice to the contrary; and that said broker shall be and is hereby indemnified and saved harmless from any loss suffered or liability incurred by it in reliance hereon or on the authority delegated hereby or on such certificates; and

7. That this resolution shall supersede any and all previous resolutions of similar import.
The Board recessed at 11:15 A.M. in order for the various committees to meet and to prepare their reports for the meeting of the Board to be reconvened at 1:30 P.M.

* * * * * * *

The Board of Trustees resumed its meeting at 1:30 P.M.

The Chairman called upon Mr. Armstrong, Chairman of the Committee on Students and Campus Life, to make a report for that Committee. Mr. Armstrong made the following report which was received. (Attachment D, pages 18 & 19)

The Chairman called upon Mr. Armstrong, Chairman of the Honorary Degrees Committee, to make a report for that Committee. Before Mr. Armstrong made his report, the Chairman emphasized that the report of this Committee and the names of the recipients of the honorary degrees should be kept in strict confidence until the announcement is made of the recipients by the college. Mr. Armstrong advised that the Committee recommended that the following persons be given honorary degrees, together with the person to be selected as the commencement speaker:

DOCTOR OF DIVINITY
William J. Fogleman, Jr. ......................................... Denton, Texas
Executive Secretary, Synod of Red River

DOCTOR OF HUMANITIES
Mac W. Freeman, Jr. ............................................ Nashville, Tennessee
Executive Secretary, Synod of the Mid-South

DOCTOR OF MUSIC
Vincent de Frank............................................. Memphis, Tennessee
Conductor, Memphis Symphony Orchestra

Mignon Dunn, '49 .................................................. New York, New York
Mezzo-soprano, Metropolitan Opera Company

DOCTOR OF LAWS
Harold N. Falls, '40 ............................................. Wynne, Arkansas
President, Falls Bros., Inc.

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

The Chairman called upon Mr. Sites, Chairman of DILEMMA '74, to tell about the program and the speakers. Mr. Sites pointed out that DILEMMA this year would be on March 1 and 2, and he told something about the various speakers and their views. He stressed that a balanced program was being sought. Mr. Sites expressed appreciation to the various members of the Board and others who had supported this program financially and in other ways.

The Chairman called upon Mr. Cobb, Chairman of the Committee on Development and Institutional Advancement, to make a report for that Committee. Mr. Cobb made the following report which was received. (Attachment E, pages 20-22)
The Chairman recognized Mr. Armstrong, Chairman of the Committee on Board Directions and Leadership, who announced that his Committee would meet at 9:30 A.M., February 8, 1974, in the Directors Room, Palmer Hall, on the campus.

The Chairman recognized Mr. Wilkinson, Chairman of the Committee on Buildings and Grounds, to give a report for that Committee. Mr. Wilkinson made the following report which was received. (Attachment F, page 23)

The Chairman recognized Dr. Wade, Chairman of the Committee on Faculty and Educational Program, to give a report for that Committee, a motion was duly made by Dr. Wade, seconded and unanimously passed that the Board grant tenure to the following members of the faculty effective with the 1974-75 session:

Dr. Helen N. Hall, Associate Professor of Education
Dr. Wasfy B. Iskander, Assistant Professor of Economics
Dr. Robert R. Llewellyn, Assistant Professor of Philosophy

A motion was duly made by Dr. Wade, seconded and unanimously passed, that promotions be granted by the Board to the following members of the faculty effective with the 1974-75 session:

Charles L. Mosby to Professor of Music
Dr. James W. Jobes to Professor of Philosophy
Dr. James Reed Morris to Professor of Psychology
Dr. Carl Franklin Walters to Professor of Religion
Dr. Ray M. Allen to Professor of Religion (Also Dean of Admissions)

Dr. Wasfy B. Iskander (w/tenure) to Associate Professor of Economics
Dr. Robert R. Llewellyn (w/tenure) to Associate Professor of Philosophy

Dr. Michael P. Kirby to Assistant Professor of Political Science

A motion was duly made by Dr. Wade, seconded and unanimously passed that the Board adopt the following regulations regarding the selection and service of faculty members as non-voting members of the Board:

1. Three tenured members of the Faculty will be selected by the Faculty to serve as faculty representatives on the Board of Trustees. The method of selection will be by open nomination and election at the May meeting of the Faculty.

2. In the spring of 1974 the Faculty will select a class of three tenured faculty representatives to the Board, one designated to serve a one-year term, one designated to serve a two-year term, and one designated to serve a three-year term. Each year thereafter the Faculty will select at its May meeting one new representative for a three-year term to replace the member whose term has expired. A Faculty member whose term expires is not eligible for re-election that year.

3. If a vacancy occurs, the Faculty shall select a tenured Faculty member to fill the unexpired term. A member completing an unexpired term is eligible for re-election.
The Chairman called upon Dr. Batey who told about a new course, 500 Italian Renaissance, which includes travel to Rome, Italy, being offered in Term III.

The Chairman called upon Mr. Mitchell, Chairman of the Finance Committee, to give a report for that Committee. Mr. Mitchell made the following report which was received. (Attachment G, page 24) Mr. Mitchell next presented the budget for 1974-75. (bottom of page 24)

A motion was duly made by Mr. Mitchell, seconded and unanimously passed that we approve the budget for 1974-75 as presented.

Mr. Mitchell then pointed out that it was the recommendation of his Committee that the tuition and fees be increased for the college year 1974-75.

A motion was duly made by Mr. Mitchell, seconded and unanimously passed, that the following changes in tuition and fees be approved:

<table>
<thead>
<tr>
<th></th>
<th>1973-74</th>
<th>1974-75</th>
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<tbody>
<tr>
<td>Tuition</td>
<td>$2,000.00</td>
<td>$2,200.00</td>
</tr>
<tr>
<td>Room</td>
<td>400.00</td>
<td>425.00</td>
</tr>
<tr>
<td>Board</td>
<td>580.00</td>
<td>640.00</td>
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The Chairman recognized Dr. Marshall Jones who explained the college's retirement program.

A motion was duly made by Mr. Mitchell, seconded and unanimously passed that we approve the following changes in the college's retirement program:

"That the College's present retirement program (Teachers Insurance Annuity Association-College Retirement Equities Fund - TIAA-CREF) be extended to provide eligibility for all permanent Southwestern employees who work at least 20 hours per week for Southwestern and who have completed at least three consecutive years of employment of at least 20 hours per week at Southwestern."

Mr. Mitchell commented on the Income and Expense Analysis Southwestern at Memphis, November 1973, pointing out that it shows a balanced budget. He mentioned that in the future there would be some changes in this format.

The Chairman reported on the Investment Committee meeting held in November. He pointed out that our endowment is managed by the United States Trust Company of New York; that our endowment is based on a total return concept whereby a flat 5% of total portfolio is taken as income; that previously about 85% of our holdings have been in equities; that because of the high short time rates and the economic outlook, the Committee decided that the 80% in equities should be reduced to about 57 or 58% in equities, and that the remainder should be put in bonds and short term paper which would bring a high percentage of return instead of a lower rate of stock dividends.

The Chairman called upon Mr. Tate relative to the proposed change in the Charter concerning Synod representation. Mr. Tate pointed out that a proposed amendment to the By-Laws had been presented to the meeting of the

*(Attachment H, page 25)*
Board of Trustees held May 17, 1973 (see minutes of Board of Trustees of May 17, 1973, page 2) and that President Daughdrill had this morning suggested a different amendment. It was Mr. Tate's opinion that any change would take not only a By-Law amendment, but also a Charter amendment, and he recommended that the matter be submitted to the college's legal counsel so that the proposed Charter and By-Law changes could be submitted in writing to the Board at least 30 days before the meeting on May 24, 1974. The Chairman stated that this recommendation would be followed.

The Chairman recognized President Daughdrill who said that as an innovation, there would be co-baccalaureate preachers for the baccalaureate service to be held at Idlewild Presbyterian Church on May 31, 1974. He pointed out that each of the preachers, the Reverend Lawrence Haygood and the Reverend Richard Copeland has a son who is being graduated this year.

The Board went into executive session. The staff, the invited guests, and President Daughdrill left the meeting. The Chairman suggested that President Daughdrill's salary be increased from $26,250 to $29,000.00. He pointed out that President Daughdrill's salary is below the going rate for salaries of presidents of comparable institutions and that according to Dr. Jones the budget could adjust to the increase.

A motion was duly made, seconded and unanimously passed that the salary of President Daughdrill for the year 1974-75 be increased to $29,000.00.

There being no further business to come before the meeting, the meeting was adjourned at 3:30 P.M.
Minutes of the Board of Trustees meeting held 1/17/74

DEGREES CONFERRED ON JUNE 2, 1973

BACHELOR OF ARTS

Margaret Anne Bailey. Shreveport, Louisiana. Art.
Thomas Clinton Bailey. Tunica, Mississippi. Economics.
# Martha Frances Bigelow. Clinton, Mississippi. English.
Anne Elizabeth Brantley. Montgomery, Alabama. Psychology.
Susan Theresa Burnside. Lake Village, Arkansas. Political Science.
George Coble Caperton. Shelbyville, Tennessee. Political Science.
Catherine Gayle Clements. Greenwood, Mississippi. Psychology.
# David Paul Crowe. Cape Girardeau, Missouri. Communication Arts.
Terry Lynn Dillon. Newport, Arkansas. Economics.
Carol Adele Drobeck. Memphis, Tennessee. Anthropology.
----Friday Sam Ekwere. Opobo, Nigeria. Biology and Communication Arts.
Anne Varee Falls. Wynne, Arkansas. History.
* Joel K. Furnari. Miami, Florida. Psychology.

# Phi Beta Kappa ---- Friday changed his name to Ibanga Akpan Ekwere.
* in absentia A new diploma was issued in June 1974.
% a new diploma was issued 7/74
Bachelor of Arts (continued)

Mary Elizabeth Gaston. Memphis, Tennessee. Psychology.
Thomas Howard Grant. Rome, Georgia. Psychology.
Eileen Maria Hanrahan. Memphis, Tennessee. Psychology.
Stirman Russell Headrick. Dallas, Texas. History.
*Elizabeth Heal Hendricks. Dallas, Texas. Psychology.
John Mark Hollingsworth. Dallas, Texas. English.
Laura Ihrig. Chattanooga, Tennessee. Psychology.
Patricia Kay Jones. Forrest City, Arkansas. Communication Arts.
*Candace Naomi Keirns. Memphis, Tennessee Anthropology.
Deborah Brooks Keller. Atlanta, Georgia. Economics.

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

Marcia Weakley Lyons. Clearwater, Florida. Psychology.
Pamela Ellen McNeely. Marion, Arkansas. English.
Jan Manning. Waterproof, Louisiana. Psychology.
Emily Susan Moffatt. Millington, Tennessee. Anthropology and Psychology.
Herman Morris. Memphis, Tennessee. Economics.
Pamela Sue Pulliam. Metairie, Louisiana. French.
Wyeth Trybue Ramsay, Jr. Yazoo City, Mississippi. Psychology.
Leonard Anthony Richardson III. San Antonio, Texas. Political Science.
Anne Elizabeth Sayle. Tunica, Mississippi. Art.
Stephen John Schmidt, Jr. Atlanta, Georgia. Economics.

Phi Beta Kappa
*in absentia
BACHELOR OF ARTS (continued)

Deborah Anne Shepard. Humboldt, Tennessee. Psychology.
Suzanne Wister Snyder. Metairie, Louisiana. Psychology.
Anne Kathryn Stepp. Memphis, Tennessee. Psychology.
Annamaria Taylor. Stuttgart, Germany. French.
Sarah McNeill Tweed. Atlanta, Georgia. Communication Arts and Psychology.
#Luther Terrell Tyler, Jr. New Orleans, Louisiana. English.
Albert Tavel Walraven III. Dallas, Texas. Economics.
Patricia Ann Whitman. Atlanta, Georgia. French.
F. Clark Williams, Jr. Dallas, Texas. English.
Susan Elizabeth Witt. Temple Hills, Maryland. Psychology.

BACHELOR OF SCIENCE


#Phi Beta Kappa
*in absentia
BACHELOR OF SCIENCE (continued)


BACHELOR OF MUSIC


DEGREES CONFERRED ON AUGUST 31, 1973

BACHELOR OF ARTS

Charlaine Harris Camp. Tunica, Mississippi. Communication Arts/English.
Suzanne Louise Nodine. Atlanta, Georgia. English.

BACHELOR OF SCIENCE


BACHELOR OF MUSIC

David Troy Francis. Memphis, Tennessee. Piano

#Phi Betta Kappa
*in absentia
GRADUATED WITH HONORS* AND/OR DISTINCTION

Keith Milton Alexander
Margaret Anne Bailey
Richard Logan Barkley
Frank Joseph Bennett
Charles Richard Bernard
Martha Frances Bigelow
Stanley Keith Bowsza
Anne Elizabeth Brantley
Judy Belinda Brooks
Lawrence Mitchell Brown
William Barron Brown
William Henry Brune III
Susan Theresa Burnside
Clinton Varner Butler, Jr.
Janet Lynn Carr
James Ray Clodfelter
Jennifer Worsham Crow
David Paul Crowe
Charles Gordon Dawkins, Jr.
Faith Dietrick
Kenneth Wayne Ellison
Daniel Lloyd Ellsworth
John Thomas Evans
Anne Varee Falls
David Troy Francis
David Lynn Garrett
Mary Kathryn Graves
Christopher Kirk Hadaway
Carolyn Eugenia Hart
Ray Eugene Hartenstein
Robert Marshall Haugh
Stirman Russell Headrick
John Emmett Held
Elizabeth Akins Hermann
John Mark Hollingsworth
Virginia Kittle Holt
Natalie Elizabeth Honan
James Edgar Hooper
Jill Edna Hortenstine
Marjorie Ann Howe
Michael Linell Isaacson
Scott Alan Jacobson
Sue Anne Jenkerson
Johnetta Aaronia Johnson
Harold Parker Jones, Jr.
Martha Jean Jones
Sara Elizabeth Jones
Victoria Kanawalsky
Jerome Abraham Katz
Candace Naomi Keirns
John Michael Krech

English
Art
Biology
German
Psychology
English
Communication Arts
Psychology
Anthropology
English
International Studies
Physics
Political Science
History
Anthropology
Political Science
French
Communication Arts
Mathematics
German
Political Science
Physics
Communication Arts
History
Piano
German
Political Science
Anthropology
Psychology
History
Chemical Biology
History
English
Psychology
English
Church Music
Psychology
History
Economics
Anthropology and Psychology
Biology
Anthropology
Biology
School Music
Biology
English
English
French
Political Science/Psychology (Honors in Psychology)
Anthropology
Religion
### GRADUATED WITH HONORS AND/OR DISTINCTION (con't)

<table>
<thead>
<tr>
<th>Name</th>
<th>Major/Minor</th>
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<tbody>
<tr>
<td>Linda Sue Kuilema</td>
<td>Biology</td>
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<tr>
<td>Christine Carlson Larsen</td>
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<tr>
<td>Erica Elisabeth Larson</td>
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<td>*Vernon Markham Lester</td>
<td>International Studies</td>
</tr>
<tr>
<td>Marcia Weakley Lyons</td>
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<tr>
<td>Charles William McElroy</td>
<td>Communication Arts</td>
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<tr>
<td>*Robert Clark Malcolm</td>
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<td>Mary Maude Miller</td>
<td>English</td>
</tr>
<tr>
<td>*Everett Cullen Mobley, Jr.</td>
<td>Mathematics</td>
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<tr>
<td>Emily Susan Moffatt</td>
<td>Anthropology and Psychology</td>
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<tr>
<td>*Margarita Rey Munden</td>
<td>French and Spanish</td>
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<td>Nancy Lynn Nichol</td>
<td>Economics</td>
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<tr>
<td>Clare Marie Orman</td>
<td>Communication Arts and French</td>
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<td>Jim Pang, Jr.</td>
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<td>*James Lee Phelan</td>
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<tr>
<td>Marjorie Ann Reed</td>
<td>Religion</td>
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<tr>
<td>*Philip Arn Reemes</td>
<td>International Studies</td>
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<td>Jerry Lynn Shenep</td>
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<td>Ann Fowler Sims</td>
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<td>George Richard Smith, Jr.</td>
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<td>Louise Day Smith</td>
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<td>Elizabeth Louise Todd</td>
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<td>Beverley Ann Turner</td>
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<td>*Michael Richard Walden</td>
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</tr>
<tr>
<td>Patricia Ann Whitman</td>
<td>French</td>
</tr>
<tr>
<td>*Scott Mitchener Wilds</td>
<td>Anthropology</td>
</tr>
<tr>
<td>John Larry Williams</td>
<td>Biopsychology</td>
</tr>
<tr>
<td>Susan Elizabeth Witt</td>
<td>Psychology</td>
</tr>
<tr>
<td>Janel Worsley</td>
<td>German</td>
</tr>
<tr>
<td>*Anna Elissa Zengel</td>
<td>Art and English</td>
</tr>
</tbody>
</table>
I. TASK FORCE FOR CAPITAL FUND CHALLENGE

Charles P. Cobb, Chairman  
Edward M. Carmouche  
Robert D. McCallum  
William W. Mitchell  
Edmund Orgill  
Alvin Wunderlich, Jr.  
James H. Daughdrill, Jr.  
Ron A. Yarbrough  
David C. Ferner  
Howard E. Batchelder

II. COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

Walter P. Armstrong, Jr., Chairman  
David H. Edington, Jr.  
Sterling J. Edwards, Jr.  
Michael McDonnell  
Judith Mitchener  
Morton D. Prouty  
Jack U. Russell  
John Sites  
Spence L. Wilson  
Robert D. McCallum  
James H. Daughdrill, Jr.  
David C. Ferner

III: COMMITTEE ON RESOURCES

W. Neely Mallory, Chairman  
Wayne W. Pyeatt  
Snowden Boyle  
John H. Bryan, Jr.  
Jefferson Davis, Regional Chairman  
John P. Gaither  
C. B. Harrison  
T. M. Keesee, Sr.  
Evelyn Landis, Regional Chairman  
Harold F. Ohlendorf  
Peyton N. Rhodes  
P. K. Seidman  
Alvan F. Tate  
Louis Weeks  
Russel S. Wilkinson  
Anne Wilson, Regional Chairman  
A. Hotchkiss Young, Regional Chairman  
Ron A. Yarbrough  
Nancy Wells  
Howard E. Batchelder  
Eleanor Bergfeld

IV. TASK FORCE ON COLLEGE-CHURCH RELATIONSHIP

Park H. Moore, Jr., Chairman  
G. Herbert Gunn  
Paul Tudor Jones  
William H. Mitchell  
Fred W. Neal  
Kenneth G. Phifer  
William C. Rasberry  
S. Shepherd Tate  
John W. Wade  
James H. Daughdrill, Jr.  
Robert G. Patterson
Minutes of the Board of Trustees meeting held 1/17/74

Board of Trustees Committee personnel to serve through April 1974 meeting: ATTACHMENT C

BUILDINGS AND GROUNDS: (Room 300, Clough Hall)


Faculty members - Albert M. Johnson, Librarian; Lawrence K. Anthony.

Student members - Bruce G. Allbright III, President, Briggs Student Center; Leslie I. Jaco, Jr., Executive Secretary, Senior Class.

ex officio - Roy Twaddle, Superintendent of Maintenance;
Susan Smith, Assistant Business Manager.

DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT: (Room 302, Clough Hall)

Board members - Charles P. Cobb, Chairman; L. Palmer Brown, Edward M. Carmouche, Jefferson Davis, Judith Mitchener, Edmund Orgill, W. C. Rassberry, Sidney A. Stewart, Jr., J.A. Thompson, Anne Wilson, A. V. Pritchatt.

Faculty members - E. Llewellyn Queener and Fred W. Neal, Richard Batey (Board member).

Student members - G. Herbert Gunn, Vice President, Student Government Association;
Tony Haygood, Black Student Association representative;
Clare Nichols, Commissioner, Women's Undergraduate Board (Board member).

ex officio - Loyd C. Templeton, Director for Institutional Advancement;
Ron A. Yarbrough, Director of Development;
David C. Ferner, Consultant.
Josh Brown, Director for Annual Giving

FACULTY AND EDUCATIONAL PROGRAM: (Room 304, Clough Hall)

Board members - John W. Wade, Chairman; Paul Tudor Jones, Park H. Moore, Jr., Jere Nash, Jr., Kenneth G. Phifer, Morton D. Prouty, S. Shepherd Tate.

Faculty members - Jack D. Farris, Richard D. Gilliom, William Larry Lacy, Jack U. Russell (Board member), Gordon D. Southard.

Student member - Mary Margaret Falls, President, Honor Council.

ex officio - Robert G. Patterson, Dean of the College.

STUDENTS AND CAMPUS LIFE: (Room 308 Clough Hall)


Faculty members - Carl Walters and Wasfy B. Iskander; Bernice Williams (Board member).

Student members - Wendy Jane Ashcroft, Education Commissioner;
Stephen A. Sharpe, President, Student Government Association.

ex officio - Charles I. Diehl, Dean of Men; Anne Marie Williford, Dean of Women.

FINANCE: (Room 200, Clough Hall)


Faculty members - Frank Thomas Cloar, Charles Mosby, Helmuth M. Gilow.

Student members - John C. Sites (Board member);
Stephen L. Warren (Board member).

ex officio - Robert D. McCallum, Chairman, Board of Trustees; James H. Daughdrill, Jr., President; Marshall P. Jones, Vice President for Fiscal Affairs and Treasurer.

HONORARY DEGREES:

Board members - Walter P. Armstrong, Jr., Chairman; Russel S. Wilkinson, Paul T. Jones, James H. Daughdrill, Jr., Robert D. McCallum.

Faculty members - Granville D. Davis, Robert L. Amy.

Student member - Clare Nichols, Commissioner, Women's Undergraduate Board (Board member).

NOMINATING COMMITTEE:

Judith Mitchener, Chairman; John W. Wade, Dan F. Goodwin, Jr., William H. Mitchell

Robert D. McCallum, Chairman, Board of Trustees, and James H. Daughdrill, Jr., President, ex officio members of all committees.
REPORT OF COMMITTEE ON STUDENTS AND CAMPUS LIFE

The Committee met at 11:15 A.M. on January 17, 1974 in Room 308, Clough Hall, all members with the exception of Sterling J. Edwards, Jr. and Michael McDonnell being present.

The first order of business was the reading, consideration and approval of the minutes of the last meeting of the Committee, which was held on October 19, 1973. Those minutes contained two recommendations, the first that a Faculty Advisor Workshop be authorized and funded, and second, that Student Affairs be given a high priority in the 1974-75 budget. It was reported that no action had been taken on the Faculty Advisor Workshop, but that a 9.8% increase in the budgeted funds for Student Government had been obtained.

The Committee then turned to its proposed agenda, the first item being a report on Current Developments of Social Regulations Council by Dr. Wasfy Iskander. He reported that the Social Regulations Council coordinates social activities on the campus, and also acts as a court for complaints. During the current year the constitution is being redrafted, which requires student and administration approval. A preliminary draft has been completed and a talk is scheduled with the Management Team for Wednesday, January 23. During the course of the year, two trials have been held. One of the principal subjects of discussion during the current year is the possibility of co-ed dormitories. A questionnaire was prepared on the proposal and circulated to the students on campus, 60% of whom replied. Of those who replied, 60 to 70% were in favor, and 194 stated that they would live in such a dormitory if it would be available, those being divided between 110 women and 84 men. Work on this project will continue, and a questionnaire will be sent to parents, and proposals made as to which dormitories should be most easily converted, and other pertinent matters.

The next subject on the agenda was Current Issues in Education Affecting Campus Life, upon which a report was made by Dr. Carl Walters. He reported that the living-learning projects proposed several years ago have failed to receive faculty and student support, and have therefore virtually been abandoned. He also noted that a student Renaissance Fair has been proposed and preparations are being made to hold such a fair. The most controversial subject at present, he stated, is the proposed Air Force ROTC program in affiliation with Memphis State University. On the Faculty Development Committee, on the original vote, four were in favor and nine against the program. When it was proposed that it be given on a non-credit basis, the vote was 3 for, 9 against and 1 abstaining. In each case, all of the student members voted against the proposal. The Curriculum Committee held two open hearings, then filed a majority report in favor of affiliation for credit on a limited basis. The faculty, however, questioned whether such a program is consistent with the ideals of Southwestern, and also pointed out that this is the first program which students at Southwestern can take for credit over which there is no control by the faculty. The students requested a delay in faculty action on the question until a referendum could be held, but this was refused on the grounds that sufficient time had already been available for such a purpose. The vote was then taken and the faculty approved the program by a vote of 39 to 29. Unfortunately, this
situation has created a major communications gap between the students and faculty, the students feeling that their opinions in this matter have been heard but disregarded. The fact that students taking the program will appear in uniform in class will continue apparently to stimulate this friction.

The next agenda item was the Effectiveness of Student Government During Current Academic Year, reported on by Mr. Steve Sharpe. He stated that the purpose of the student Government was to facilitate the exchange of ideas with faculty and administration, to encourage and supervise social activities, to publish an information sheet, a newspaper, a year book and a literary magazine, and to furnish other services to students. Among these are the making available of student comments on courses which they have taken for the benefit of students considering taking those courses, the sponsoring of religious convocations and bus services to local churches, and the DILEMMA program, which this year will be held on March 1 and 2. The chief conduit for the exchange of ideas with faculty and administration is through student membership on various committees and on the Board of Trustees. Of the faculty committees, student representation is designated by the Student Government Association on 6 of the 8 committees and on one the membership is selected from a slate presented by the student government; however, on the Curriculum Committee, the student representation is selected by the faculty, which the students consider unfair. Apparently each of the committees determines its own procedure, and so this situation could be corrected by a change in procedure.

The meeting was then thrown open to general comments, and a question was asked as to the present status of the proposed School of Economics and Business Administration. It was reported that the matter had been referred to the Educational Development Committee and to the Long-Range Planning Committee. The former plans to hold an open meeting to discuss the matter, but the latter has so far been dormant.

The suggestion was made that the Memphis members of the Committee on Students and Campus Life might meet monthly between Board meetings, furnishing the out-of-town members with a written report of what took place at the meetings.

A report was then made on the renovations and enlargements of the Infirmary, stating that they were well under way and were badly needed as there had been a mild flu epidemic in the fall which had required the utilization of all available facilities. It is anticipated that the work on the Infirmary will be completed by March 1. The thanks of the Committee were expressed to the Board of Trustees for making these improvements possible.

The possibility of any increase in size of the college was then considered, and the conclusion was reached that the first decision which would have to be made would be whether such an increase was in fact desirable. If it is determined that it is, then the next question is how it should be obtained, whether through additional in-town students as opposed to out-of-town students, or both, or through out-of-town students alone, which would undoubtedly require either new dormitory facilities, or the construction of apartments or other off-campus living facilities reasonably adjacent to the college.

It was determined that the committee did not wish to make any affirmative recommendations to the Board of Trustees for its action at the present time.

There being no further business, the meeting adjourned at approximately 12:30 P.M.

Walter P. Armstrong, Jr., Chairman
The Development and Institutional Advancement Committee of Southwestern met on January 17, 1974 at 11:15 A.M. in Clough Hall.

In the area of Institutional Advancement, Mr. Loyd Templeton made the following report:

The Inaugural/Homecoming Weekend, held concurrently with the last meeting of the Board of Trustees on October 19th and 20th, was a highly successful occasion for the college. Approximately 1,000 alumni participated in some phase of the weekend's activities. News coverage of the occasion was extensive. Non-alumni friends of the college were included in this Southwestern celebration through the issuing of 700 invitations to the inauguration and 1,200 announcements of President Daughdrill's investiture.

Beginning a series of introductory meetings with alumni groups throughout the country, President Daughdrill met with Southwestern alumni in New York and in Washington, D.C. in November. Meetings in other metropolitan areas are now in the planning stage to be scheduled within the coming months.

The Executive Council of the Southwestern Alumni Association, under the direction of its first woman president, is actively involved in working to strengthen interest and involvement on the part of the alumni body in their college.

The overall communications program of the college, including publications, public relations, and publicity, continues to increase in productivity.

A recommendation included in the proposed budget for 1974-75 will increase the part-time position of Editor of the alumni magazine to a full-time position. Since the Editor must handle news bureau and publicity in addition to the quarterly magazine, this is certainly a full-time position.

Increasing and continuing demands in the preparation for a Capital Funds Program, in addition to all other areas of responsibility, have made clear the need for additional assistance in the Office for Institutional Advancement. Acting on the recommendation of counsel in the final report adopted by the Board, the President has authorized a new position of Assistant to the Director for Institutional Advancement. This assistant will be qualified in all areas of the office's operation and will increase work output significantly.

Following Mr. Templeton's report there was a discussion of the information that should be given to Trustees concerning the college, and the Committee recommended that Loyd Templeton work up a brochure on students to send to each of the Trustees naming the various categories of positions accepted by 1973 graduates, the interest of study being covered by the students and those areas in which students had excelled.

Ron A. Yarbrough, Director of Development, made the following report on development:

Toward the overall Annual Fund goal of $410,000 a $25,000 "challenge" gift has been secured. Emphasis is now being placed on obtaining $385,000 in cash and pledges by June 30, with the $25,000 Challenge gift making the total $410,000.
As of January 11, total Annual Fund receipts amounted to $186,000 - not counting the $25,000 challenge - up some $55,000 from the same time last year. Two of the 6 divisions of the Annual Fund have already exceeded their goals, namely the Faculty/Staff Division and that of National Corporations and Foundations. Alumni, Trustees, Parents and the Memphis Community are yet to reach their divisional goals. A General Chairman for the Memphis Community Campaign is expected to be named soon with the campaign getting under way sometime in early March.

It was also reported that the first meeting of The Charles E. Diehl Society was held the night of January 16, at the Memphis Country Club. More than 50 persons attended, including members and special guests of The Society. To date there are eight Society members with membership renewal and expansion in progress.

Planning for Southwestern's Capital Fund Program is proceeding well. The first meeting of The Task Force on Capital Fund Challenge, with Charles Cobb as Chairman, was held on Wednesday, January 16. Internally, the case statement is being revised and gift opportunities and prospect research are being developed in consultation with Frantzreb and Pray Associates.

Loyd Templeton then reported on his meeting with Spence Wilson and Neely Mallory regarding attempts to increase participation in the President's Council. Several ideas were discussed as methods for increasing interest such as a speaker on an issue of regional importance. It was also reported that the Council's membership will be revised to determine and involve those members really interested in Southwestern.

Mr. Dave Ferner discussed the services to be provided under the Frantzreb and Pray letter of contract as it relates to their work with the four ad hoc committees of the Board and other areas of concern to Southwestern. He emphasized their concern for the total program of services provided by Southwestern.

Mr. Ferner also stressed the importance of membership expansion in The Charles E. Diehl Society and said that while the Annual Fund has progressed well, there is still the need for much greater participation and support by the college's constituents.

Mr. Ferner discussed the planning process for the Capital Fund program and the need for Southwestern to insure a sound financial basis for the years ahead. The part that students and faculty can play in the planning process was discussed in response to an inquiry from Ms. Clare Nichols. Their participation in preparing the "case" statement and their role as ambassadors for Southwestern were pointed to as especially important. It was pointed out by the Trustee members that there still exists the problem of knowledge of student lifestyles and concerns at Southwestern to pass on to those people who need to know about the college.

Finally, Mr. Ferner discussed the advisability of the Committee sponsoring a workshop on the Annual Fund to draw upon the experience and advice of committee members. This, he feels, will strengthen the Annual Fund by involving Trustees and other friends in developing plans and policies for the Annual Fund. Chairman Cobb asked for a second recommendation by the next meeting in May.
The Committee continued its meeting during the lunch hour and at this time there was a discussion of the need for Trustees to have information concerning admissions, and the Committee suggested that the Dean of Admissions make a report or be available for discussion during the meetings of the Trustees so that the Trustees would have personal acquaintance with him and be in a position to recommend students to him.

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

Charles P. Cobb, Chairman
REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE:

The Committee met at 11:15 A.M. on Thursday, January 17, 1974. Members present were: Russel Wilkinson, Chairman, Albert Johnson, Susan Smith, Walk Jones, Bruce Allbright, Les Jaco and Lawrence Anthony.

The Moore Moore Infirmary is progressing on schedule with completion scheduled within one month.

Campus lighting project has been completed.

Susan Smith will report to this committee on proposals for the University Apartments at the May meeting.

Ms. Smith reported that the budget proposal for grounds and maintenance has been increased over the 1973-74 budget though specific designations for landscaping were not made. This committee suggests that The Grounds Committee (Professors Lawrence Anthony, George Apperson and Arlo Smith and Dean Anne Marie Williford) continue to meet to consider possibilities for improvements to the grounds.

It was moved by Albert Johnson and seconded by Walk Jones that the Grounds Committee be empowered to plan, oversee, and direct all planting and the maintenance of existing planting. Passed.

As a point of information, a subcommittee of the Long-Range Planning Committee on Buildings and Renovation has been formed to survey the campus for areas of particular need and to set priorities for long-range renovation.

Mr. Twaddle submitted an estimate of $2000 to repair the Student Center air-conditioning water tower.

Note was made that the old College of Music property is again for sale. Specifics are not known.

The paving on campus is in poor condition, particularly along the sorority houses and this should be paved. Parking problems seem to have subsided though the possibility of graveling the area in front of the Alumni Office should be considered.
REPORT OF THE FINANCE COMMITTEE OF THE BOARD OF TRUSTEES:

The committee met from 11:20 A.M. to 12:45 P.M. Members attending were William W. Mitchell (chairman), Robert D. McCallum, James H. Daughdrill, Jr., Charles Mosby, Helmuth Gilow, F. Thomas Cloar, John Sites, Steve Warren and Marshall P. Jones. Present by invitation was Paul Hallock, Accounting Manager.

The Committee considered and approved the budget for 1974-75 as recommended by the Budget Committee. Membership of the Budget Committee is: President James H. Daughdrill, Jr., Robert G. Patterson, Vice President for Academic Affairs and Dean of the College, Dr. Donald Tucker, Professor of Spanish and representing the Analytical Studies Committee, Ms. Susan L. Smith, Business Manager; Dr. M.P. Jones, Vice President for Fiscal Affairs and Treasurer, Chairman. (See below)

The Committee considered and approved the following changes in tuition and fees:

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<thead>
<tr>
<th></th>
<th>1973-74</th>
<th>1974-75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$2000</td>
<td>$2200</td>
</tr>
<tr>
<td>Room</td>
<td>400</td>
<td>425</td>
</tr>
<tr>
<td>Board</td>
<td>580</td>
<td>640</td>
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</table>

The Committee considered and approved the following change in the College's retirement program: "That the college's present retirement program (Teachers Insurance Annuity Association-College Retirement Equities Fund--TIAA-CREF) be extended to provide eligibility for all permanent Southwestern employees who work at least 20 hours per week for Southwestern and who have completed at least three consecutive years of employment of at least 20 hours per week at Southwestern."

The Committee received the attached Income and Expense Analysis for November 1973.

BUDGET SUMMARY FOR 1974-75

<table>
<thead>
<tr>
<th></th>
<th>Budget 1973-74</th>
<th>Budget 1974-75</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$ 2,110,000</td>
<td>$ 2,309,000</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>545,000</td>
<td>545,000</td>
</tr>
<tr>
<td>Benevolences</td>
<td>165,000</td>
<td>165,000</td>
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<tr>
<td>The Annual Fund</td>
<td>277,000</td>
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<tr>
<td>Other Gifts and Grants</td>
<td>180,000</td>
<td>195,000</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>775,000</td>
<td>863,000</td>
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<tr>
<td><strong>Total Income</strong></td>
<td>$4,052,000</td>
<td>$4,404,500</td>
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<table>
<thead>
<tr>
<th><strong>Expenses</strong></th>
<th>Budget 1973-74</th>
<th>Budget 1974-75</th>
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<tbody>
<tr>
<td>Administrative</td>
<td>$662,465</td>
<td>$636,347</td>
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<tr>
<td>Instructional</td>
<td>1,631,475</td>
<td>1,744,166</td>
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<td>Student Activities &amp; Services</td>
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<td>Auxiliary Enterprises</td>
<td>608,480</td>
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<td>Physical Plant</td>
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<td><strong>Total Expenses</strong></td>
<td>$4,052,000</td>
<td>$4,404,500</td>
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INCOME EXPENSE ANALYSIS
SOUTHWESTERN AT MEMPHIS
November, 1973
(In Thousands of Dollars)

<table>
<thead>
<tr>
<th>Month</th>
<th>Actual</th>
<th>Year-To-Date Actual</th>
<th>Year-To-Date Budget</th>
<th>Variance Between Actual and Budget Year-To-Date</th>
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<tr>
<td>November, 1973</td>
<td></td>
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<tr>
<td>Actual</td>
<td>Budget</td>
<td>1972-73 1973-74</td>
<td>1973-74</td>
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<tr>
<td>Actual</td>
<td>Budget</td>
<td>$880 $1366 $486</td>
<td>$(93) $(19) $(36)</td>
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<td>$272</td>
<td>$176</td>
<td>$1416 $880 $107</td>
<td>$107 $(79) $39</td>
<td>$(93) $19 $36</td>
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<tr>
<td>28</td>
<td>40</td>
<td>54 200 $107</td>
<td>$107 $(79) $39</td>
<td>$(93) $19 $36</td>
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<tr>
<td>14</td>
<td>14</td>
<td>50 70 $51</td>
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<td>$(93) $19 $36</td>
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<td>$79 $(39) $(36)</td>
<td>$(93) $19 $36</td>
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<tr>
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<td>15</td>
<td>37 75 $39</td>
<td>$39 $(36) $(36)</td>
<td>$(93) $19 $36</td>
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<tr>
<td>193</td>
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<td>684 325 649</td>
<td>649 $(32) $(36)</td>
<td>$(93) $19 $36</td>
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<tr>
<td>5</td>
<td>5</td>
<td>7 25 15</td>
<td>15 $(10) $(10)</td>
<td>$(93) $19 $36</td>
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<tr>
<td>Total Income</td>
<td>542</td>
<td>338 2297 1690 2306</td>
<td>616 $(10) $(10)</td>
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EXPENSE:

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<th></th>
<th>Month</th>
<th>Actual</th>
<th>Year-To-Date Actual</th>
<th>Year-To-Date Budget</th>
<th>Variance Between Actual and Budget Year-To-Date</th>
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<td></td>
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<td>$1517</td>
<td>$1690 $1463</td>
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<td></td>
<td>$477</td>
<td>$338</td>
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<td>$65</td>
<td>$0</td>
<td>$780 $0 $843</td>
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INCOME:

- Tuition Fees: $272
- Endowment Income: 28
- Benevolences: 14
- Annual Support Program: 24
- Other Gifts and Grants: 6
- Auxiliary Enterprises: 193
- Student Aid (Endowment): 5

Total Income: $542

EXPENSE:

- Board Meetings: 6
- President's Office: 6
- Business Office: 29
- Student Services: 24
- Development Office: 15
- Dean of College Office: 11
- Humanities: 55
- Social Sciences: 23
- Natural Sciences: 33
- Interdepartmental & Curricular Experiments: 2
- Computer Center: 3
- Athletics: 19
- Guidance Center & Counseling: 2
- Continuing Education: 4
- Library: 12
- Physical Plant: 34
- Auxiliary Enterprises: 65
- Student Aid: 140

Total Expense: $1517

Net Income or Deficit for Period: $65