

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL
MARCH 19-20, 1969

The Board of Directors of Southwestern At Memphis met in the Directors Room, Palmer Hall, on the campus at 2:00 P.M., on Wednesday, March 19, 1969.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by the Reverend Mr. Park H. Moore, Jr.

The roll call showed the following members present:

Term expiring 1969

William H. Dale
Earl W. Mallick
Orrick Metcalfe
Edmund Orgill

Term expiring 1970

Park H. Moore, Jr.
William C. Rasberry
S. Shepherd Tate
John W. Wade
Russel S. Wilkinson

Term expiring 1971

Mrs. Henry C. Collins
Ross M. Lynn
Mrs. J. Maury McIntyre
Mrs. Lee D. McLean
W. Neely Mallory
Sidney A. Stewart, Jr.
Mrs. David K. Wilson

Term expiring 1972

L. Palmer Brown III
John H. Bryan, Jr.
Sterling J. Edwards, Jr.
Dan F. Goodwin, Jr.
Larry D. Kennon (arrived at 2:45 P.M.)
E.B. LeMaster
Robert D. McCallum
W.J. Millard
William H. Mitchell
A. Van Pritchett
Henry C. Watkins

J.D. Alexander, ex officio

Absent members were Walter P. Armstrong, Jr., C.W. Butler, Jr., H. Richard Copeland, Belin V. Bodie, Stanley J. Buckman, Edward W. Cook, David H. Edington, Jr., John B. Ricker, Jr., Norfleet Turner, and Rene de Visme Williamson.

Mrs. Erma Solomon, Assistant Secretary, was present by invitation.

Upon motion by Mr. Rasberry, seconded by Mr. Goodwin, the minutes of the Board of Directors' meeting held January 30, 1969, a copy of which had been received by members of the Board, were approved.

Upon motion by Mr. Mitchell, seconded by Mr. Goodwin, the minutes of the meeting of the Executive Committee held February 24, 1969, a copy of which had been received by members of the Board, were approved.

President Alexander reported the following additional faculty appointment for the academic session of 1969-70: (See minutes of Board of Directors' meeting held January 30, 1969, and meeting of the Executive Committee held February 24, 1969).

Thomas P. Whaley, Assistant Professor of Mathematics.

President Alexander reported that he had received a letter from Elizabeth McKenzie Stewart, who completed all degree requirements in December, 1968, stating that it would be very difficult because of her work obligations in Norfolk, Virginia, to attend Southwestern's graduation exercises on June 2, 1969, and requesting that she be granted permission to be graduated in absentia. Upon motion by President Alexander, seconded by Mr. Mallory, the Board voted unanimous approval of this request.

The Chairman announced for information the personnel of the following Committees to serve through the meeting of the Board in October, 1969:

FACULTY

John W. Wade, Chairman
Rene de Visme Williamson
H. Richard Copeland
B.V. Bodie
Stanley J. Buckman
W.J. Millard
Mrs. Lee D. McLean

FINANCE

Earl W. Mallick, Chairman
Henry C. Watkins
S. Shepherd Tate
John H. Bryan, Jr.
Norfleet Turner
C.W. Butler, Jr.
A.V. Pritchartt

NOMINATING

Earl W. Mallick, Chairman (Alabama)
H. Richard Copeland (Louisiana)
Mrs. J. Maury McIntyre (Mississippi)
Mrs. David K. Wilson (Tennessee)
A.V. Pritchartt (Memphis)

BUILDINGS AND GROUNDS

Russel S. Wilkinson, Chairman
Sidney A. Stewart, Jr.
E.B. LeMaster
Orrick Metcalfe
Ross H. Lynn
Dan F. Goodwin, Jr.
Sterling J. Edwards, Jr.

Faculty

Albert H. Johnson, Librarian
Lawrence K. Anthony

DEVELOPMENT AND INSTITUTIONAL PLANNING

Mrs. David K. Wilson, Chairman
Edward W. Cook
W. Neely Mallory
William H. Dale
Edmund Orgill
Park H. Moore, Jr.
L. Palmer Brown III
William H. Mitchell

Faculty

George M. Harmon
Robert L. Amy

Students

James Vardaman, Vice President, SGA
Julia Ann Fleming, Treasurer, SGA

Dean of the College, Treasurer, and Director
of Development, ex officio

STUDENTS AND EDUCATIONAL PROGRAM

David H. Edington, Jr., Chairman
Larry D. Kennon
Mrs. Henry C. Collins (Chairman in the
absence of Dr. Edington)
Mrs. J. Maury McIntyre
Walter P. Armstrong, Jr.
W.C. Rasberry
John B. Ricker, Jr.

Faculty

Charles O. Warren, Chairman, Educational
Development Committee
Fred W. Neal, Chairman, Community Life
Committee

Students

Carolyn Carter, Secretary, SGA
Walker McGinnis, President Pro Tem,
SGA Senate

Students

James Johnson, President, SGA
David Owen, Commissioner of Education, SGA

Dean of Men and Dean of Women, ex officio
Treasurer, Superintendent of Maintenance, and Director of Development, ex officio

Robert D. McCallum, Chairman, ex-officio member of all committees.

Upon motion by President Alexander, seconded by Mr. Brown, the following amendments to the By-Laws, which were recommended and tabled at the October 17-18, 1968 meeting of the Board, were unanimously adopted:

COMMITTEES

The By-Laws be amended to revise the committee structure of the college, and to clarify the general description of the committees in Article III as follows:

In addition to such special committees as the Board or the Chairman of the Board may from time to time appoint for the discharge of particular duties there shall be the following nine committees of the Board:

Two standing committees, executive in function, the Executive Committee and the Investment Committee, which shall be nominated by the Nominating Committee and elected by the Board at the annual meeting;

Five regular standing committees, which shall be appointed by the Chairman of the Board at the annual meeting - the Committee on Faculty, the Finance Committee, the Committee on Students and Educational Program, the Committee on Buildings and Grounds, the Committee on Development and Institutional Planning;

Two special committees - the Nominating Committee and the Committee on Honorary Degrees, which shall be appointed by the Chairman of the Board at the annual meeting.

The members of these nine committees, except the Nominating Committee, shall hold office for one year or until their successors are appointed. Each of the standing committees shall have a chairman and a secretary, but the secretary need not be a member of the committee. Standing committees shall hold at least two meetings annually, other than meetings held at the time of the formal meetings of the full Board.

The secretary shall give notice of meetings of any committee when requested to do so by the chairman of the committee or the President of the College. Committee meetings shall ordinarily be held in the Directors Room at the college and the place of the meeting shall be indicated in the notice.

The Chairman of the Board and the President of the College shall each be a member ex officio of all of the above named committees, in addition to the number of members hereinafter provided for.

FINANCE COMMITTEE

The Finance Committee shall consist of at least five members of the Board. The Treasurer of the College shall be an ex-officio member without vote. It shall exercise general oversight of the receipts and disbursements of all operating funds of the college, shall examine into and report to the Board the financial condition of the college, shall consider the budget proposals of the administrative officers of the college, and shall make recommendations for the approval of the Board concerning the financial operations of the college for the ensuing year.

COMMITTEE ON FACULTY

The Committee on Faculty shall consist of five or more Board members. The Dean of the College shall be an ex-officio member of this committee without vote. This committee shall be responsible for giving effective consideration to the president's recommendations of persons to be appointed to, promoted within, granted permanent tenure in, or dismissed from the faculty. Ordinarily the Board members chosen for the special committee provided for in Article V (for cases of termination for cause) shall come from this committee's membership. This committee shall consider questions relating to faculty effectiveness, compensation, morale, professional growth and development, recruitment, organization, and working conditions, and shall keep the Board informed on these matters. It shall also serve to foster good communication and friendly relationships between the members of the Board and of the faculty of the college.

COMMITTEE ON STUDENTS AND EDUCATIONAL PROGRAM

The Committee on Students and Educational Program shall consist of five or more members of the Board, two members of the faculty, and two students. The Dean of the College, the Dean of Men, and the Dean of Women shall ^{each} be an ex-officio member of this committee without vote. This committee shall consider matters pertaining to the scope and effectiveness of the academic program of the college, particularly as it relates to the students. In addition, this committee shall have general oversight of matters pertaining to the welfare and well-rounded development of the students, including student organizations, athletics, admissions and student aid, student records, housing, food and health services, and shall keep the Board informed on these matters. It shall also serve to foster good communication and friendly relationships between the members of the Board and of the student body of the college.

COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL PLANNING

The Committee on Development and Institutional Planning shall consist of at least five members of the Board, two members of the faculty, and two students. The Dean of the College, the Treasurer of the College, the Director of Development shall each be an ex-officio member of this committee without vote. This committee shall consider matters pertaining to the long-range planning for and fiscal undergirding of the college's program. It shall work closely with the officers and committees of the faculty and administration which are concerned with these matters, as well as with the Finance Committee and the Buildings and Grounds Committee of the Board. This committee shall have the general responsibility of leading the Board into and holding before it a clear picture of the directions and goals for the college, and delineating institutional priorities. This committee shall also be charged with the duty of studying the financial needs of the college, and of supplementing in every way practicable the financial resources of the college.

COMMITTEE ON BUILDINGS AND GROUNDS

The Committee on Buildings and Grounds shall consist of at least five members of the Board, two members of the faculty, and two students. The Treasurer of the College, the Director of Development, and the Superintendent of Maintenance shall each be an ex-officio member of this committee without vote. This committee shall consider matters pertaining to the physical plant, and it shall exercise general oversight of all construction projects. This committee shall work closely with the president and other administrative officers in developing plans for construction, for maintenance of the campus and buildings, and for any other aspect of the physical plant of the college.

NOMINATING COMMITTEE

The Nominating Committee shall consist of four members of the Board appointed by the Chairman of the Board at the annual meeting. The members of the Board appointed to the Nominating Committee shall serve for two-year terms and are not eligible to be reappointed, except for the Chairman, whose term is for one year only and who is not eligible to be appointed to the Committee for at least one year after his term as Chairman. It shall be the duty of this committee to nominate officers of the corporation, members of the Executive Committee and Investment Committee, and new members of the Board as vacancies occur.

LIFE MEMBERSHIP

Any person who is elected to the Board by the Board after October, 1968 shall not be eligible for re-election at the expiration of his term if he has attained the age of seventy (70) prior to the expiration of his term, provided that this shall not apply to the re-election of any person who was serving on the Board during October, 1968, and provided further that any person who attains the age of seventy (70) during his term shall be eligible to complete that term. At the discretion of the

Board, any Director, whether or not eligible for re-election, who has attained the age of seventy (70) may be elected to a Life Directorship which will entitle such a person so elected to full participation in the deliberations of the Board, but such a Life Director will not have a vote and, therefore, will serve in addition to the number of Directors permitted under these By-Laws. Such Life Directorships shall be conferred as a privilege upon those whom the Board wishes to honor for their distinguished service to the college and shall remain in effect for the lifetime of the Director so elected. Directors elected by the Synods may be eligible for such election but will not be subject, except as Synods' rules require, to the mandatory retirement age as active members of the Board.

MEETINGS

The By-Laws be amended to provide that the Board of Directors meet at least two times a year - once in the first six months of the calendar year and once in the second six months of the calendar year, and at such other times as the Board might decide to meet.

Article X of the By-Laws be amended as follows to reflect the new committee structure:

Report of Committees:

The Finance Committee
The Committee on Faculty
The Committee on Students and Educational Program
The Committee on Buildings and Grounds
The Committee on Development and Institutional Planning
The Honorary Degrees Committee
The Nominating Committee

Article XI of the By-Laws be amended as follows:

AMENDMENTS

These By-Laws may be amended or repealed at a ^{stated} meeting by a two-thirds vote of the entire Board, provided notice of the proposed amendment or repeal has been submitted in writing at least thirty (30) days before the stated meeting at which the amendment or repeal is voted upon.

President Alexander suggested for several good reasons he felt that "Board of Trustees" would be a better term than "Board of Directors" for Southwestern to use and would be in keeping with the designation used by most other educational institutions.

After a full discussion of this matter, it ~~was~~ moved by Mr. Goodwin, seconded by Mr. Metcalfe and carried that the college attorney be requested to prepare the appropriate and necessary document to amend the charter so that Board of Directors could be officially changed to Board of Trustees.

President Alexander announced the death on Sunday, March 16, 1969, of Mr. John Arch Rollow, alumnus and long-time faithful and devoted employee of the college. Upon motion by President Alexander, which was seconded by the Secretary, Dr. Millard was requested to prepare a resolution for Mr. Rollow, which would be incorporated in the minutes of this meeting and a copy sent to Mrs. Rollow. (See page 15 of these minutes).

Attention was called to the Board's resolution of March 13, 1965 (See minutes, page 3) stating its purpose and plan to erect on the campus a chapel to be known as THE CHARLES EDWARD DIEHL MEMORIAL CHAPEL as soon as funds were available. A discussion of this matter ensued, and the Board resolved anew to put forth every possible effort to secure in the near future the necessary funds to erect an appropriate memorial on the campus to Dr. Diehl. (See minutes of Executive Committee meeting for 12/21/64, page 1, for appointment of committee to look into matter of appropriate memorial).

Upon motion by Mr. Watkins, which was duly seconded, the Board recessed at 3:00 P.M. for the Board's Committees to hold their meetings in order to have their reports ready for presentation to the Board at its meeting on Thursday, March 20, at 9:00 A.M.

The Board of Directors resumed its meeting on Thursday, March 20, 1969, at 9:00 A.M., in the Directors Room, Palmer Hall, on the campus.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by the Reverend Mr. Larry D. Kennon.

The roll call showed the following members present:

Term expiring 1969

William H. Dale
Orrick Metcalfe
Edmund Orgill

Term expiring 1970

Park H. Moore, Jr.
William C. Rasberry
S. Shepherd Tate (arrived at 9:45 A.M.)
John W. Wade
Russel S. Wilkinson

Term expiring 1971

Mrs. Henry C. Collins
Ross M. Lynn
Mrs. Lee D. McLean
W. Neely Mallory
Sidney A. Stewart, Jr.
Mrs. David K. Wilson

Term expiring 1972

John H. Bryan, Jr.
Sterling J. Edwards, Jr.
Dan F. Goodwin, Jr.
Larry D. Kennon
Edward B. LeMaster
Robert D. McCallum
W.J. Millard
William H. Mitchell
A.V. Pritchard
Henry C. Watkins

J.D. Alexander, ex officio

Absent members were Walter P. Armstrong, Jr., C.W. Butler, Jr., H. Richard Copeland, Belin V. Bodie, L. Palmer Brown III, Stanley J. Buckman, Edward W. Cook, David H. Edington, Jr., Earl W. Mallick, Mrs. J. Maury McIntyre, John B. Ricker, Jr., Norfleet Turner, and Rene de Visme Williamson.

Mrs. Erma Solomon, Assistant Secretary, was present by invitation.

On behalf of the members of the Board, as well as on his own behalf, the Chairman expressed genuine appreciation to Mr. and Mrs. David K. Wilson for their delightful, meticulously planned and beautifully executed dinner at the Memphis Country Club on the evening of March 19, honoring the Board of Directors of Southwestern. It was the feeling of all that this dinner was a most generous and thoughtful act on the part of Mr. and Mrs. Wilson and that it gave a new dimension to the Board's meeting.

In the absence of the Chairman, Mr. Earl W. Mallick, who was present for the meeting of the Nominating Committee on Wednesday afternoon, March 19, but who was unable to remain in Memphis for the March 20 meeting of the Board, Mr. Pritchartt made the following report:

OFFICERS OF THE CORPORATION

Robert D. McCallum.....	Chairman
Earl W. Mallick.....	First Vice-Chairman
W.J. Millard.....	Second Vice-Chairman
S. Shepherd Tate.....	Secretary
M.J. Williams, Jr.....	Treasurer
Mrs. W.E. Solomon.....	Assistant Secretary

OFFICERS OF THE EXECUTIVE COMMITTEE

Robert D. McCallum.....	Chairman
Russel S. Wilkinson.....	Vice-Chairman
S. Shepherd Tate.....	Secretary

INVESTMENT COMMITTEE

Snowden Boyle, Chairman, Chairman of the Board, Boyle Investment Co.
 Brown Burch, Vice-Chairman
 Early F. Mitchell, Executive Vice-President, First National Bank
 William B. Rudner, Vice-President and Trust Investment Officer,
 Union Planters National Bank

Robert D. McCallum
 A.V. Pritchartt
 M.J. Williams, Jr.
 The President of the College

The Nominating Committee recommends that Messrs. Walter P. Armstrong, Jr. and Edmund Orgill, whose terms as members of the Board of Directors expire in 1969, be re-elected for four-year terms expiring in 1973.

The Committee is aware of Mr. C.W. Butler, Jr.'s request that because of his physical condition he not be re-elected for the four-year term expiring in 1973, and, therefore, does not place his name in nomination for re-election.

Upon motion by Mr. Pritchardt, seconded by Mr. Metcalfe, the report of the Nominating Committee was unanimously adopted.

The resignation of Mr. C.W. Butler, Jr. as a member of the Board of Directors was regretfully accepted, and the Secretary was requested to write Mr. Butler a letter of appreciation for the valuable service he has rendered Southwestern through the years, and expressing the sentiment of the members of the Board that he will soon be fully restored to health.

Dean John W. Wade, Chairman, made the following report for the Faculty Committee:

Three matters were submitted to the Committee, all having to do with possible changes in Article V of the By-Laws. They were discussed thoroughly and recommendations made as follows:

1. Requirement that all faculty members be appointed by the Board of Directors. Actual practice is often not in accordance with this, and it is often necessary for the President to make a commitment before the Board can act.

Recommendation: Amend the fourth paragraph of Article V, so that it will read:

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

2. Requirement of notice of non-reappointment. Paragraph 7 of Article V of the By-Laws requires that notice be given by March 1. An ad hoc committee of the faculty recommended that this be changed to require notice by March 1 the first year of service, by December 15 of the second year, and one year in advance for subsequent years. This was adopted by faculty action. (See Report of Ad Hoc Committee of the Faculty, pages 16-17).

Recommendation: Amend paragraph 7 to comply with the faculty report.

3. Procedure for termination of appointment for cause. A detailed procedure is set out in paragraph 8 of Article V of the By-Laws. This differs in several respects from the AAUP recommendation, and the recent Southern Association Visiting Committee suggested that they be brought into accord. The major difference in which the college appears to be interested is the utilization of an informal advisory committee by the President.

Recommendation: Such a committee may be utilized by the President without amending the By-Laws, and he may make a commitment to that effect in the Faculty Handbook without formal Board action. No action therefore recommended.

The Board of Directors took the following action on the Faculty Committee's report:

1. The Chairman of the Committee moved that recommendation No. 1 be placed on the table for action at the next Board meeting. After discussion, the motion passed.

2. The Chairman of the Committee moved that recommendation No. 2 be placed on the table for action at the next Board meeting. Considerable discussion ensued, with some members of the Board expressing the view that the recommendation called for too lengthy a notice. The motion passed, however, with the understanding that the Board was not passing on the merits, and that information regarding the practices at other institutions would be available when the merits were considered.

3. No motion was made on the third item. It developed that President Alexander felt that other changes were desirable. This whole topic, however, had arisen just a few days before the Board meeting, and it was agreed that the subject should be referred to the faculty for its consideration and recommendations before the Board should consider taking action.

The following report of the Buildings and Grounds Committee was presented by the Chairman, Mr. Russel S. Wilkinson:

1. The S. DeWitt Clough Humanities Hall contract has been let with Allen & O'Hara, Inc., Memphis, which suggests that a savings of approximately \$6,000 could be realized by waiving the performance bond. The Committee was unanimous in its decision to recommend that the bond be required in view of the fact that the Board cannot afford to take the risk involved in a million dollar project.

2. The Ruth Sherman Hyde Women's Gymnasium - The amount of money available for this purpose is approximately \$175,000 and a rough estimate by Allen & O'Hara, Inc. indicates a cost of \$324,000. Allen & O'Hara, Inc. ^{stated} that, with detailed plans and specifications, it was possible to reduce this cost to somewhere between \$300,000 and \$310,000. The Committee recommends that this matter be followed up to determine if the cost of this building can actually be reduced, and that efforts be made to find additional moneys so that the building can be constructed.

Chapel-Assembly Building - The two student members of the Committee, Carolyn Carter and Walker McGinnis, suggested that one of the greatest needs of the college is a chapel-assembly building. After considerable discussion, the Committee recommends that the Board employ Wells Awsumb, architect, to study the idea and make preliminary sketches and a rendering of a chapel-assembly building to be a memorial to Dr. Charles E. Diehl,

such a building to be used for religious services, assemblies, music, choir, dramatics, and guest artist performances. It is the belief of the Committee that, with such a program, it will be possible over a reasonable period of time to secure the funds to construct and to furnish such a building.

Upon motion by Mr. Wilkinson, seconded by Mr. Goodwin, the report of the Buildings and Grounds Committee was adopted.

Upon motion by Mr. Rasberry, seconded by Mr. Goodwin, the Buildings and Grounds Committee was authorized to spend up to \$10,000 to obtain from Wells Awsumb, architect, drawings of a concept of the chapel-assembly building.

The Chairman of the Selection Committee, Mr. Pritchard, reported on the Committee's activity during the past weeks, and stated that the Committee did not have a candidate to succeed President Alexander to recommend to the Board at this time. (See minutes of meeting of Board of Directors held January 30, 1969, page 6).

The Board recessed at 10:30 A.M. and reconvened at 10:45 A.M.

In the absence of Dr. Edington, Chairman of the Students and Educational Program Committee, Mrs. Henry C. Collins served as Acting Chairman. Mrs. Collins presented the Proposed Constitution for the Social Regulations Council. This document, on which there is to be a student referendum, is the response of the students to the resolution of the Board adopted at its October, 1968 meeting. (See minutes of meeting held October 17-18, 1968, pages 17 and 18). There was a discussion of this document, a copy of which is appended to these minutes. (See pages 19-23):

There followed a discussion of student publications at Southwestern. The Committee was urged to continue its study of this matter and make a report back to the Executive Committee.

In the absence of Mr. Mallick, Chairman of the Finance Committee, who was present for the Committee meeting on March 19, Mr. Watkins presented the following report of the Committee:

The Finance Committee of the Board of Directors of Southwestern At Memphis met on Wednesday, March 19, 1969, at 3:00 P.M., in the Directors Room. Those in attendance were Messrs. Earl W. Mallick, Chairman; Henry C. Watkins, John H. Bryan, Jr., S. Shepherd Tate, and M.J. Williams, Jr., Treasurer of the College.

A motion was made by Mr. Bryan to approve the 1969-70 budget. (See pages 17-18 for budget). Note is made of approval by the Executive Committee of the salary portion of the budget at its meeting on February 24, 1969. This recommendation includes the specific salary proposals with which the Executive Committee requests concurrence. Mr. Mallick seconded and the motion was passed.

Mr. Mallick moved that tuition beginning with the academic year 1970-1971 be increased from \$1,500 to \$1,700. Mr. Tate seconded and the motion passed.

A discussion followed about financial control through limitations on authorization to contract in the college name. It was decided that the Treasurer of the College would prepare a detailed proposal for submission to the Finance Committee.

Upon motion by Mr. Watkins, seconded by Mr. Pritchardt, the 1969-70 budget was accepted.

Upon motion by Mr. Watkins, seconded by Mr. Metcalfe, the tuition beginning with the academic year 1970-1971 will be increased from \$1,500 to \$1,700.

Mrs. Wilson, Chairman of the Development and Institutional Planning Committee, made the following report:

All members of the Committee were present with the exception of Mr. Edward W. Cook.

The Development Office submitted its report on progress of the fund-raising campaign, alumni relations and public relations activities. Plans for a proposed program of deferred giving were discussed at length. Representatives of Imperial American Fund and Mathorn & Robinson presented details of two deferred giving vehicles. These were presented to the Committee only as examples of the kind of vehicles that might be included in a deferred giving program.

A motion was made and passed that this Committee recommend to the Board that the Executive Committee of the Board be empowered to proceed with implementing a program of deferred giving for Southwestern.

It was moved and passed that this Committee recommend to the Board that the Executive Committee be empowered to establish an Advisory Committee for the implementation of the deferred giving program.

Upon motion by Mrs. Wilson, seconded by Mr. Mallory, the report of the Development and Institutional Planning Committee was accepted, and the Executive Committee of the Board was empowered to establish an Advisory Committee for the implementation of the deferred giving program.

President Alexander called the Board's attention to a matter on which the Registrar's Office would appreciate some official action; namely, requests which have been received from various sources for confidential information concerning students and former students of the college. This matter was discussed at some length and was referred to Dean Wade, Mr. Tate and Mr. Dale, with the request that they prepare an appropriate statement to be presented to the Executive Committee for action at its next meeting.

Mr. Wilkinson, Chairman of the Southwestern Continuing Challenge, made the following report, which was received with interest:

**SOUTHWESTERN CONTINUING CHALLENGE
CAMPAIGN STATUS REPORT
March 17, 1969**

Category	Pledged	Paid	Goal
Memphis Community & Parents	\$	\$	\$150,000.00
Non-alum individuals	13,804.80	10,364.80	
Corp. Direct Gifts	18,730.41	9,755.41	
Parents	<u>2,390.00</u>	<u>2,240.00</u>	
Sub-Total	\$ 34,925.21	\$ 22,860.21	
Board of Directors	41,265.00	31,365.00	75,000.00
Faculty & Staff	7,920.00	5,876.10	10,000.00
National Corporations	14,091.34	14,091.34	25,000.00
Foundations	20,000.00	20,000.00	40,000.00
Alumni	12,637.68	9,547.68	112,500.00
*Miscellaneous & Memorials	13,259.48	13,259.48	
Jules B. Rozier Estate	<u>17,318.84</u>	<u>17,318.84</u>	
(unrestricted, has been included in totals of annual giving during past years)	\$161,417.55	\$ 134,320.65	\$412,500.00
<u>Designated Gifts:</u>			
Dr. J.C. Morris (Physics Equip.)	21,477.52	21,477.52	
Mrs. B.L. Mallory (Gymnasium)	<u>1,000.00</u>	<u>1,000.00</u>	
Total	\$183,895.07	\$156,798.17	\$412,500.00

*Some of these gifts will be identified as to source in the final accounting, and allocated to some of the other headings listed above.

Gifts which have been credited in the college books to a specific operating account (such as scholarships) are not included herein, but will be a part of annual support in the final accounting at year end.

Designated gifts such as those listed above, while received and largely spent in the current year, are not available to the college for general purposes. Although they will appear in final accounting as "contributed income," they should not be applied toward our annual fund-raising goals.

Mr. Orgill reported on gifts which have been received from the Board.

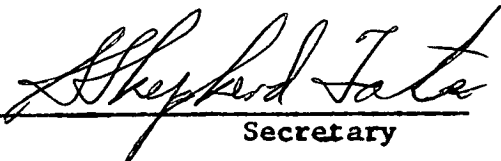
President Alexander reported on the recent visit of the Southern Association of Colleges and Schools Visiting Committee in connection with Southwestern's Self-Study. (See minutes of the meeting of the Board of Directors held October 17-18, 1968, page 30). Dr. Alexander stated that the members of the Committee were favor-

ably impressed with Southwestern, but that a report to be prepared and presented to the college will make some recommendations concerning what the college is doing and what it might do.

Upon motion by President Alexander, seconded by Mr. Goodwin, the Board unanimously named Jameson M. Jones Vice-President and Dean of the College, and M.J. Williams, Jr. Vice-President and Treasurer of the College, and voted that they be invited on a regular basis to attend Board meetings.

President Alexander reported on the excellence of Southwestern and its bright future. The Board applauded his report, and the Chairman paid respects to President Alexander for his splendid contributions to Southwestern.

The meeting adjourned at 12:30 P.M., and the Chairman invited members of the Board for lunch in the Catherine Burrow Refectory immediately following adjournment.


Secretary

IN MEMORIAM

JOHN ARCH ROLLOW

John Arch Rollow was born in Montgomery County, Tennessee, on October 4, 1902. He received his elementary education in the public schools of Clarksville, Tennessee, and in the fall of 1922 enrolled as a freshman in Southwestern, which was then located in Clarksville. This became a very significant year in the lives of Dr. Charles E. Diehl, the President of the College, and John Arch Rollow, a student, because of the beautiful friendship which developed between these two men of outstanding character and dedication. Together they gave their all to each other and to Southwestern. Dr. Diehl, quick to recognize Mr. Rollow's capacity for organization and mechanics, offered him the position of College Engineer upon his graduation in 1926, a position which he accepted and enhanced until his retirement in June, 1963. He died of a heart attack on March 16, 1969.

Mr. Rollow belonged to that "strange breed" of men who never counted hours or pay or self when there was a job to be done. He considered himself on duty all seven days of the week and all twenty-four hours of each day. He has been called from his rest every hour of the night to serve as a security officer or accomplish some next to impossible engineering feat which had taken on the nature of an emergency. With his keen mind and skilled hands he wrought miracles for the college with an ingenuity that could make something of nothing. "Johnny," as he was affectionately called, was a very warm person, who loved people and was greatly loved by all who knew him. He served his Church as a deacon and also as an elder, but his religion was most vividly observed in "shoes." He simply could not refuse a call from a friend who was in need. Consequently, many an hour which could have been spent with his family, or in recreation, or rest was spent at a friend's home solving his property problems. It can be truly said of him, as of few people, that "he went about everywhere doing good."

The Board of Directors of Southwestern At Memphis is fully cognizant and appreciative of the long and faithful service of Mr. John Arch Rollow, that through his persistence in building the college the ideals of genuineness and excellence were infused into the college's daily operations and its highest aspirations, and that his pleasing presence and humanitarian attitude were his selfless gift to the students, faculty, staff and neighbors.

Be it therefore resolved, that the Board of Directors counts it an honor to share the inevitable sorrow and sense of loss caused by his death, and that the Board of Directors seek at its earliest opportunity to provide a memorial to John Arch Rollow which will permanently and appropriately enshrine our corporate affection for and common debt to a remarkable man in the history of the college.

EXTRACT FROM RECOMMENDATIONS TO THE FACULTY OF AD HOC COMMITTEE SEPTEMBER, 1968
PROPOSALS, WHICH WERE ADOPTED BY THE FACULTY AT ITS MEETING ON DECEMBER 11, 1968

IV. Enactment of a Policy on Faculty Appointments, Promotions, and the
Granting of Academic Tenure

The Ad Hoc Committee recommends approval of the proposed policy, but with modifications. Its recommendations follow:

1. An individual shall be appointed to academic rank at Southwestern At Memphis on the basis of his educational qualifications and record, evidence of his teaching ability and performance, evidence of competence in research and scholarship in his professional field, evidence of his personal and professional integrity, promise of continuing development in his scholarly and teaching competence and performance, regard for the welfare and purpose of the college, and concern for the students as persons.
2. The primary criteria for judging the fitness of an academic faculty member for continuation of appointment, promotion in rank or salary, or granting of academic tenure shall be the effectiveness of his teaching and his knowledge and understanding of the field being taught and related disciplines where these contribute to an understanding of important problems in his field. Other professional involvements, such as research and creative activity and participation in various activities of the college, shall be taken into account.
3. Academic tenure shall be granted after no more than five (5) years of full-time service as an Officer of Instruction. Whenever probationary periods shorter than five years are agreed upon, these agreements shall be put in writing, with copies retained by both the faculty member and the administration.
4. Notice of non-reappointment, or of intention not to recommend reappointment to the Board of Directors, shall be given in writing in accordance with the following standards:
 - a. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three (3) months in advance of its termination.
 - b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six (6) months in advance of its termination.
 - c. At least twelve (12) months before the expiration of an appointment after two (2) or more years at Southwestern.

Note: These provisions are in accordance with the AAUP standards for notice of non-reappointment.

5. If procedures more specific than the above for the evaluation of a faculty member for reappointment, promotion in rank, significant advancement in salary, and granting of academic tenure are devised by the Faculty Committee on Advancement and Tenure, they shall be subject to the approval of the Faculty.

BUDGET ESTIMATE FOR 1969-1970

	<u>Estimate</u> <u>1969-1970</u>
Tuition	\$1,425,000
Tuition - Special	49,000
Endowment Income	400,000
Adult Education Center	35,000
Grants	175,000
Special Fees	45,000
Benevolences - Synod of Tennessee	110,000
" - Synod of Alabama	25,000
" - Synod of Louisiana	30,000
" - Synod of Mississippi	10,000
Chairs:	
First Presbyterian Church, Greenville, Mississippi	2,000
Westminster Presbyterian Church, Nashville, Tennessee	4,000
Second Presbyterian Church, A.B. Curry Chair, Memphis	10,000
Evergreen Presbyterian Church, W.J. Willard Chair, Memphis	8,400
Idlewild Presbyterian Church, T.K. Young Chair, Memphis	9,000
First Presbyterian Church, Jackson, Tennessee	3,000
Tennessee Independent Colleges Fund	6,000
Athletics	15,000
Student Center	1,000
Interest Income	45,000
Overhead Income	5,000
Area Lab School	2,000
Summer Conferences	3,000
Other Income	33,375
Residence Halls	229,000
Dining Hall and Lynx Lair	325,000
Bookstore	86,000
Apartments	8,000
Other Auxiliary Income	5,000
Southwestern Continuing Challenge	<u>475,000</u>
 Total Income	 \$3,578,775

EXPENSE BUDGET FOR 1969-1970

	<u>Salaries</u> <u>Incl. Benefits</u>	<u>Other</u> <u>Expenses</u>	<u>Total</u>
Board Meetings	\$	\$ 2,000	\$ 2,000
President's Office	57,750	31,900	89,650
Business Office	108,700	39,000	147,700
Admissions	57,100	29,000	86,100
Registrar	23,570	4,030	27,600
Dean of Men	21,650	800	22,450
Dean of Women	22,750	4,750	27,500
Health Services	6,350	35,800	42,150
Student Center	5,000	13,000	18,000
Chaplain	1,000		1,000
Publication Board		25,800	25,800
Student Council		17,000	17,000
Development	78,900	55,800	134,700
Placement Center			
Auxiliary Enterprises	10,000	590,000	600,000
Dean of the College	46,650	67,350	114,000
Departments:			
Anthropology and Sociology	39,600	2,225	41,825
Art	18,400	1,850	20,250
Athletics	101,950	74,000	175,950
Bible and Religion	93,000	2,500	95,500
Biology	121,500	11,000	132,500
Chemistry	99,400	11,000	110,400
Computer Center	22,800	16,050	38,850
Economics and Business Admn.	63,500	4,000	67,500
Education	12,000	1,000	13,000
English	162,200	5,000	167,200
Freshman Program			
History	62,550	1,150	63,700
International Studies	28,200	6,000	34,200
Language Center	6,150	1,200	7,350
Languages	159,350	1,900	161,250
Man Course		1,500	1,500
Mathematics	93,050	2,100	95,150
Music	84,750	27,500	112,250
Philosophy	35,550	200	35,750
Psychology	65,700	3,000	68,700
Physics	94,200	11,000	105,200
Political Science	38,500	1,000	39,500
Speech and Drama		2,000	2,000
Adult Education Center	46,900	22,600	69,500
Library Operating Expenses	102,100	14,900	117,000
Library Books		50,000	50,000
Engineers and Assistants	66,100	22,000	88,100
Janitor Service	32,000	3,000	35,000
Safety Service	6,000	2,000	8,000
Repairs and Maintenance		40,000	40,000
Electricity, Gas and Water		12,000	12,000
Trucks and Autos		6,000	6,000
Improvements		5,000	5,000
Property Insurance		3,000	3,000
Other Physical Plant Expenses		15,000	15,000
Student Aid		180,000	180,000
Total Expenses	\$2,094,870	\$1,483,905	\$3,578,775

PROPOSED CONSTITUTION FOR THE SOCIAL REGULATIONS COUNCIL

PREAMBLE

We, the students of Southwestern At Memphis, in order to promote a responsible and constructive college community, to provide for more participatory democracy in student affairs, to create the opportunity for a more empathetic rendering of justice concerning student violations of social regulations and to coordinate this aspect of student self-government, do hereby establish this Constitution of the Social Regulations Council of Southwestern At Memphis.

ARTICLE I

Name and Purpose

Section 1. The name of this body shall be the SOCIAL REGULATIONS COUNCIL OF SOUTHWESTERN AT MEMPHIS.

Section 2. The purpose of this Council shall be to establish through initiation, ratification, and coordination all student social legislation, to adjudicate offenses thereto, and to act as an appellate court for the Council's constituent groups and for administrative deans of the college.

ARTICLE II

Membership

Section 1. (a) The membership of this Council shall be composed of seventeen voting members: a president; eight elected class representatives of the student body, consisting of: two seniors, two juniors, two sophomores, and two freshmen; and eight ex-officio members, consisting of: President of the Panhellenic Council, President of the Interfraternity Council, President of the Student Union, Welfare Commissioner, President and one representative from the Men's Residence Halls Governing Board, and President and one representative from the Women's Residence Halls Governing Board. (The term "constituent group" as used throughout this Constitution, refers to the executive boards of the sorority system, the fraternity system, the Student Union, the men's residence halls and the women's residence halls; these executive boards being represented by the respective ex-officio members of the Council.)

(b) There shall be five non-voting members: four advisors, consisting of two members of the teaching faculty and two members of the administration; and one appointed secretary.

Section 2. (a) The incumbent Social Regulations Council shall nominate five persons for the two representatives of each class to the Council and, at least five days prior to elections, receive additional nominations from the student body; conduct a secret ballot of each class for its representatives; and declare duly elected the two candidates receiving the highest number of votes.

(b) Each class shall have two representatives to the Council. The sophomore, junior and senior representatives shall be elected the last four weeks of the second term; the freshman representatives shall be elected within the fourth or fifth week of the first term.

Section 3. The constituent groups should elect their representatives early enough to allow those representatives time to become familiar with Council procedure prior to their installation at the organizational meeting.

Section 4. The advisors shall be chosen by the Faculty Committee on Committees from a slate of nominations proposed by the incoming Council.

Section 5. The ex-officio members of the Council shall continue to exercise the full responsibilities of membership until the incoming Council shall have been installed.

Section 6. Vacancies in the Council shall be filled immediately by the process of nomination and election described above.

ARTICLE III Officers

Section 1. The officers of the Council shall be a president, vice president, and secretary.

Section 2. (a) The President shall be elected by secret ballot of the student body within the two weeks prior to the election of the class representatives. Nominations shall be made by the Council from within its membership. The nominee receiving the highest number of votes shall be installed at the organizational meeting.

(b) The President shall preside over meetings, call special meetings, appoint a secretary, appoint committees, serve as an ex-officio member of all committees, be responsible for the execution of the decisions of the Council, and represent the Council to the Board of Directors of Southwestern At Memphis through the President of the College. The President shall decide all questions of procedure and interpretation arising under this Constitution, except he may be overruled by a majority vote of the Council members present.

Section 3. (a) A Vice President shall be elected by the Council from among the elected class representatives at the organizational meeting.

(b) The Vice President shall act in the capacity of President in the absence of that officer.

Section 4. (a) The Secretary shall be appointed by the President from without the membership of the Council.

(b) The Secretary shall keep records and minutes of all meetings and procedures of the Council and shall be responsible for such communication among members of the Council and between the Council and other parties as requested by the President.

ARTICLE IV Meetings

Section 1. The Council shall meet in an organizational session within the first three weeks of the third term; it shall meet once a month during the academic year at the time set by the Council, or upon call of the President. The President shall be required to call a meeting if requested to do so by three members of the Council or by the President of the College.

Section 2. Two thirds of the voting members shall constitute a quorum, except in adjudicative matters, pursuant to Article VIII, Section 7, of this Constitution.

ARTICLE V General Duties and Powers

Section 1. It shall be the duty of every member of the Social Regulations Council, the President (and the Counselor, in adjudicative matters, pursuant to Article VIII, Section 3) excluded, to vote on every motion brought before the Council.

Section 2. The Council shall take whatever steps it deems necessary to insure the understanding and support of social regulations by members of the student body.

Section 3. The Council may, by two-thirds vote of its membership, adopt whatever by-laws it deems necessary to insure the effective execution of its duties under this Constitution.

ARTICLE VI Legislation

Section 1. (a) The Council, working in close harmony with its constituent groups, shall strive to establish just social legislation for the student body of Southwestern At Memphis.

(b) Social legislation is that set of rules, procedures, and understandings which enables the student community to live together harmoniously and constructively, the violations of which constitute offenses against the community and may lead to disciplinary action against the offender.

Section 2. (a) If legislation is initiated in the Social Regulations Council concerning a constituent group and is ratified by that constituent group, the legislation shall become law (pending administrative review). If the constituent group gives negative review, the bill shall revert to the Council for additional review: the Council may affirm the constituent group's negative review, at which point the bill shall become null, or it may consult the constituent group in order to reach an agreeable decision. If the legislative act is still contested by either the Council or the constituent group, the bill shall be brought before a vote of the membership which is represented by the constituent group. An affirmative vote of three fifths of the total membership shall be required to pass a legislative act.

(b) If legislation is initiated in the constituent group and is ratified by the Social Regulations Council, the legislative act shall become law (pending administrative review). If the Council gives negative review, the bill shall revert to the constituent group for additional review. The constituent group may affirm the Council's negative review, at which point the bill shall become null; or it may consult the Council in order to reach an agreeable decision. If the legislative act is still contested by either the Council or the constituent group, the bill shall be brought before a vote of the membership which is represented by the constituent group. An affirmative vote of three fifths of the total membership shall be required to pass a legislative act.

Section 3. The social regulations established and enforced within non-constituent groups shall be subject to review of the Social Regulations Council only if such regulations are in violation of the general campus social regulations established by the Council.

Section 4. (a) If legislation is initiated in the Social Regulations Council concerning general campus social regulations and is passed by a majority vote of the Council, the legislative act shall become law (pending administrative review). If this legislation is contested by a petition endorsed and signed by not less than one fifth of the student body, then it shall be referred to a referendum.

(b) Whereas individuals should ordinarily seek to have desired legislation presented to the Council by their class or group representatives, a request made formally by three or more members of the student body must be considered by the Council. If the requested legislation is passed by a majority of the Social Regulations Council, it shall become law (pending administrative review). If this legislation is contested by a petition endorsed and signed by not less than one fifth of the student body, then it shall be referred to a referendum. If the Council gives the requested legislation negative review it may be contested by a petition endorsed and signed by not less than one fifth of the student body, then it shall be referred to a referendum.

Section 5. When legislation is referred to a referendum, the decision of three fifths of those voting by secret ballot shall be sufficient to reject or affirm the proposed legislation.

Section 6. The President and/or Dean of the College shall be presented a copy of all social legislation as soon as possible after it is established by the Social Regulations Council or by a student body referendum. If negative review is given within five days upon receipt of copy, college holidays excluded, the legislative act shall become null. If negative review is not given within the five days, the legislative act shall become law. If positive review is given the legislative act, as law it shall become effective at that time.

ARTICLE VII Pretrial Procedure

Section 1. (a) Social regulations are considered the responsibility of every member of the college community; members of the community therefore possess the right to report violations to the Social Regulations Council in order to initiate judiciary process.

(b) In case of a violation being under the jurisdiction of a constituent group, the observation may be reported to a member of that group.

(c) In the case of a violation being reported to a member of the Council, the President shall be informed and call a meeting of the Committee on Pretrial Investigation, or refer the case to the appropriate constituent group. The Committee on Pretrial Investigation shall consist of the President, Secretary and elected class representatives.

(d) The pretrial investigation shall consist of presenting the charge and evidence in such a manner as to consider the appropriateness of trying the case, while preserving the anonymity of the accused.

Section 2. (a) Should the Committee on Pretrial Investigation decide that the evidence is sufficient to warrant a trial or should a constituent group refer a case to the Council, the President shall set a time for the trial and notify the accused at least twenty hours in advance. The Dean of the College shall likewise be notified in advance as to all Council trial schedules and the persons involved in such trials.

(b) If the accused does not wish to be tried by the Council or a constituent group, he may request that an administrative dean of the college investigate and adjudicate his case. The dean may accept or reject this request.

Section 3. Should the Committee on Pretrial Investigation decide that a case is not appropriate to be judged by the Council or a constituent group, the Council may refer the case to an administrative dean for appropriate action.

Section 4. If a student has been judged guilty of a violation of a social regulation by a constituent group or an administrative dean of the college, he may appeal to the Council no later than seven days, college holidays excluded, after he has been informed of the decision. The President will then call a meeting of the Committee on Pretrial Investigation. If the Committee decides the appeal warrants further consideration, the prescribed procedure shall be followed; otherwise, the contested decision shall be upheld.

ARTICLE VIII Adjudication

Section 1. If sufficient reason is shown in the Council's pretrial investigation to warrant a trial, the procedure described in the following sections of this Article shall be observed.

Section 2. The President shall appoint a member of the Council to present to the accused a written statement of the charges against him, and at this time inform the accused of the nature of his trial, and his rights and privileges. This person shall serve as counselor to the accused throughout the proceedings.

Section 3. The accused shall decide whether his trial shall be open or closed to the public.

Section 4. In a closed trial, the Council shall decide whether witnesses shall face the accused. Upon the request of the accused, the members of the Council, the accused, and the witnesses shall be bound by oath not to reveal the proceedings of an investigation except to the faculty advisor of the accused and a duly constituted committee of the faculty acting in the case of an appeal. Should any of these persons violate his oath, the Council may publicly post a resume of the case with names omitted.

Section 5. For all trials the Council shall call witnesses, consider material evidence, and question the accused until it shall have exhausted every possible method of ascertaining the facts in the situation, acting with complete impartiality, and considering the accused innocent until conclusively proved otherwise. If after due judiciary process, a three-fourths majority of the voting Social Regulations Council, exclusive of the President and the Counselor, vote for conviction, the accused shall be judged guilty. Otherwise, he shall be presumed innocent and the case shall be dismissed.

Section 6. For all trials, the Council shall deliberate on the verdict and sentence in closed sessions.

Section 7. A resume of the case shall be publicly posted if the accused requests, his name omitted at his request and other names omitted at the discretion of the Council.

Section 8. Three fourths of the voting members of the Council, exclusive of the President and the Counselor, shall constitute a quorum for adjudicative matters.

ARTICLE IX

Penalties

Section 1. Any student convicted of a violation of a social regulation may be subject to immediate expulsion, suspension, or a lesser penalty, this penalty to be determined by the Council's appraisal of the severity of the offense. The Dean of the College must be informed immediately of such action.

Section 2. In case of expulsion, the President of the Council shall announce to the student body the charge and the penalty, with names omitted in the case of a closed trial.

ARTICLE X

Appeals

Section 1. The accused, the accuser, or two or more members of the Council may appeal to the Faculty if they feel a decision of the Council is unjust; provided the Dean of the College be informed of the appeal no later than seven days, college holidays excluded, after the accused has been notified of the Council's action.

Section 2. In event of an appeal, the President, the party involved, and the Counselor of the accused shall meet with a duly constituted committee of the faculty to review the case. The Faculty Committee shall either sustain the decision of the Council or recommend that the Council reconsider its action. A second decision by the Council shall be final.

ARTICLE XI

Amendment

A proposed amendment to this Constitution may be presented by any member of the student body to the Council. It shall be endorsed by a two-thirds vote of the Council in two meetings at least one week apart. The amendment shall be adopted by a majority vote of the student body, provided that it has been publicly announced at least seven days preceding the taking of a vote.

ARTICLE XII - Ratification

This Constitution shall be adopted as the Constitution of the Social Regulations Council of Southwestern At Memphis when proposed by a two-thirds vote of the membership of the provisional Social Regulations Council, approved by the administration, and affirmed by a majority vote of the student body.