

MINUTES OF BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
OCTOBER 20-21, 1983

10-83-1 The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus, at 1:15 P.M., Thursday, October 20, 1983, pursuant to written notice. The meeting was called to order by the chairman, Mr. Frank M. Mitchener, Jr. and it was opened with prayer by Dean Robert Llewellyn. In the absence of Mr. S. Shepherd Tate, the chairman asked Mr. John C. Whitsitt to serve as Secretary Pro Tem.

10-83-2 The Chairman introduced and welcomed the following new members of the Board: Mr. William H. Bryce, Jr., Mr. R. Lee Jenkins, Mrs. Lynda G. McCarty, Mr. Joseph Roberts, Sr., Mr. Harry J. Phillips, Sr., Mr. Spence W. Wilson; Faculty Trustees, Professors Bobby R. Jones and F. Michael McLain; and Student Trustees Ms. Laura Hollandsworth and Messrs. Pete McLain and Peter Rooney. The Chairman also introduced the new Dean of Enrollment, Mr. David Wottle.

10-83-3 The roll was called by Secretary Pro Tem John Whitsitt. The following were present:

<u>Synod of the Mid-South</u> Edgar H. Bailey, '84 William H. Bryce, Jr., '86 Robert H. Buckman, '84 R. Lee Jenkins, '86 Frank E. Lankford, '85 Lynda McCarty, '86 Frank M. Mitchener, Jr., '84 S. Herbert Rhea, '85 Henry B. Strock, Jr., '86 Ray U. Tanner, '85 <u>Ex Officio Member</u> James H. Daughdrill, Jr. <u>Life Trustees</u> P. K. Seidman	<u>Elected by Trustees</u> Winton M. Blount, '86 Neville F. Bryan, '85 Nancy H. Fulmer, '85 Margaret R. Hyde, '84 W. Neely Mallory, '84 Joseph Orgill III, '85 Harry J. Phillips, Sr., '86 William B. Rudner, '85 Joseph Roberts, Jr., '86 Eleanor B. Shannon, '86 John M. Tully, '84 Norfleet R. Turner, '85 John C. Whitsitt, '85 Spence Wilson, '86	<u>Synod of the Sun</u> John H. Crabtree, '86 Jessie W. Falls, '86 Robert H. Seal, '85 <u>Faculty Trustees</u> Bobby R. Jones, '86 W. Larry Lacy, '85 F. Michael McLain, '84 <u>Student Trustees</u> Laura Hollandsworth Pete McLain Peter Rooney
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Present by Invitation

Bill Allen Ray Allen Peggy Arnold Gerald Duff Jo Hall	Tom Kepple Don Lineback Bob Llewellyn Mary Mooney C.V. Scarborough	Peyton Rhodes Tom Ritchey Loyd Templeton Dave Wottle
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The following were absent:

<u>Synod of the Mid-South</u> Bruce E. Campbell, '85 Richard A. Trippeer, Jr., '84	<u>Elected by Trustees</u> Robert F. Fogelman, '86 Martin B. Sereteau, '84 S. Shepherd Tate, '84 Anne P. Wilson, '84	<u>Synod of the Sun</u> Henry Goodrich, '84 Murray O. Rasberry, '84 Robert B. Smith, '85
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10-83-4 A motion was duly made, seconded and passed that minutes of the Board of Trustees meeting held on April 21-22, 1983 be approved as prepared and previously mailed to the Trustees.

10-83-5 Chairman Mitchener reminded the Trustees of the Board Retreat to be held at Point Clear, Alabama, beginning on Wednesday, February 22, 1984 and continuing through dinner on Friday evening. The importance of the meeting was stressed. Its principal purposes are: (1) to enable the trustees to develop a more indepth understanding of Southwestern, and (2) to become more involved in important planning for the years ahead. Spouses are encouraged to attend. The college will reimburse mileage and rooms. Donations to the college to reimburse these expenses will be welcomed.

10-83-6 The Secretary presented to the Trustees several changes in ByLaws which were mailed to the Trustees on June 30, 1983 by Secretary Tate. In response to questions, President Daughdrill commented on the purposes of the changes. Upon motion duly made, seconded, and passed, the following changes were approved as mailed by Secretary Tate: (Ex. A, p. 8)

Section 10. Committee on Development. The function of this Committee shall be:

to study, promote, and take leadership in policies and plans for achieving the financial support required to realize the educational and physical development objectives of the college;

to review and recommend to the Board policies, programs and leadership for fund raising, church relations, and alumni programs.

to coordinate and evaluate the major fund raising, church relations, and alumni committees in their endeavors to fulfill approved college policies and plans;

to take an active role in the fund-raising process.

The Dean of Development shall serve as administrator and secretary for this Committee.

Section 11. Committee on Enrollment. The function of this Committee shall be:

to study, promote and take leadership in policies and plans to promote the application and enrollment of new students;

to review and recommend to the Board policies, programs and leadership for recruiting students;

to appraise periodically the admission and financial aid policies and programs of the college and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;

to appraise periodically the retention of students eligible to return the following year and to bring to the Board recommendations concerning any aspect of retention;

to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students.

The Dean of Admissions shall serve as administrator and secretary of this Committee.

10-83-7 Dean Gerald Duff gave his report (Ex. B., p.9) and distributed a report from the Computer Advisory Committee, entitled "Future of Computing at Southwestern At Memphis" (Ex. B, pp. 10-17), commenting that the report has been reviewed and approved in the present form by the Administrative Cabinet. The report was prepared at the request of President Daughdrill who asked where Southwestern is and may want to be in the field of computing. While the report makes recommendations, no action is asked and the report is for Trustee information only. Dean Duff said the "fever for computing" is high at Southwestern, the college intends to use it, but not be consumed by it. President Daughdrill said that Southwestern presently spends about \$100,000 annually on hardware. The new proposal replaces the present telephone system. The trustees had many questions relating to President Daughdrill's stated concern that an appropriate level of enrollment must be maintained to preclude future expense problems.

10-83-8 President Daughdrill asked if there were any questions pertaining to his annual report (Ex. C., pp. 18-22), which had been mailed earlier in the month to all trustees. He then went on to report on the enrollment and expense picture of the college, as well as commenting on several recent favorable happenings on campus.

President Daughdrill said that a movie, entitled "Preppies", may be filmed on campus. He concluded with the new audio/visual on Southwestern.

10-83-9 At 2:30 P.M. the meeting adjourned to committee meetings.

FRIDAY, OCTOBER 21, 1983

10-83-10 The Board of Trustees resumed the meeting on Friday, October 21, 1983 at 8:45 A.M. in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus.

The meeting was called to order by the Chairman, Mr. Frank M. Mitchener, Jr. and Mr. Herbert Rhea led the meeting in prayer.

10-83-11 The roll was called by Secretary Pro Tem John C. Whitsitt. Members of the Board present were:

<u>Synod of the Mid-South</u> William H. Bryce, Jr., '86 Robert H. Buckman, '84 R. Lee Jenkins, '86 Frank E. Lankford, '85 Lynda McCarty, '86 Frank M. Mitchener, Jr., '84 S. Herbert Rhea, '85 Henry B. Strock, Jr., '86 Ray U. Tanner, '85 <u>Ex Officio Member</u> James H. Daughdrill, Jr. <u>Life Trustees</u> L. Palmer Brown	<u>Elected by Trustees</u> Winton M. Blount, '86 Neville F. Bryan, '85 Nancy H. Fulmer, '85 Margaret R. Hyde, '84 W. Neely Mallory, '84 Joseph Orgill III, '85 Harry J. Phillips, Sr., '86 William B. Rudner, '85 Joseph Roberts, Jr., '86 John M. Tully, '84 Eleanor B. Shannon, '86 Norfleet R. Turner, '85 John C. Whitsitt, '85 Spence Wilson, '86 Robert D. McCallum	<u>Synod of the Sun</u> John H. Crabtree, '86 Jessie W. Falls, '86 Robert H. Seal, '85 <u>Faculty Trustees</u> Bobby R. Jones, '86 W. Larry Lacy, '85 F. Michael McLain, '84 <u>Student Trustees</u> Laura Hollandsworth Pete McLain Peter Rooney
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Present by Invitation

Bill Allen	Tom Kepple	Tom Ritchey
Peggy Arnold	Don Lineback	C.V. Scarborough
Gerald Duff	Bob Llewellyn	Winton Smith
Jo Hall	Mary Mooney	Loyd Templeton
	Peyton Rhodes	Dave Wottle

The following were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of the Sun</u>
Edgar H. Bailey, '84	Robert F. Fogelman, '86	Henry Goodrich, '84
Bruce E. Campbell, '85	Martin B. Sereteau, '84	Murray O. Rasberry, '84
Richard A. Trippeer, Jr., '84	S. Shepherd Tate, '84	Robert B. Smith, '85
	Anne Wilson, '84	

10-83-12 The Chairman expressed regret that Mrs. Anne Wilson was ill and unable to be present. He wished that he could thank her personally for the wonderful dinner party given by her and Mr. Wilson for the Board of Trustees at Hotel Peabody last evening. He said that he would get a letter off to her immediately expressing the Board's appreciation.

The Chairman then called for committee reports:

10-83-13 COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Norfleet Turner, Chairman (Ex. D, p. 23)

10-83-14 Upon motion duly made, seconded and passed, the Board affirmed the appointment of Mr. David K. Wottle as Dean of Admissions.

10-83-15 Upon motion duly made, seconded and passed, the Board approved the Statement of Policies and Procedures in Regard to Faculty as updated 6/20/83 and circulated to the Trustees, with one exception: The Paragraph on page 4 relating to Jurisdiction in Section Two was left unchanged at the request of the Faculty Trustee, Dr. Larry Lacy, speaking for the Faculty (Ex. E, pp. 24-44 (corrected version)).

10-83-16 Chairman Turner stated that the covenant with the Synod of the Mid-South is scheduled for review shortly and that Chairman Mitchener had appointed Dr. Paul Tudor Jones, Mr. Ray Tanner and Mrs. Lynda McCarty to serve as a committee to work with the Review Committee of the Synod of the Mid-South.

10-83-17 COMMITTEE ON ENROLLMENT - Mr. Frank Lankford, Acting Chairman. (Ex. F, p. 45) Report Received.

In light of yesterday's discussion on enrollment, only the written committee report was submitted. Considerable discussion followed on the necessity of maintaining appropriate levels of enrollment and goals therefor, particularly levels of retention in the upper classes.

10-83-18 COMMITTEE ON DEVELOPMENT - Mr. Robert Buckman, Chairman. (Ex. G, pp. 46-66)

Mr. Buckman stressed the importance of Endowed Professorships, an area in which Southwestern lags its peers.

Upon motion duly made, seconded and passed, the Trustees approved the following actions:

1. That the final paragraph of the Policy Statement be deleted. (See "Policy Statement on Counting Gifts in the \$50 Million Commitment")
2. The approval of the list of Opportunities for Creating Named Funds and Facilities, including the various ways to recognize capital gifts and the minimum required for the named funds and facilities. (See "Opportunities for Creating Named Funds and Facilities" 10/20/83)
3. That Southwestern maintain its Collegiate Gothic Architecture for all future buildings.
4. The establishment of a means to recognize the individuals, businesses and foundations who have made truly historical gifts to Southwestern.
(See memo to the Development Committee, from James H. Daughdrill, Jr. dated October 20, 1983, regarding "Recognition of Major Benefactors")
5. That the Southwestern Board of Trustees express its enduring gratitude to Miss Jeanette Spann for her thoughtfulness and generosity, which will touch the lives of generations of Southwestern students.

10-83-19 COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAMS - Miss Margaret Hyde, Chairman.
(Ex. H, p. 67)

Upon motion duly made, seconded and passed, the Trustees approved deletion of the Bachelor of Music degree. It was pointed out that this is in keeping with current patterns of education in music and in no way lessens the importance of music at Southwestern.

10-83-20 Mr. Joe Roberts inquired about efforts being made to employ minority professors. Dean Duff and others said a concerted effort has been made, but applicants are limited to non-existent, resulting in limited success.

10-83-21 COMMITTEE ON BUILDINGS AND GROUNDS - Dr. Henry Strock, Acting Chairman.
(Ex. J, pp. 68-71)

The committee agreed that a proposed new dormitory should be built on the campus and not on property located across University.

Upon motion duly made, seconded, and passed, the Trustees approved the basic concept of a new residence hall and resolved to proceed with construction of it on campus, according to schedule (See Ex. J, Att. A, p. 2), at an estimated cost of \$3.3 Million to house about 80 students, subject to Finance Committee approval to follow later in this meeting.

10-83-22 Upon motion duly made, seconded, and passed, approval was given to the committee to interview for final selection four architects listed in the Committee report.

10-83-23 COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Chairman. (Ex. K, pp. 72-86)

10-83-24 Mr. Rhea called on Mr. William Rudner, who reported for the Investment Committee: For the year ended June 30, 1983, Southwestern's endowment fund earned 46.7% return compared with a median of 44.1%. Southwestern's endowment is 56% stock, 41% bonds and the remainder in cash or equivalent. The Bellingrath Trust (not under our control) is heavily invested in bonds. New investment goals will be established so as to mesh our fund and the Bellingrath fund.

10-83-25 Mr. Rhea called on Mr. Palmer Brown who reported for the Audit Committee. He stated that Ernst and Whinney are pleased with internal controls in place and the response to their accounting recommendations.

Upon motion duly made, seconded, and passed, Ernst and Whinney were reappointed as auditors for 1983-84.

10-83-23 con't Mr. Rhea stated that operations for 1982-83 resulted in a surplus of \$452,000.00. \$277,000 was allocated for various non-budgeted priority items.

Upon motion duly made, seconded, and passed, the balance of \$175,000 was added to the reserve for early retirement.

1983-84 will be a "tight" year. Current projections indicate a deficit of \$600,000, but Mr. Rhea believes this will be covered as the year progresses.

10-83-26 A discussion then followed of the proposed new residence hall. To arrange tax-free financing, upon motion duly made and seconded, the Trustees adopted the following "Inducement Memorandum" with an added finalization date:

WHEREAS, the Committee on Buildings and Grounds has recommended to the Board that a new dormitory be constructed on the grounds of the college to house students of the college; and

WHEREAS, the Committee on Finance has recommended to the Board that the cost of construction of the new dormitory be financed by borrowing the proceeds to be derived from the issuance and sale of tax-exempt bonds in an amount not to exceed Three Million Five Hundred Thousand Dollars (\$3,500,000); and

WHEREAS, the indebtedness arising from the borrowing of theafore said proceeds will be evidenced by a Promissory Note which shall accrue interest at a rate below conventional market rates of interest; and

WHEREAS, to market tax-exempt bonds on behalf of the college at the most favorable rate of interest, it may be necessary to secure the indebtedness with assets of the college; and

WHEREAS, it is anticipated that the annual interest payments due under the Promissory Note shall be funded from the general funds of the college and the principal indebtedness repaid at maturity through the fund-raising efforts of the Committee on Development; and

WHEREAS, it is the desire of the Board to signify its approval of the proposed construction project and the financing of the said project through the borrowing of proceeds derived from the issuance and sale of tax-exempt bonds as aforescribed and to fully authorize and empower the Executive Committee to take such action as is necessary for and on behalf of the Board to finalize the transaction contemplated herein.

NOW, THEREFORE, BE IT RESOLVED that the Executive Committee is fully authorized and empowered to act for and on behalf of the Board to enter into such transactions and to execute such documents as are necessary in the opinion of the Executive Committee to borrow proceeds to be derived from the issuance and the sale of tax-exempt bonds in an amount not to exceed \$3,500,000 upon such terms and at such rate of interest as the Executive Committee shall deem advisable and to secure the payment of such indebtedness with such portion of the college's assets as the Executive Committee shall determine, and to take such further and necessary action for and on behalf of the Board to fully and completely finalize the transactions contemplated herein, provided that such transactions shall be finalized as of December 31, 1984.

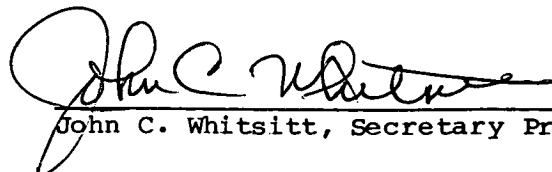
BE IT FURTHER RESOLVED that James H. Daughdrill, Jr., President of Southwestern At Memphis and a member of both the Board and the Executive Committee, shall be authorized and fully empowered to execute for and on behalf of the Board and the Executive Committee any and all documents necessary and proper to finalize the transaction contemplated herein, and either Thomas R. Kepple, Jr., Dean of Administrative Services, or William B. Allen, Jr., Comptroller, shall be authorized to attest to the signature of James H. Daughdrill, Jr. if such attestation is required in connection with the transaction, and the execution and delivery of such documents by such parties is deemed to be conclusive evidence of the Board's authorization and approval of all actions and representations provided in all such documents.

10-83-27 COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. John Tully, Chairman.
Report received. (Ex. L , pp. 87-88)

Chairman Mitchener, in the absence of Mrs. Anne Wilson, reviewed the proposed candidates' list of Honorary Degrees and Commencement Speakers. A discussion of selection criteria for the speaker followed.

10-83-28 Degrees conferred on June 4 and August 31, 1983. (Ex. M, pp. 89-94)
(See action of Board 79-4-12)

10-83-29 Upon motion duly made, seconded, and passed, the meeting adjourned at 10:30 A.M.


John C. Whitsitt, Secretary Pro Tem

June 30, 1983

Ex. A.

TO: Members of the Board of Trustees and Faculty of Southwestern At Memphis

FROM: S. Shepherd Tate, Secretary

RE: Bylaw Change

The following proposed change in Article VI Section 11 is hereby mailed to you in accordance with Article IX, Section 3, of the College Bylaws. This will enable us to vote to amend the Bylaws at the October Board meeting.

All recommended changes are noted with an "X" in the left margin. Deletions are treated ~~in this manner~~ so they can still be read. Additions are typed *in script*.

Section 10. Committee on Development. The function of this Committee shall be:

to study, promote, and take leadership in policies and plans for achieving the financial support required to realize the educational and physical development objectives of the college;

x to review and recommend to the Board policies, programs and leadership for fund raising, ~~and church relations,~~ *and alumni programs.*

x to coordinate and evaluate the major fund-raising, ~~and church relations,~~ *and alumni* committees in their endeavors to fulfill approved college policies and plans;

x to take an active role in the fund-raising process.

The Dean of ~~College Resources and the Director of Development~~ shall serve as administrator and secretary for this Committee.

Section 11. Committee on Enrollment. The function of this Committee shall be:

x to study, promote and take leadership in policies and plans ~~for a broad program of public relations and communications with the objectives of achieving understanding and positive action toward the college on the part of its constituencies in a general sense, and to promote the application and enrollment of new students in a specific sense;~~

x to review and recommend to the Board policies, programs and leadership for recruiting students, ~~for alumni and public relations, and for Church relations, and for Church relations;~~

x to appraise periodically the admission and financial aid policies and programs of the college and to bring to the Board recommendations *which it deems appropriate* concerning any aspect of these policies and programs; ~~coming from the administration, faculty, or students, which it deems appropriate;~~

x to appraise periodically the retention of students eligible to return the following year and to bring to the Board recommendations concerning any aspect of retention;

x ~~to provide a channel of communication between the Board of Trustees and the Faculty Committee on Admissions and Financial Aid;~~

to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students.

x The Dean of ~~Enrollment~~ *Admissions* shall serve as the administrator and secretary of this Committee.

REPORT TO THE BOARD OF TRUSTEES OCTOBER 1983 MEETING - DEAN GERALD DUFF

Early last summer President Daughdrill asked me to prepare a report for you today on the subject of computing at Southwestern. What is our present status? Where should we go? What will it take to get there?

I took the matter to our college-wide computer advisory group, composed of faculty, administrators and students and chaired by the director of the computer center, Dr. Charles Lemond.

The committee took upon itself the task of study, reflection and prediction which I asked them to consider. They met frequently, consulted with the digital equipment Corporation, the makers of our present machinery, reported to me on a continuing basis, wrote a draft of their report and submitted it to me. I took that draft to the administrative cabinet for its input and redirected it to the committee for its final polishing, and the document you see before you is the result of that communal effort.

I wish to summarize it for you and respond to any questions you have. But first let me read to you an admonition from the College Board Magazine about the computer in academia.

"The computer can and should come to be as commonplace as the pencil," and it's a sign of the future that a few colleges now require all their students to have computers. As we live through the transition years implied by these estimates, one of the problems we shall certainly confront is the zealous overselling of equipment to schools that have not had the opportunity to plan its use of computers adequately. The hardware will be hawked with glittering promises of programs to be available in the future, but until there are more resources than there are now to make those programs in a way that guarantees their quality and effects by thorough pretesting, school districts will be wise to move deliberately into computer activity, basing their judgments primarily on the number of teachers who are trained, motivated, and available to work on computer applications in the school. Opportunities for such training are developing rapidly at schools of education, and school boards would be wise to offer incentives to teachers for enrollment in them.

Let me also tell you that we have presently two major main frame machines--DEC PDP 1170 and the newer Vax. Various offices at the college are acquiring or have acquired decmates, small compatible desk top units in addition.

Interest in the use of the computer is at an all time high and steadily growing more contagious. Classes are offered in the department of mathematics and in continuing education and a mathematics/computer science major is now offered. Professor Michael Kirby offered an introductory course for computer use in the social sciences this term and reeled before an 89 student enrollment. He's also offering a course to faculty and staff, meeting in the afternoons. The fever is high and growing higher.

Our task is to use the heat but not be consumed by it. The report before you helps show us the way, I aver.

Future of Computing at Southwestern At Memphis

September 1983

INTRODUCTION

Southwestern At Memphis is avowedly a liberal arts and sciences college and shall remain so. Any changes in its educational program must be made in light of the college's traditional identity. The rapid development of computing and computer technology at Southwestern must be planned and addressed in reference to this central premise.

When we speak of "computer literacy" at the college, we do so with Southwestern's liberal arts mission in mind.

There is considerable misunderstanding and confusion when the topic of "computer literacy" is discussed. Even more troublesome is the subject of "computer science." Though we will continue to use the phrase "computer science," it must be clear that our educational program can not embrace the highly specialized technical field of computer engineering, nor will it be the narrowly vocational field of computer operation. Major research-oriented universities at present do have and can be expected to continue to develop computer engineering programs. They will continue to attract the research equipment and research grants necessary to give legitimacy to computer engineering programs. Community colleges, business colleges, and vocational-technical schools will provide the vocational preparation necessary for computer operation. Such institutions can be expected to provide the continuing education courses necessary for retraining in light of the rapid changes in computer operation.

It is our belief that Southwestern can and should continue to develop, within the framework of our Department of Physics, some of the technical aspects of computer electronic design and of programming computer circuitry. Such a study as this can then be pursued with the appropriate principles of physics as a foundation. Further, it is our belief that Southwestern can and should continue to develop, within the framework of our Department of Mathematics and Computer Science, instruction in programming languages and in advanced undergraduate areas of computer science and related fields. This approach guarantees the development of the analytical and mathematical abilities necessary for creative and significant computer programming.

The fundamental focus for our program of "computer literacy" is to develop in all students an understanding of the use and the potential for use of the computer in their chosen academic fields. We should have resources, both physical and instructional, available to ensure that every student who wishes to become competent in the use of a computer, as it applies to his or her own academic field or career, can do so. We choose the word "competent" to reflect this focus.

The student who is "computer competent" will be introduced to computer applications in his or her own academic field by instructors who are knowledgeable about such applications. The student will have the opportunity to use computer equipment and programs to gain first-hand experience with computer-assisted activities. The student will be expected as a part of his or her academic major to incorporate computer use in academic work, whether it be a complex programming job or a simple bibliographical retrieval job. The student will be working in an environment, not only in his or her academic area but also in this College, where a desire to use the computer is heightened and can be expected to continue after graduation.

Computer competency thus requires attention to the college-wide use of computer technology as well as to the departmental skills in computers on the part of faculty and students alike. Our recommendations and proposals below address both of these areas. "Recommendations" are specific steps that we believe should be incorporated into capital acquisition programs as soon as possible. "Proposals" are more general ideas that require further refinement by faculty and academic administrators before concrete steps to implement them can be stated.

SPECIFIC RECOMMENDATIONS:

1. We recommend the establishment of an on-campus computer network linking all administrative offices, faculty offices, computer center, library, computer laboratory, and student housing, etc. for the purposes of electronic mail, computer assisted instruction and monitoring, scheduling of college events, and convenient access to computing programs and word-processing.

A local area network requires two major components: First is a modern telephone system capable of supporting voice and data concurrently for large numbers of workstations. This system would provide the physical link between computer users via the central host computers. Such a system should provide the capability to add computer workstations at any location on the campus where there is telephone capability. Second is a sufficient supply of central computing hardware and software to support the local area network. The system should support approximately 120 users accessing the main system at any one time. The computer system should provide for maximum uptime and ease of use by integrating multiple CPUs with a common shared database.

2. We recommend that a student-to-computer workstation ratio of 10-to-1 be established as soon as possible, i.e., approximately 100 computer workstations for student use. One half of the workstations should be VT100 type terminals and one half should be personal computers that can access the main computer system.

Student computer workstations would be located in clusters at various locations on campus, e.g. the library, academic buildings, student housing, and the student center. In addition, a laboratory facility for computer instruction should be equipped for instruction in computing as well as for student access to computing equipment.

3. We recommend that a computer workstation be made available to any faculty member who will use the computer in his or her professional activities, in his or her classes, as an assistance in carrying out his or her faculty responsibilities. We estimate that a faculty-to-computer workstation ratio of 3-to-1 would be adequate to begin the implementation of this recommendation.

4. We recommend that additional professional staff be assigned to the computer center. Servicing existing programs and equipment presently exceeds the worktime available from persons in the computer center. With tremendously expanded computing capabilities on campus and with anticipated larger numbers of users, it is essential that a minimum of 1.5 additional staff positions be allocated to the computer center.

(See Appendix A for specific hardware requirements for the above recommendations. See Appendix B for recommended timetable for implementation of the above recommendations)

PROPOSALS

1. We suggest that to the extent possible faculty members be appointed who have developed the computer competencies which are appropriate in his or her academic disciplines.

2. We suggest that the Faculty Development Committee expand the scope of the activities included under faculty research and creative activities to include the development of computer competency, and that the annual budget for faculty development activities be increased by \$10,000 with these monies designated for grants to be used by faculty who will develop computer competencies.

3. We suggest that the College establish an on-going program of outside consultants in academic fields who will review our computer use and recommend ways in which we can up-grade our computer facility, computer use, and computer competency. It would be desirable to have funds available to support two teams of consultants each year for ten years.

4. We suggest that the Faculty consider the definition and the development of a "Computer Science-Physics" interdisciplinary major, and that, where appropriate, other interdisciplinary majors which include significant computing instruction be

developed. A model for this is the Business Administration-Computer Science interdisciplinary major.

5. We suggest that the College make provisions for and continue arrangements with a computer distributor so that students, faculty, and administrators who wish to purchase computing equipment may do so with the advantage of any educational discounts that are available.

6. We suggest that to the extent possible and reasonable acquisition of future computer equipment by the College be governed by the policy that all such equipment must be compatible with the system engineered for the College and maintained by the College. This proposal is not meant to exclude the purchase of independent stand-alone equipment when there is a decided advantage in doing so.

7. We suggest that the College subscribe to major data banks available to academic institutions. It is expected that important data banks will be developed over the next several years; for example, LEXIS is currently under development and will provide important scholarly work of current importance. These resources must be constantly reviewed and the very best made available to the College.

It may be valuable to the College to consider participation in regional or national networks with larger computers at other institutions.

Appendix A

Hardware requirements For A Local Area Telephone/Computer Network

Telephone system:

Local area telephone network to support local and network communications. Minimum of 120 active concurrent computer users in addition to voice communications.

Estimated cost: \$260,000

Vax computer hardware to support 120 active users:

Upgrade the current PDP 11/70 and Vax 750 systems with a Vax Cluster employing several Vax CPUs, star coupler, and HSC-50 disk system. The PDP 11/70 RSTS/E system would be sold. Our current Vax 750 would be one node of the Vax Cluster. Additional VAXs can be purchased as necessary.

Estimated cost: \$525,000

Projected Hardware Needs and Estimated Costs for student, faculty, and administration workstations:

Academic	Needs	Current
Student to terminal ratio of 10 to 1	50 VT10X 50 DEC PCS 5 LQP02 10 LA100	26 VT10X 7 LA36
Faculty FTE to PC ratio 3 to 1	30 DEC PCs 5 LQP02	None
Graphics and micro equipment for computer lab		

Administrative Offices

Office	Projected Needs	Current Equipment
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Administrative Services:

Dean	1 Dec PC	None
Finance	3 VT10X 1 LA120	3 VT10X 1 LA120
Comptroller	1 Dec PC	None
Dean AS Sec	1 Decmate 1 LQP02	1 Decmate 1 LQP02
Payroll	1 VT10X	1 VT10X
Cashier	2 VT10X	1 VT10X
Bookstore	1 Dec PC LA50	1 Dec PC LA50
Personnel	1 VT10X	1 VT10X
Purchasing	1 Decmate 1 LA100	

Vax Ports required: 13

Admissions & Financial Aid:

Dean of Admissions	1 Dec PC	None
Adm. Counselors	5 VT10X	1 VT10X
Adm. Secretary	1 Decmate 1 LQP02	1 VT10X
Adm. Secretary	1 Decmate 1 LQP02	1 VT10X 1 DIABLO
Dean of Fin Aid	1 Dec PC	None
Fin. Aid Secretary	1 VT10X 1 LQP02	1 VT10X 1 LQP02
Fin. Aid Assistant	1 Decmate	1 Decmate

Vax Ports required: 13

Alumni & Development:

Dean	1 Decmate	1 VT10X
Director	1 Decmate	None
Secretaries	2 Decmates 2 LQP02	2 VT10X 1 DIABLO
		1 Decmate 1 LQP02
Dev. Staff	3 VT10X	2 VT10X
Alum. Staff	2 VT10X 1 LA100	1 VT10X 1 LA36
Alum Sec.	1 VT10X 1 LQP02	None

Vax Ports required: 12

VP & Dean of the College:

Deans Office:

Dean	1 Dec Pc	None
Secretary	1 Decmate 1 LQP02	1 Decmate 1 LQP02
Assoc. Dean	1 VT10X	2 VT10X

Computer Center:

Staff:	1 Decmate 1 DEC PC	3 VT10X
	1 VT10X	
General Use:	3 VT10X 2 LA100	3 VT10X 1 LA100 1 LA34
	2 LQP02	2 LQP02

Continuing Education:

Secretary	1 Decmate 1 LQP02	None
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Faculty Secretaries:

	4 Decmates 4 LQP02	4 VT10X 1 LQP02
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Library:

	1 Personal computer	
	2 Decmates 1 VT10X	1 VT10X 1 LA34
	1 LA100 2 LQP02	1 Decmate 1 LQP02

WLYX:

	1 VT10X	Shared VT10X with Counseling Center
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Registrar:

	1 Decmate 1 LQP02	1 VT10X
	1 VT10X	

Vax ports required: 14

Assis. to Pres & News Service:

Director	1 Dec PC	None
Secretary	1 Decmate 1 LQP02	1 VT10X
New services	1 Decmate	1 VT10X

Vax Ports required 3

Appendix B

Recommended timetable for implementation of local area Telephone/Computer Network:

Date	Action	Capacity	Estimated Cost
7-1-84	Replace 11/70 with additional Vax, star coupler, HSC50 disk system, Decnet software to begin Vax Cluster.	112 lines, 62 active users	\$250,000
9-1-84	15 additional student workstations, 5 additional administration workstations, 5 faculty workstations.		\$85,000
9-1-84	Graphics equipment for computer lab.		\$25,000
12-31-84	New phone system capable of supporting unlimited number of data lines and 120 concurrent active users.		\$260,000
7-1-85	Add third VAX CPU to cluster	90-100 active users	\$150,000
9-1-85	Stand alone equipment for computer lab		\$25,000
9-1-85	20 additional student workstations, 10 additional administration workstations, 15 additional faculty workstations.		\$115,000
7-1-86	Add fourth Vax CPU to cluster if necessary	120-150 active users	\$125,000
9-1-86	20 additional student workstations, 10 additional administration workstations, 15 additional faculty workstations.		\$180,000
Estimated total hardware costs:			\$1,215,000

Dean of Students:

Deans office:

Dean	1 Dec PC	None
Secretary	1 Decmate 1 LQP02	None
Assistant	1 VT10X	VT10X

Counseling Center:

Secretary	1 Decmate 1 LQP02	1 VT10X
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Athletics:

Secretary	1 Decmate 1 LQP02	None
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Vax Ports required: 6

President:

President	1 Decmate	1 Decmate
Secretaries	2 Decmates 1 LQP02	2 Decmate 1 LQP02

Vax Ports required: 3

Estimated cost of
additional workstations: \$400,000

Estimated total hardware costs: \$1,215,000

PRESIDENT'S ANNUAL REPORT
1982-83

James H. Daughdrill, Jr.

Ladies and Gentlemen of the Board of Trustees, I have the pleasure to present my Annual Report.

It is a pleasure because the year 1982-83 was a good one for Southwestern At Memphis. It was the year in which Southwestern's outstanding faculty not only continued the strong teaching emphasis for which Southwestern is noted, but added new dimensions to these accomplishments through publication, faculty development plans and creative activities. Notable among these are the publication of four books:

Calling Collect, a book of poems by Vice President and Dean of the College
Dr. Gerald Duff.

Me and Gallagher, a novel; a Literary Guild alternative selection written
by Professor Jack Farris of the Department of English.

Communist Nations' Military Assistance, edited by Dr. John F. Copper,
Professor of International Studies

Reverend Beecher and Mrs. Tilton, an historical study written by
Dr. Altina L. Waller, Professor of History

The prestigious Clarence Day Award for Outstanding Teaching was won by Dr. William Larry Lacy, Professor of Philosophy; and the Dean's Award for Scholarly and Creative Work was won by Professor Jack Farris for his fine novel about the old west during the vigilante movement.

In a recent speech in Texas, Southwestern trustee Dr. Robert B. Smith said, "One of the things that has impressed me about Southwestern is their profound understanding of the role of teaching by the faculty. I am impressed by the positive attitude of the faculty." By contrast, one of the frequent themes at educational meetings during the year was the nationwide concern about low faculty and staff morale. To this observer, the Southwestern faculty and staff have not fallen prey to this contagion, and are to be commended for the many individual and departmental professional development plans.

Their individual initiatives have been supplemented by a new and increasingly important leadership role by department chairmen. A new breed of entrepreneurial department chairmen has brought new vitality not only to their departments but to the college as a whole. Examples include the increased offerings and effectiveness of the Department of Theatre and Media Arts, the lectureships and continued growth of the Economics and Business Administration Department, the growing respect for Southwestern's program in Political Science, the scholarly work and increased curriculum offerings of the Department of Bible and Religion, and the visiting scholars contributions that have grown in the Departments of International Studies and Chemistry. I am keenly aware that mentioning a few notable accomplishments creates sure omissions, but I run this risk as other accomplishments will be mentioned in other reports.

I have observed this year one of the most important changes in the life of Southwestern -- a growing awareness that the college is emerging as one of the

best liberal arts and sciences colleges in the country. Success and recognition are sometimes difficult to accept. Southwestern is listed in Barron's The Most Prestigious Colleges, and in Peterson's The Competitive Colleges, both published during this year. In a recent interview Mr. Edward Fiske, Education Editor for the New York Times, cited two colleges in the country for "outstanding progress." Southwestern At Memphis was one of them. The quality of new faculty and students, the increased financial strength of the college, and the dire need of the Mid South for an outstanding college if this area is to make progress, have combined to heighten our awareness of the increased stature and national recognition that Southwestern enjoys.

During 1982-83 we broke ground for the new music building, Hassell Hall. It is an elegant building and will provide the finest facilities for our Department of Music. We also began construction of the Charles E. Diehl Court and the Edward B. LeMaster Gateway. These facilities will be dedicated during 1983-84.

Launching Southwestern's largest scholarship program was a monumental effort involving more than 600 alumni throughout the country who participated in scholarship announcement receptions. 414 candidates applied for the new and prestigious Walter Bellingrath, J. R. Hyde, and Henry Goodrich Scholarships.

Six new members were named to Southwestern's Board of Trustees. They are William H. Bryce, Jr. president of Bryce Corporation in Memphis; R. Lee Jenkins, president of Plough, Inc.; Mrs. Linda G. McCarty, church and civic leader of Jackson, Mississippi; Harry J. Phillips, Sr., chairman and chief executive officer of Browning-Ferris Industries; Joseph Lawrence Roberts, Sr., pastor of Ebenezer Baptist Church in Atlanta; and Spence Wilson, president of Kemmons Wilson, Inc.

Retiring after distinguished service on the Board of Trustees were Walter P. Armstrong, Jr., Joseph R. Crosby, Richard F. Keathley, Jere B. Nash, Jr. and Hewitt P. Tomlin, Jr.

New this year was the election of Honorary Trustees whose success in their chosen fields and contributions to Southwestern were so notable that the Board of Trustees established this new office. They are: Mr. and Mrs. E. A. Alburty, Mrs. Mertie Buckman, Mr. Thomas B. Davis, and Mr. Morrie A. Moss, all of Memphis; Dr. Thomas F. Frist, Sr. of Nashville, and Dr. Harold F. Ohlendorf of Osceola, Arkansas.

Commencement speaker Malcolm S. Forbes spoke to an enthusiastic graduating class of 1983. Southwestern's Distinguished Service Medal this year went to Dr. Walter P. Armstrong, Jr. for his years of selfless service to the college. He has not only given of himself, but he has donated a large portion of his collection of rare books, including signed first editions, to Southwestern's Burrow Library, which are now housed in the Walter P. Armstrong, Jr. Rare Book Room.

Dr. Richard Batey, professor of religion, received the prestigious Algernon Sydney Sullivan Award at the commencement exercises.

Five long-time faculty members retired, together representing over 100 years of service, individually representing the devotion and discipline that turn teaching into something more than a job: Emmett H. Anderson, Jr., professor of

modern languages; Julian T. Darlington, professor of biology; David H. Likes, professor international studies; Angelo Margaris, professor of mathematics; and James R. McQuiston, associate professor of English.

The Tokyo String Quartet, hailed as one of the half-dozen prominent quartets in the world today, appeared as the 1982-83 Harry B. McCoy, Jr. Visiting Artists. The quartet, composed of violinists Peter Oundjian and Kikuei Ikeda, violist Kazuhide Isomura and cellist Sadao Harada, also met informally with students in demonstration and discussion sessions.

The diversity and prominence of campus guests were plainly evident in 1982-83. In the span of one month, playwright Edward Albee, international economist Richard Kornai and Ambassador Donald McHenry filled separate speaking engagements at Southwestern. Dr. Kornai was the winner of the Frank E. Seidman Distinguished Award in Political Economy.

The 17th annual M. L. Seidman Memorial Town Hall Lecture Series examined the issue "World Statesmanship and Trade: Help or Hocum?" Ambassador William E. Brock, United States trade representative and President Reagan's chief trade advisor and international trade negotiator, opened the series. Other speakers in this series were author-lecturer Dr. Vladimir N. Sakharov, an authority on Soviet foreign policy, U.S.-Soviet relations and the Middle East; and Robert E. White, former U.S. ambassador to El Salvador.

Renowned poet James Seay conducted a special poetry workshop as Visiting Professor for Southwestern's English department during Term III.

Two Tennessee authors, one of them an alumnus of the college, were on campus for a spring Writers Workshop. Steve Stern '70, winner of the O. Henry prize for his short story, "Isaac and the Undertaker's Daughter," joined with Robert Herring, author of the novel Hub, under the Fiction Writers' Residency Program sponsored by the Tennessee Literary Arts Association and the National Endowment for the Arts.

Students from 25 states and 29 colleges and universities attended this year's British Studies at Oxford Programme, a six week summer study abroad administered by Professor Yerger Clifton and housed at St. John's College of Oxford University.

Season 2 at the McCoy Theatre brought to the campus and Memphis Community the following presentations: "Another Part of the Forest," "The Crucible," "Carnival," "him," and "The Tempest."

This year was the best athletic year on record for the Lady Lynx. The basketball team was ranked sixth in the NCAA Division III's Southern region. The NCAA rankings also placed the team in the top ten nationally in four statistical categories. In addition, Junior Melissa Hayes ranked 19th in scoring with 20.9 points per game and second in free throw percentage with 84.5%. Ms. Hayes also was one of five collegiate basketball players named to the Kodak All-District Women's Basketball Team for District IX of the Small College Division. Sophomore Ann Webb Betty ranked eighth nationally in the field goal percentage with a 54.8%. In tennis Laurie Laughlin was runner-up in the National Championship Tournament of NCAA Division III held in Pomona, California.

For the first time in the college's history, Southwestern is fielding a women's soccer team, and it is already on the way to becoming a prominent sport.

Senior Russell Ashford joined 24 other college football players around the country in winning a National Collegiate Athletic Association scholarship for postgraduate study.

Miss Andrea Gilliom, '82, a magna cum laude graduate, out-ranked more than 73,000 other candidates by receiving the highest score in Tennessee on the CPA examination in November. She won the state gold medal as well as the Elijah Watts Sell Award with High Distinction.

Memphis' grand ole Peabody Hotel, along with Mud Island, fine restaurants and other new downtown attractions are luring more and more families to accompany their prospective students and to make weekend vacations when they visit Southwestern. This points the way to a positive future for Memphis and Southwestern.

Southwestern is also becoming a popular summer spot for high school students ready to exercise their minds. By late June, 124 academically gifted students -- double the number that participated last year -- visited the campus through the Summer Resident Scholars Program. The program, inaugurated in June of 1982, gives rising juniors and seniors the chance to spend a week on campus taking classes in creative writing, humanities, natural science, computer science and the performing arts.

This was an unusually nice year for me. I was fortunate to have been invited as a guest of the Republic of China's Education Ministry to participate in a six-day conference on higher education in Taiwan.

During 1982-83 I began a three-year term on the Board of Directors of the Association of American Colleges.

The Lynx, Southwestern's mascot, came into its own this year when the college commissioned wildlife artist Imogene Farnsworth, a Southwestern alumna, to paint a full-color portrait of a lynx. The college purchased signed and numbered special edition prints for the college bookstore.

During the year Southwestern lost one of its most prominent friends in Edmund Orgill, former mayor of Memphis and Life Trustee at Southwestern. He was chairman of the college's pre-centennial fund-raising campaign during 1945-47 and helped raise \$1 million. From that time until his death, he led the way for Southwestern's fund raisers. He was the first member of the college's prestigious donors' club, the Charles E. Diehl Society. He was a man for others, a world citizen, and an example of brotherhood.

Less than two months after witnessing the ground-breaking of the long-awaited college music building, Gladys W. Cauthen died, and with her passed a part of Southwestern's musical heritage. Miss Cauthen, pianist and Professor Emeritus of the Music Department, died October 22, at the age of 88. She taught until a month before her death. The departmental office in Hassell Hall will be dedicated to her memory.

Even though the freshman class for the coming fall is projected to be larger in size and higher in academic quality, we will be below our enrollment projection. Because of the heightened competition for outstanding students in the decade ahead, Southwestern created a new position and formed a search committee to fill the responsibility of Dean of Admissions. After a nationwide search, Mr. David Wottle, a former Olympic gold medalist and a person of experience and highly respected in the field of admissions and financial aid, was appointed Dean of Admissions.

It is a great joy to be associated with Southwestern, but it is frustrating to try to express all the reasons in the few limited reports and speeches that this office is called upon to make. Therefore I will end my report by calling to your attention only the most important trends at Southwestern: growing vision, commitment and generosity of the Board of Trustees; new professional initiatives as well as great teaching by the faculty; enrollment of outstanding students through Southwestern's new scholarship program; new physical facilities that enhance a Southwestern education and add important features to an already beautiful campus; the reuniting of the Presbyterian Church (USA) that paves the way for a national identity through Southwestern's church relationship; an administrative cabinet of exceptionally capable deans who increasingly bear greater responsibility as Southwestern grows stronger; and a growing cadre of friends of Southwestern with increasing pride in the college.

Ladies and gentlemen, this has been a fine year for the institution you are so ably helping to build.

Respectfully submitted,

James H. Daughdrill, Jr.

COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - November 20, 1983

Those in attendance included President Daughdrill, Chairman Mitchener, Professor Yerger Clifton, Dr. Peyton Rhodes, Ms. Jo Hall, and Messrs. Joe Orgill and Norfleet Turner, Chairman.

Seven trustees are ineligible for reappointment. These openings include one for the Synod of the Sun (formerly, Red River), two for the Synod of the Mid-South, and four elected by the Board.

Mr. Turner reviewed the evaluation returns from the trustees and stated all five trustees eligible for reappointment were highly recommended and should be reappointed. Other committee members agreed.

The committee then reviewed names of suggested candidates for the opening for the Synod of the Sun.

Potential trustees for the Synod of the Mid-South were discussed.

It was pointed out that nominees for the two Synods must be selected by the January Board meeting for approval by the full Board and submission to the Synods for election prior to the April Board meeting. Nominees for Trustees selected by the Board must be chosen by the April Board meeting.

The committee then reviewed the list for Board-elected members and selected ten names for further consideration at the January committee meeting.

Mr. Mitchener stated that covenants with the Synods must be reviewed every four years. The covenant with the Synod of the Mid-South is scheduled for review shortly and Chairman Mitchener stated he would ask Dr. Paul Tudor Jones, Mr. Ray Tanner and Mrs. Lynda McCarty to serve as a committee to work with the Review Committee of Synod of the Mid-South.

The committee discussed and recommended approval of Mr. David Wottle as Dean of Admissions.

"The Statement of Policies and Procedures in Regard to Faculty" was discussed and President Daughdrill pointed out that the faculty had requested the first paragraph on page four (draft copy) remain as currently written rather than be changed. (see page 27 "Jurisdiction.") President Daughdrill asked the Committee to approve the recommendation of the faculty. He read a letter from the college attorney stating this change is not one of substance. The committee voted to recommend the changes to the Board.

There being no further business, the meeting was adjourned.

SUBJECT: Statement of Policies and
Procedures in Regard to
Faculty

SECTION: 60 PAGE: 1 of 21

UPDATED: 11/8/83

STATEMENT OF POLICIES AND PROCEDURES IN REGARD TO FACULTY

PREFACE

Various sections of Articles VII and VIII of the Bylaws of the Board of Trustees of Southwestern At Memphis govern the academic program of the college.

ARTICLE VII, Section 1. President. The immediate government of the college is committed to the President, and from the President to the appropriate officers of the college. In matters of academic administration, the line of authority, responsibility and accountability goes from the Trustees to the President, from the President to the Chief Academic Officer and from the Chief Academic Officer to the faculty. Nothing contained herein, however, shall in any way limit the authority vested in the faculty in such matters under Article VIII, Sections 1 and 2 hereof.

The President shall: ...

2. Formulate and recommend to the Board policies, programs and plans for the educational, financial and physical development of the college.
3. Make all nominations of administrative officers and faculty members for appointment to the college, and all recommendations for their salaries, promotions or dismissal...

Section 4. Channel to the Board. Any official communication from the faculty, students, employees or officers of the college shall ordinarily be presented in writing to the Board of Trustees through the President...

ARTICLE VIII, Section 1. Faculty. The faculty shall be charged with the responsibility for the organization and implementation of the educational program of the college. Faculty classifications and ranks and responsibilities and duties shall be those as determined by the faculty, recommended by the President after consultation with his officers, and approved by the Board of Trustees through its standing Committee on Faculty and Educational Program. The faculty shall be appointed, promoted or dismissed by the President with the approval of the Board in accordance with policies and procedures set forth for those purposes. The Board shall adopt policies in regard to faculty which shall be made duly known through appropriate means to the faculty and shall not be changed except upon sixty (60) days notice to faculty during which period the faculty shall be afforded an opportunity to express its views through the faculty elected Trustees.

Section 2. Students. The power of admitting, passing or failing, disciplining, and suspending, expelling or dismissal for academic reasons a student of the college is delegated to the faculty. The power of disciplining for non-academic reasons is delegated to the President or his duly authorized representative in accordance with policies and procedures set forth for those purposes.

Section 3. Employees. The power of engaging, retaining or dismissing any employee of the college is delegated to the President or his duly authorized representative in accordance with policies and procedures set forth for those purposes.

Section 4. Campus Governance. Faculty, students and employees of the college shall have the right to form councils, senates or committees, jointly and separately, to fulfill the needs of governing their affairs and effectively serving the college. The Board reserves the right of determining after consultation with the President which of such groups shall be officially recognized.

The Statement of Policies and Procedures in Regard to Faculty may be amended at a stated meeting of the Board by a majority of its voting members. However, as provided in the Bylaws, at least sixty (60) days notice must be given to the faculty of proposed changes, during which period the faculty shall have opportunity to express its views to the Board.

A current copy of the Statement of Policies and Procedures shall be maintained in the College Handbook, available in each department.

SECTION ONE. RECRUITMENT AND SELECTION OF NEW FACULTY MEMBERS

To recruit, select, retain, and develop officers of instruction who are both competent in their fields and committed to Southwestern's institutional mission is of unsurpassed importance to the success and quality of the college. Procedures outlined in this section are to guide the critical first stages in securing such officers.

The allocation of full-time faculty positions among the various departments shall be by the President, on recommendation from the Vice President and Dean of the College. Necessary budget decisions relating to faculty positions will be made by established budgetary procedures. Especially when new faculty positions are proposed, or when positions are to be reallocated from one department to another, the Vice President and Dean of the College will consult with the Faculty Executive Committee and with chairmen of concerned departments.

Appointment of new faculty members should be made in recognition of the value of maintaining a faculty that is nationally representative by training and experience.

All appropriate candidates for a faculty position shall be considered without hindrance due to race, color, or sex. Candidates should possess not only requisite educational qualifications and career experience, but also a manifest sympathy with the liberal and collegiate mission of the college.

When a position in an existing department is to be filled, the Vice President and Dean of the College, after careful consultation with the chairman of the department, will define the educational qualifications and experience required of candidates for the position, the rank at which the appointment shall be made, and the approximate level of remuneration.

Except in extraordinary circumstances, selection shall be made only after personal interviews with the candidate. Preferably such interviews should be on campus. The faculty members in the departments concerned should have an opportunity to participate in the selection process, when feasible, as well as representative students majoring in those departments.

The search for appropriate candidates should include accumulation of ample information on each candidate considered, and the information should be validated with official transcripts and other documentation.

Salary for a new faculty member shall be negotiated between the President and the candidate; or the President may delegate this responsibility to the Vice President and Dean of the College.

Final decision in the appointment of a new faculty member is by the President of the college, or by the President's designated representative, such as the Vice President and Dean of the College. Due weight shall be given to the recommendation of the chairman of the department concerned, who in turn will consult with members of the department, and, if feasible, with students.

New faculty members shall not be appointed with tenure except for the position of Vice-President and Dean of the College.

SECTION TWO. FACULTY ORGANIZATION

To insure adequate faculty participation in the development of academic policies, and to insure regular and open channels of communication among faculty, and between faculty and administration, the faculty shall hold regular meetings and shall be organized for the proper conduct of its business.

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

Officers of instruction are college officers appointed to the ranks of Professor, Associate Professor, Assistant Professor, Instructor, or Lecturer, with the exception of instructors in physical education and instructors in applied music who are not under regular contract to teach courses at the college.

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

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

Secretary. The faculty shall elect such officers as it deems needful to carry out its responsibilities. Ordinarily, such officers will include a Secretary who shall keep minutes of faculty meetings and such other records as the faculty determines.

Jurisdiction. To the faculty shall be committed general responsibility for the formulation and control of the educational program of the college, subject to final approval by the Board. Such responsibility shall include specification of standards of admission for students and policy for the granting of financial aid; determination of requirements for various degrees in course; establishment of the curriculum of the college; instruction; recommendations for degrees in course; and general supervision over academic disciplinary actions.

Both the President and all other members of the faculty shall maintain a constant, sympathetic, and effective concern for the whole persons of students. Thus, it is fitting that the faculty both individually and jointly should express their views and advice to the President about non-academic affairs, as occasion arises.

In a major policy change as described in the College Handbook, Section 7, the President shall alert the faculty sufficiently in advance so that their advice can be given and heard before final determination of policy is made.

Communication Between Faculty and Administration. Open and regular channels of communication should be maintained between faculty and administration. The President and Deans of the college should attend faculty meetings and make regular reports. Administratively appointed committees concerned with general college policy should normally include faculty members, and administrators should be ex officio members of appropriate standing committees of the faculty.

Committees. The faculty shall have the duty and the authority to establish any standing committees it deems necessary to meet its responsibilities. Such committees derive their powers and responsibilities from the faculty, and their actions are subject to faculty review and possible veto.

Though established by the faculty and subject to it, such standing committees should include student and administrative members in a manner appropriate to

Section: 60 Page: 5 of 21

the committee's area of concern. The President and the Vice President and Dean of the College shall be members ex officio of all standing committees, unless the faculty action in constituting the committee explicitly excludes such membership.

Availability of Rules and Regulations Relating to Faculty. Rules and regulations relating to faculty organization, bylaws, and responsibilities shall be recorded and shall be made available by the Department Chairman on request to members of the faculty. The College Handbook, available in every department, contains a current copy of the Bylaws of the College. The faculty secretary shall maintain minutes of faculty meetings and make them available to members of the faculty.

SECTION THREE. PROFESSIONAL COMPETENCE

All officers of instruction must have special competence in the fields in which they teach.

In the humanities, social sciences, and natural sciences, all officers of instruction should have at least a master's degree with a major concentration in an appropriate discipline, before appointment. Before appointment to tenured positions, faculty members in these areas will be required to hold an earned doctor's degree in an appropriate disciplinary field.

In the creative arts, and in specialized professional or vocational fields, evidence of professional competency is acceptable in lieu of formal post-baccalaureate academic preparation. This competency may be based upon appropriate specialized training, or successful experience as a practitioner in the occupational field.

In certain exceptional cases in the above named academic areas, unique experience and demonstrated competence may substitute for advanced academic preparation. Such appointments will carry the title of Distinguished Service Professor, Distinguished Visiting Artist, etc. Such appointments shall not be tenure track appointments.

The Office of the Vice President and Dean of the College shall maintain for each faculty member an up-to-date file in which is validated the academic and professional competence for his or her teaching assignment.

SECTION FOUR. PROFESSIONAL GROWTH

Southwestern At Memphis is primarily a teaching rather than a research institution. However, the best teaching is inextricably bound together with continuous professional growth. The college and the individual faculty member should cooperate in assuring this professional growth.

The college, so far as its resources permit, will facilitate research and creative activity by providing or helping to secure needed library, laboratory, and computer facilities. Additionally, and again within the limits of its

resources, the college will encourage professional development by providing grants for summer research and creative activity, support for sabbatical leaves of absence for study and research, and subsidies for attendance at professional meetings and workshops.

Each officer of instruction should take initiative to identify and meet his or her own professional growth needs. It is the faculty member's responsibility to keep abreast of his or her field of scholarship by study and by participation in the activities of professional societies, and by research which may serve both to enhance effectiveness in teaching and to extend knowledge.

In addition, each officer of instruction should continually develop skill in the teaching of students by giving attention to the development of skill in teaching, by soliciting periodic evaluations from colleagues, students, or consultants, and by participation in appropriate workshops and training opportunities.

Faculty Development. As an essential companion to the evaluation system, it is important for each faculty member to assess his or her own professional development and to formulate plans for continuing growth in consultation with the Vice President and Dean of the College and the Committee for Faculty Development, taking into consideration the educational needs of the institution.

SECTION FIVE. RANKS AND PROMOTIONS

Full-time officers of instruction shall be classified and shall rank as follows:

- (1) Professor
- (2) Associate Professor
- (3) Assistant Professor
- (4) Instructor

Visiting or part-time officers of instruction may be appointed to any of the above ranks, or may be appointed to the unranked classification of Lecturer, in all cases with the word "Visiting" or "Part-time" included in the title of their offices.

"Part-time" officers of instruction, whose rights and responsibilities are more fully described in a separate section of this Statement, hold appointments that may or may not carry the expectation of renewal for more than one session.

"Visiting" officers of instruction, who may be full-time, normally hold appointment for one session only.

New members of the faculty holding the earned doctor's degree will normally be appointed at the rank of Assistant Professor, unless prior teaching experience justifies appointment at the rank of Associate Professor. New members of the faculty whose doctorates have not been completed will normally be appointed to the rank of Instructor, pending completion of the doctorate.

Assessment and Evaluations of Tenured Faculty

Tenured members of the faculty have demonstrated, by having tenure granted to them, that they have been committed to professional development; they have in fact developed professionally, and they can be expected to develop. They are expected to assess their own strengths and weaknesses and are the best qualified to formulate their own programs of development. For tenured members of the faculty, the primary purpose of the faculty development program is to provide information, counsel, and support, both moral and, where appropriate, financial.

There are times when the administration must make adjustments in regard to tenured faculty members. These judgments must take into consideration the professional development of the faculty member. Information will be made available to the Vice President and Dean of the College in accordance with the guidelines given below:

1. Assessment and evaluation of candidates for promotion to the rank of Associate Professor.
 - a. Criteria to be used in reaching decisions. These criteria are not all-inclusive nor of equal weight.
 - (i) Continued and/or improved teaching effectiveness.
 - (ii) Professional development, or progress in one's professional development.
 - (iii) Commitment to and involvement in the college community.
 - b. Sources of information
 - (i) College-wide and optionally departmentally originated course-by-course evaluations by students.
 - (ii) Additional student input.
 - (iii) Evaluations by departmental chairmen and other tenured departmental members.
 - (iv) Evaluations by three tenured associate or full professors outside the department who have had extended contact with the candidate through committee work, interdisciplinary teaching, etc.
 - c. Promotion from Assistant to Associate Professor will not normally be recommended by the Vice President and Dean of the College without a minimum of six years as a full-time officer of instruction at the rank of Assistant Professor.

- d. The Vice President and Dean of the College will recommend to the President the names of those to be promoted to Associate Professor.
2. Assessment and evaluations of candidates for promotion to the rank of Professor.
 - a. Criteria to be used in reaching decisions. These criteria are not all-inclusive, nor of equal weight.
 - (i) Same as 1.a. above.
 - (ii) Leadership in the area of scholarship or in the direction of academic programs
 - b. Sources of information
 - (i) College-wide and, optionally, departmentally originated course-by-course evaluations by students.
 - (ii) Evaluations by departmental colleagues.
 - (iii) Evaluations by three full professors outside the department who have had extended contact with the candidate through committee work, interdisciplinary teaching, etc.
 - (iv) Evaluations from one to three persons outside the college who are in a position to give appraisals of professional work (e.g., dissertation, books, journal articles, reviews, work in professional societies).
 - c. Promotion from Associate to Full Professor will not normally be recommended by the Vice President and Dean of the College without a minimum of ten years as a full-time officer of instruction at the rank of Associate Professor.
 - d. The Vice President and Dean of the College will recommend to the President the names of those to be promoted to Professor.

Since the rank of Professor is the highest professional rank at the college, appointment to that rank shall be made only for officers of instruction who have demonstrated superior teaching ability, growing competency in their disciplinary fields, exemplary standards of character and conduct, and commitment to the educational goals of the college. In addition, appointment to the rank will normally require that candidates hold an appropriate terminal earned degree from a recognized university.

Other Considerations Regarding Promotion. While consideration for promotion in rank is appropriate at several stages in a career, this does not mean that promotion is automatic after a certain number of years of service. Neither is promotion to be used as a substitute for increases in salary. Rather, promotion recognizes quality of performance.

The procedure for initial appointment of an officer of instruction to a particular rank was described in Section One. Any promotion to a higher rank shall be by the Trustees, on recommendation of the President, who shall consult with the Vice President and Dean of the College. The Vice President and Dean of the College shall have prior consultations with the chairman of the department concerned. The Vice President and Dean of the College shall also seek the advice of the Advisory Committee on Tenure and Promotions, both for recommending promotions, and for decisions to delay such recommendations.

Appointment to Chairs. In departments in which endowments provide for named chairs, additional recognition of distinguished professional accomplishment or of meritorious service to the college may be given in the naming of officers of instruction to such chairs. The President, with advice from the Vice President and Dean of the College, will designate faculty members to occupy the named chairs.

SECTION SIX. FINANCIAL SECURITY

College teaching is a calling rewarding in itself, and those who enter it do not do so simply for the sake of financial reward. But they do expect adequate remuneration for the support of themselves and their families, and it is a firm goal of Southwestern to provide faculty salaries which reflect the importance and worth of college teaching in American society.

Moreover, Southwestern's objective is to maintain levels of excellence measured by national standards. Thus, an immediate and continuing goal is to maintain average salary levels at least equal to the first level [Level 1] of Category IIB [undergraduate 4 year institutions] reported in the annual survey of the American Association of University Professors.

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

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

Benefits Besides Salary. To implement the college policy of retirement for age, the college will include in its program of benefits a retirement plan in which the college participates and in which the faculty member's equity is

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fully vested. Other benefits, such as health insurance, disability income maintenance, and college tuition allowance, should be developed and maintained by action of the Trustees, on recommendation of the President, after consultation with appropriate representatives of the faculty.

Salary Increments. Salary increments, reflected in contracts, shall be awarded by the Trustees on recommendation from the President, who shall receive recommendations from the Vice President and Dean of the College, who in turn shall receive recommendations from departmental chairmen.

Southwestern does not follow a binding formula, either in negotiating initial salaries or in granting increments. The college seeks in all cases to grant equal pay for equal value received.

Particular factors that the college considers in granting salary increments include the following:

- (a) Increments to recognize merit.
- (b) General increases.
- (c) Adjustments for individual or groups of faculty members, to overcome apparent inequities.
- (d) Increments to recognize promotions in rank.

Salary levels for tenured faculty members will not be individually reduced. (In the event of financial exigency, general reduction of salaries or the reduction of some but not all salaries, might be necessary.) The Vice President and Dean of the College shall stand ready to offer any faculty member who requests it explanation of the basis on which his or her salary increment, or lack of it, was determined.

Retrenchment. If there is a significant unfavorable deviation from the annual budget of the college in any given year, the President shall initiate the budgeting process again to revise the budget so that it will balance. Such a retrenchment budget will go through all the steps and processes of the regular annual budget building process to allow adequate opportunity for broad input.

SECTION SEVEN. ACADEMIC FREEDOM

All members of Southwestern At Memphis have both rights and responsibilities based upon the nature of the educational process and the requirements of the search for truth and its free presentation.

The Trustees of the college recognize a particular responsibility to protect the integrity of the academic process from external and internal attack. They should be particularly alert to protect the free search for and presentation of truth from suppression by political, ecclesiastical, or financial pressures.

A faculty member shall have the right to identify himself or herself as a member of the college and a concurrent obligation not to speak or act on behalf of the college without authorization.

Each officer of instruction shall have freedom in the classroom to determine the specific content of the course, within the established course definition but also the responsibility not to depart significantly from his or her area of competence or to divert significant time to material extraneous to the subject matter of the course.

Each officer of instruction shall have freedom in research and in publication of results, subject to the adequate performance of academic duties. Research or consultation for pecuniary return using college facilities may be undertaken only with written permission from the Vice President and Dean of the College.

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

SECTION EIGHT. PROFESSIONAL SECURITY AND PROFESSIONAL STANDARDS

Probationary Period. The probationary period for faculty members is seven years. Unless otherwise stated, the appointment of any officer of instruction who has served the college for a period of less than seven years shall be on an annual basis. Notice of non-reappointment shall be given by March 1 of the first year of service, by December 15 of the second year, and twelve months in advance of non-reappointment in subsequent years. Such officer of instruction shall not be dismissed before the end of his or her appointment period except for adequate cause.

Tenure. If, after a period not to exceed seven years, it is desired to continue the employment of a full-time officer of instruction, appointment shall normally be to a position carrying tenure. Except in the case of retirement for age, his or her services thereafter shall be terminated only for adequate cause or under extraordinary circumstances, such as the discontinuance of programs, financial exigency, or retrenchment. In the latter event, the officer of instruction should be shown every appropriate consideration.

Working Goals for Tenure. The College has "working goals" of approximately 67% for full-time officers of instruction with tenure, and approximately 60% for full-time officers of instruction with tenure including full-time equivalent faculty members. The President, after appropriate consultation with the Vice President and Dean of the College, makes recommendations to the Board for the granting of tenure based on the academic qualifications and merits of the probationary faculty member and the educational needs and plans of the institution at that time. In the event that the granting of tenure, over a period of time; results in exceeding these "working goals," the Administration is expected to justify these percentages.

STANDARDS BY WHICH ADMINISTRATIVE RECOMMENDATIONS FOR PROMOTION AND TENURE ARE MADE (THE SAME STANDARDS APPLY TO APPOINTMENT AS DEPARTMENT CHAIRMAN OR APPOINTMENT TO AN ENDOWED CHAIR)

These are the standards by which those recommendations are made to the Board. It is recognized that standards used by others in the decision-making process,

including Faculty and Trustees, might differ from these standards because of their different perspectives and responsibilities.

The administration will continue to inform prospective faculty members of the standards that will apply in making tenure recommendations to the Board.

STANDARDS FOR THE RECOMMENDING OF TENURE

The candidate being considered for tenure should hold the Ph.D. or terminal degree. Tenure decisions should carefully weigh these major areas:

- 1) Relative Teaching Effectiveness, 2) Potential for Growth in Field of Specialization, 3) Potential for Growth in Multi-Disciplinary Areas, 4) Scholarly Competence, 5) Contributions to the College and to the Community, 6) Progress in Professional Development, 7) Academic Leadership, and 8) Departmental and Institutional needs and ability.

A. "Truly Outstanding" or "Well Above Faculty Average" In Relative Teaching Ability

The quality of teaching is the most important single factor in tenure consideration at Southwestern. This is true because learning is Southwestern's primary purpose for being. Only those truly outstanding professors or those whose teaching is well above faculty average should be recommended for tenure. Nearly all colleges have made vast improvements in the quality of their faculties in the 1970's and 1980's. For Southwestern to grant tenure to professors who are not truly outstanding or well above faculty average, or to those about whom there is much disagreement on this, might eliminate potential improvement in that department for 30-35 years.

To determine whether a professor's teaching is truly outstanding or well above faculty average requires a thorough evaluation system that provides summative, comparable data and provides national norms.

Those who make narrative evaluations also should be asked: based upon their best judgment after taking all variables into account, whether the teaching of the professor being considered is a). Truly Outstanding, b). Well Above Average, c). Above Faculty Average, d). Comparable to Faculty Average, e). Below Faculty Average, or f). Poor, compared to the tenured members of the faculty at the college. If they are unable to make such a comparative judgment, or wish not to do so, then that will increase the importance of the comparable student ratings and the judgments of those who are able to make such judgments.

B. "Above Faculty Average" In Two Other Areas

Only those officers of instruction whose abilities, contributions and accomplishments in the following areas are "Above Faculty Average" should be recommended for the granting of tenure:

1. Professional development.
2. Service to the college.

C. "Satisfactory" In Meeting Departmental and Institutional Needs

To recommend someone for tenure there must be a manifest need for a permanent position in the discipline, and the person must be judged by the Vice President and Dean of the College and the President as the best person obtainable for the position. The person being considered for tenure should normally be teaching at least 300 student credit hours per year, with the expectation that at least this minimum number of hours will continue.

Consideration for tenure shall include a thorough review of the Academic Staffing Plan for the next 5-10 years for all departments. The purposes of the Academic Staffing Plan include:

1. To study enrollment trends in order to make informed future projections by department.
2. To plan for increasing these departments projected to be understaffed.
3. To plan for retraining or cutting back in departments projected to be overstaffed.
4. To plan budget requests and allocations among academic departments.
5. To assure a regular influx of new people and ideas into all departments.
6. To assure that positions for junior appointments will be available at a steady rate and that tenure openings occur regularly enough and in sufficient numbers to provide attractive opportunities for probationary faculty.
7. To ensure that the proportion of those holding tenure is not so large as to impose a heavy budgetary burden on the institution.
8. To ensure that opportunities are open for the recruitment of more women and minority-group faculty members, and for their advancement to tenure status.
9. To ensure that the institution has the flexibility, in the disposition of its staff positions, to undertake new programs if it should decide to do so, to expand or contract units in response to changes in demand or interest, and to meet other contingencies.

Consideration as to whether the candidate satisfactorily meets the institutional needs shall include a thorough review of information gathered in response to the Questions To Be Answered During The 3rd and 6th Years' Tenure Review.

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Faculty Evaluation. In reaching decisions regarding tenure, promotions, and salary adjustments; student evaluations, involving both quantifiable and nonquantifiable instruments, and any other appropriate measure of evaluation, shall be employed. If nationally recognized evaluation instruments are not used, the questions are to be carefully prepared with input from faculty and students and administered under procedures that assure the obtaining of a fair and accurate perception of the student viewpoints and prevent the forming of a distorted or misleading impression that is unfair to the individual faculty member or to the college. (See Appendix)

For probationary faculty, every course each term shall be evaluated using student rating forms. For tenured faculty, a minimum of one course per term shall be evaluated using student rating forms, and care should be taken to avoid evaluating the same courses each year.

Use of Evaluation Data.

1. Each term, the faculty member will receive the course-by-course evaluations to assist in improving his or her own teaching.
2. Each year, the Vice President and Dean of the College and the President will use all the information available to determine whether or not to continue the appointment. If a decision of non-continuation is reached, the faculty member must be given notice in conformity with AAUP guidelines.
3. The Vice President and Dean of the College should counsel with all probationary faculty members about their progress and steps for improvement. Department chairmen are encouraged to counsel with probationary faculty members in their department about their progress and steps for improvement as well.
4. In the third year, the Vice President and Dean of the College and the President will advise the probationary faculty member of his or her standing in the review process.
5. In the sixth year, the Department Chairman, the Tenure and Promotion Committee, the Vice President and Dean of the College, and the President shall use all of the available material to determine their recommendation regarding tenure for the candidate.

Appeals Process for Officer of Instruction Denied Tenure.

1. An officer of instruction who is denied tenure is entitled to an explanation of how the decision was reached. This explanation will be provided orally by the President.
2. An officer of instruction denied tenure may appeal the decision on grounds that it was made capriciously or was not in conformity with the established procedures and policies of the college. In the

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appeal, the burden of proof rests on the officer of instruction. The candidate must file the intent of appeal before 15 May.

3. The appeal will be heard by a committee of the faculty to be called The Appeals Committee.
 - a. The committee will consist of four tenured officers of instruction, one from each division of the college.
 - b. There will also be four alternates elected each year, one from each division.
 - (i) If, in a particular appeal, any member of the committee played a direct role in the original decision, that member will be excused in favor of the appropriate alternate.
 - (ii) If both a committee member and the alternate are disqualified in a particular appeal, a temporary replacement will be appointed by the Faculty Executive Committee.
 - c. In hearing the appeal, the committee will
 - (i) Review all pertinent information supplied it by both the administration and the officer of instruction.
 - (ii) Conduct such interviews as it deems necessary to arrive at a decision.
 - d. In reaching a decision, the committee will
 - (i) Concur with the Administration's decision if it finds no evidence of capricious or arbitrary action, nor action not in conformity with established procedures.
 - (ii) Ask the Administration to reconsider its decision if it does find evidence that the original decision was made capriciously or arbitrarily, or that the original decision was reached without following established procedures.
4. Following the appeal procedure the Administration will make its recommendation to the Board of Trustees. If the finding of the Appeals Committee does not concur with the Administrative recommendation, the President will provide a full report on the Committee's findings, along with the Administrative recommendation, to the Board.
5. The final College position will be determined by the Board of Trustees.

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Continued Employment After Age 70. Employment may on occasion be continued on a year-by-year basis, contingent upon desire for continued employment by the faculty member, recommendation for continued employment by the Vice President and Dean of the College, and approval by the President for each additional year of employment. Beyond two years of additional employment, authorization must be by the Board.

Continuing Professional Standards. The provisions for professional security set forth above are not intended to protect an incompetent, negligent, or otherwise improper faculty member from appropriate institutional action. Such action may include conferences with the departmental chairman, the Vice-President and Dean of the College, or the President, letters of admonition, letters of remonstrance, reassignment of duties, or withholding of salary increments. When cause is sufficiently serious, an officer of instruction may be dismissed.

Dismissal For Cause. When reason arises to question the fitness for continued employment of an officer of instruction on tenure, or whose term of appointment has not expired, the President and the Vice President and Dean of the College shall ordinarily discuss the matter with said officer of instruction in private conference. The matter may be appropriately concluded, or reach an adjustment, at this point.

If no agreement is reached between the President and said officer of instruction, and if either the President or the officer of instruction wishes it, formal proceedings to consider dismissal of said officer of instruction shall be instituted. Action shall be commenced and carried out under procedures established in this section.

The President or the President's representative shall formulate a statement with reasonable particularity of the grounds proposed for dismissal. Such statement shall set forth the reasons for termination and the rights of the dismissed officer of instruction to a hearing before a committee of the faculty.

If said officer of instruction wishes a hearing, he or she shall so notify the President in writing as soon as practicable, and no later than four weeks after notification of termination by the President. The hearing must occur within two weeks after the request of the dismissed officer. Not less than seven days before the hearing, said officer of instruction shall answer in writing the charges brought against him or her.

A committee of the faculty for the hearing of such proceedings, designated the Appeals Committee, shall be elected annually by the faculty, and shall consist of four members, one of whom shall be elected chairman by the committee itself. Neither the President nor the Vice President and Dean of the College shall be members of this committee ex officio. This hearing committee shall consist of tenured officers of instruction. Its members shall not sit on the Faculty Professional Interests Committee, and they shall not have been previously concerned with the consideration of the case of termination or dismissal for cause. The hearing shall be private.

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

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

Faculty Tenure for Administrators.

A. The Vice President and Dean of the College and the Associate Dean of the College shall be experienced college teachers holding tenure or in principle, tenurable as officers of instruction under Southwestern standards. They shall normally be appointed with and retain tenure as officers of instruction.

B. If tenured officers of instruction in Southwestern At Memphis are appointed to administrative positions other than Vice President and Dean of the College or Associate Dean of the College, such persons shall not retain tenure as an officer of instruction beyond two years. All administrative appointments are subject to annual reappointment.

C. Teaching positions in the college will be held open for all administrators as long as they retain faculty tenure. Such positions may 1) be unfilled, or 2) be filled with non-tenure-track appointments within the appropriate departments. Such non-tenure-track appointments shall be for not in excess of seven years for any one person. It is expected that the persons in non-tenure-track positions will be replaced by administrators with faculty tenure if the administrators return to full-time teaching.

SECTION NINE. PROFESSIONAL RESPONSIBILITIES

Every officer of instruction shall have maximum regard for the integrity, good reputation, general welfare, and stated purpose of the college. Every officer of instruction will be expected to maintain the highest personal standards of character and conduct.

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

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Full-time officers of instruction have professional responsibilities wider than simply the instruction of classes and the conducting of laboratories. These responsibilities include some, and may include many, of the following, as well as other responsibilities not here itemized: maintaining availability to students and colleagues through office hours, leading directed inquiries, student advising, writing letters of reference, curriculum development, departmental administration, faculty committee duty, attendance at faculty meetings and formal convocations, ordering books for the library collection, and generally contributing to the educational development of students, the welfare of the department, and the educational welfare of the college.

It is expected that in carrying out the above obligations, a faculty member will be on campus a substantial part of each of the work days of the week.

Attendance at student-sponsored events is encouraged as opportunity permits, though not formally required as a professional responsibility.

An officer of instruction shall not substitute nor appoint anyone to perform his or her college duties without the approval, in each case, of the Vice President and Dean of the College.

No full-time faculty member shall engage, without the express permission of the President, in any undertaking, pursuit or occupation, with or without compensation which interferes with the thorough and efficient performance of his or her college duties. No agreement shall be made for giving instruction in another institution during the academic year without the permission of the President.

The responsibility of every officer of instruction to maintain and develop professional competence has been described in an earlier section of this Statement.

SECTION TEN. PART-TIME OFFICERS OF INSTRUCTION

Part-time faculty members, particularly those with special skills, may be valuable assets to the college. They can provide instruction in specialized areas where student interest does not warrant a full-time position. They provide flexibility in meeting changes in student interest and needs, thus providing more security to full-time faculty.

However, the college shall take care to see that the educational program does not depend too heavily on part-time faculty. In any area in which a major is offered, there shall be at least one full-time faculty member.

Part-time officers of instruction are appointed for the teaching of a designated number of courses. Except for such contact with students outside of class time as is needed for effective teaching, a part-time position does not carry extra-course obligations that are normal to a full-time position, such as presence on campus outside of class time, student advising, curriculum development, departmental administration, faculty committee duty, or presence at formal academic convocations.

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If extra-course duties are expected of a part-time faculty member, they shall be agreed upon in letters of employment, and appropriate remuneration given.

Provisions of this Statement regarding the recruitment of faculty, their professional competence, professional standards, and participation in the rights and responsibilities of academic freedom, apply fully to part-time faculty members.

Remuneration of part-time faculty members will generally be determined by a flexible formula, based on the number of three-hour courses or equivalents, being taught. As faculty remuneration in general rises, the normal "fee" for teaching a three-hour course should also rise.

It is recognized that in individual cases, remuneration lower or higher than normal may be negotiated between the prospective part-time officer of instruction and the Vice President and Dean of the College. However, every officer of instruction should receive some remuneration. An officer of instruction wishing to contribute his or her services may return the remuneration to the college as a gift.

Part-time appointments do not carry inherently the expectation of indefinite renewal until retirement. They may be made on a contingent basis (for example, contingent upon a sufficient number of students enrolling for a proposed course), on an academic term basis, or on an annual basis. In all cases, the college has responsibility to be completely candid about the kind of appointment being made.

If agreeable to the part-time officer of instruction and to the college, appointment may be renewed for additional academic terms, or years. Years of appointment in part-time positions do not accrue towards an eventual appointment on tenure. Termination of appointment of a part-time officer of instruction during the term of appointment shall be only for cause, and with due process as described earlier in this Statement.

SECTION ELEVEN. MINORITY PERSONS AND WOMEN AS OFFICERS OF INSTRUCTION

All policies and procedures of the college in regard to faculty shall be in accordance with applicable law. This includes full compliance with the law regarding employment of national minorities and women.

Equal Opportunity. Full equality of opportunity shall obtain in recruiting, hiring, promotion, the granting of tenure, remuneration, professional utilization, appointment to committees, to administrative positions, and to special task forces.

Nepotism. If a person being considered for a position as an officer of instruction is a family member of a present Southwestern employee, employment will follow regular procedures to insure that the best candidate is secured.

Maternity Leaves. (a) When a full-time woman officer of instruction knows she will need a maternity leave, she should tell the Vice President and Dean of the College and her departmental chairman as soon as possible, so that arrangements for a substitute may be made. (b) The leave should take effect at a time mutually agreeable to the faculty member, the chairman of the department, and the Vice President and Dean of the College. (c) The leave may extend up to one year, without pay, but with the guarantee, under normal circumstances, of a position at the end of that year at the same or a comparable level.

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APPENDIX A
EVALUATION DATA
PROBLEMS WITH RELIABILITY

Evaluations By Faculty:

1. Pressure (on tenure evaluations) not to be a cause of a colleague's losing his or her job.
2. Pressure to avoid having a hostile colleague in the department for over a year.
3. Pressure because of knowing the family involved.
4. Pressure (on tenure evaluations) to avoid the possibility that an open position might be given to another Department.
5. Little or no experience at observing the instructor in the classroom situation.
6. Realization that if the candidate gets tenure, he or she may soon be Chairman of the Department and will then be evaluating the evaluator regarding promotion, salary increases, etc.
7. Variations based upon proximity of offices of the evaluator and the colleague being evaluated.
8. Variations caused by personality traits/compatibility.

Course-by-Course Evaluations By Students:

1. Variations based on class size.
2. Variations based on whether course is required or elective.
3. Variations based on what hour the class is taught.
4. Variations based on ratio of new students to majors.
5. Variations based on grade expected by the student.
6. Variations caused by personality traits/compatibility.
7. Variations caused if anonymity is not consistently accorded all student evaluators.

(Note: All written evaluations by faculty and by students will be less reliable if they think their anonymity will not be protected by others.)

REPORT OF THE COMMITTEE ON ENROLLMENT - October 20, 1983

The Committee on Enrollment was called to order by Acting Chairman Frank Lankford at 2:45 P.M. with the following members in attendance: Dr. Ray Allen, Dr. Richard Batey, Ms. Laura Hollandsworth, Mr. Rodney Hudgen, Mrs. Lynda McCarty, Dr. Marshall McMahon, Mr. Frank Lankford, Ms. Cassie Thomas, and Dean Dave Wottle.

Chairman Lankford opened the meeting by having each of the members introduce themselves. He then turned the meeting over to Dean Wottle.

Dean Wottle outlined the organizational changes in the division of Admissions and Financial Aid using an organizational chart and a statement of the responsibilities, policies and procedures of the Trustees, Faculty, and Administration.

A profile of the freshman class was presented and discussed noting total applications received numbered 1061 (up 58% over 1982-83), 872 students were accepted (up 52% over 1982-83), and 267 freshmen enrolled (up 10% over 1982-83). Total new student enrollment was 293, or a 7% increase over last year. In addition to an increase in new student enrollment, average standardized test scores improved; composite SAT's from 1100 to 1141 and composite ACT's from 26 to 27. Special note was given to the fact that there were 40 valedictorians and 21 salutatorians in the freshman class. In discussing the transfer profile a request was made by Chairman Lankford for retention study results.

Dean Wottle next reported on the historical trends in enrollment at Southwestern noting that our yield rate from applicant to matriculant this year was the lowest ever. Dr. McMahon proposed a possible reason for this low yield. In his opinion the large number of students vying for the Bellingrath-Goodrich-Hyde Scholarships and not receiving one may have accounted for the loss of so many applicants. A chart displaying the distribution of the freshman class by state was discussed noting the severe decline in students from Tennessee and from foreign countries. It was suggested that the reason for the decline in Tennessee was due to a decrease in the number of commuting students from the Memphis area.

Dean Allen was called upon to reported on the overall financial aid program at Southwestern, the merit scholarship program, the need-based financial aid program, and projections for federal financial assistance in 1984-85. Dean Allen concluded that overall the financial aid picture was good as is the receipt of assistance from the federal government in 1984-85.

Dean Wottle distributed copies of our newly-revised recruiting publications and spoke of new efforts in our recruiting program. Some of these efforts are being directed toward the parents of prospective students, commended students (as well as Semi-Finalists) in the National Merit Scholarship Program, students who will be invited to hotel interviews in such places as New York and Washington, D.C., and students who will be contacted via telephone by our current students, alumni, and faculty. It was also noted that the Admissions Office is going through a significant change with the adding of a new data base system and, hopefully, word processing equipment.

Finally, Chairman Lankford challenged the Committee to consider again the question: "Does the name 'Southwestern' help or hinder our college?" A short discussion followed in which no clear-cut decision was made.

The meeting was adjourned at 4:38 p.m.

MINUTES OF THE DEVELOPMENT COMMITTEE

Thursday, October 20, 1983

2:30 p.m., Room 302, S. DeWitt Clough Hall

- I. Chairman, Robert H. Buckman called the meeting to order at 2:35 p.m. He asked everyone to introduce themselves to the others at the meeting. Those attending were:

Neville Bryan	Don Lineback
Robert Buckman	Mary Mooney
Brenda Eckles	Robert Parrish
James Fri.	Harry Phillips
Mel Grinspan	Jennifer Prascher
Mary Margaret Guth	Tom Ritchey
Grant Hammond	Peter Rooney
Lee Jenkins	Winton Smith
Jody Lewis	John Whitsitt

- II. Mr. Buckman reported on behalf of the Capital Resources Council explaining briefly that the committee's function is to coordinate capital needs with potential capital donors.

- III. Mr. John Whitsitt, in the absence of Charles Cobb, reviewed the efforts of the Planned Giving Council. He commented that a series of seminars for financial planners is being planned, with the first seminar being held for attorneys, on November 9, 1983. Others will follow for the benefit of CPA's, trust officers, and insurance and financial planning officers. The purpose of the seminars is to make these individuals more aware of the planned giving tools available for use in working with their clients.

- IV. Dr. Donald Lineback discussed development staff organization using the organization chart that was found in each individual packet of information.

- V. Mr. Thomas Ritchey reviewed the new staff appointments in the Development Office. He introduced Ms. Mary Margaret Guth, Southwestern Fund Associate; Mrs. Jennifer Prascher, Director of Alumni and Parent Programs; and Mr. John Whitsitt, Executive Director of the Planned Giving Council. Mr. Ritchey also expressed his gratitude to Ms. Mary Mooney for her five years of devoted and inspiring service to Southwestern as Director of the Southwestern Fund. Ms. Mooney has accepted a position in Washington, D.C.

VI. Mr. James Fri discussed the Southwestern Fund, specifically the Greater Memphis Campaign. This new phase of the Southwestern Fund will enable staff and volunteers to place greater emphasis on alumni, friends and business fundraising opportunities in the Greater Memphis Area.

VII. Mr. Buckman reviewed the "Survey of Professorship Policies at Other Colleges and Universities." Mr. Buckman and Mr. Robert Parrish commented on the definition of an endowed professorship. Mr. Buckman stated that Southwestern currently has no endowed professorships, but using endowed professorship per student as a measure, Southwestern needs six such professorships to remain competitive in this area with peer institutions involved in this survey.

Mr. Buckman discussed the case statement for endowed professorships that has been put together by Professors Mel Grinspan and Grant Hammond. Mr. Buckman noted that this will be one of the highest priorities for Capital Resources Council.

VIII. Dr. Lineback defined generally the nature and use of the Southwestern Case Statement for Development. He stated that a draft would be distributed to board members and encouraged their reaction to it.

IX. The following resolutions were passed by the Development Committee and are hereby recommended for consideration by the Southwestern Board of Trustees.

Be it resolved:

1. That the final paragraph of the Policy Statement be deleted.
(See "Policy Statement on Counting Gifts in the \$50 Million Commitment")
2. The approval of the list of Opportunities for Creating Named Funds and Facilities, including the various ways to recognize capital gifts and the minimum required for the named funds and facilities.
(See "Opportunities for Creating Named Funds and Facilities" 10/20/83)
3. That Southwestern maintain its Collegiate Gothic Architecture for all future buildings.
4. The establishment of a means to recognize the individuals, businesses and foundations who have made truly historical gifts to Southwestern.
(See memo to the Development Committee, from James H. Daughdrill, Jr. dated October 20, 1983, regarding "Recognition of Major Benefactors")

5. That the Southwestern Board of Trustees express its enduring gratitude to Miss Jeanette Spann for her thoughtfulness and generosity, which will touch the lives of generations of Southwestern students.
- X. Dr. Lineback discussed the upcoming Board Retreat (February, 1984) to be held at Point Clear, Alabama.
- XI. Dr. Lineback reported that the \$50 Million Commitment currently stands at \$31.2 million, an increase of \$2.3 million since the March Board report. This increase includes three major gifts.
- XII. Ms. Mary Mooney reviewed the Southwestern Fund. She was pleased to report that all goals for the 1982-83 campaign were reached. She emphasized that for five consecutive years the Southwestern Fund has increased at a 10% per year rate. She indicated that goals this year reflect similar increases. She stated that of particular importance in the previous year's increase were growth in club and reunion class gifts. She also reported that there was 100% participation among Southwestern trustees.
- This year's goals also include a 4% increase in participation.
- Mr. Fri emphasized to the group the need for encouraging giving among recently graduated classes to establish the "habit of giving".
- XIII. Mr. Winton Smith reviewed his report on planned gifts, particularly noting that \$18.27 million of the current monies raised in the \$50 Million Commitment are planned gifts. This is 58% of the total to date.

He discussed the Charitable Lead Trust concept, and the need for immediate attention from anyone who might be considering this type of gift. This is due to a pending change in January, 1984, of the IRS tax tables. This tool is especially useful for passing along to heirs appreciated or currently appreciating assets, and at the same time benefitting Southwestern, or other charitable institutions. The charitable lead trust is particularly applicable for maintaining appreciated real estate, growth stocks, gas and oil properties, and closely-held stocks.

TO: Development Committee

FM: Capital Resources Council

October 20, 1983

RE: Resolution concerning the Policy Statement on Counting Gifts in the \$50 Million Commitment

The Capital Resources Council recommends to the Development Committee of the Board that the final paragraph of the Policy statement be deleted.

\$50 MILLION COMMITMENT -- 1977 through 1987

The following policies shall guide reporting results for the \$50 Million Commitment:

- All outright gifts and grants received during the Initial Gifts Phase and through December 31, 1987 will be counted toward the goal.
- Gift annuities and gifts in trust signed or revealed during the Initial Gifts Phase and through December 31, 1987 will be counted at a value depending on the nature of the gift and valued on the date the agreement is signed or revealed.
- Gift commitments made during the campaign and accompanied by a schedule of payments will be counted, although the final installment may not be paid until after the conclusion of the campaign.
- All bequest and trust distributions received during the Initial Gifts Phase and through December 31, 1987 and not previously counted in the campaign will be counted upon notice of intention to distribute the bequest or trust assets by the executor of the estate or the trustee of the trust.
- Planned bequests and gifts of life insurance which include Southwestern as primary beneficiary and which are reasonably assured and the value of which is ascertainable will be counted as they become known during the Initial Gifts Phase and through December 31, 1987.
- Funds held and managed by other institutions for the benefit of Southwestern will be counted as follows: If the fund (or increase in the fund) is established during the campaign, the amount of the principal will be counted. If the fund was established before the campaign began, then the income only from the fund for the duration of the campaign will be counted plus anticipated income from the fund for an additional three years (i.e. through 1990).

10/20/83

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OPPORTUNITIES FOR CREATING NAMED FUNDS AND FACILITIES

SOUTHWESTERN AT MEMPHIS

Each item listed below provides an opportunity to create a named fund or facility at Southwestern and at the same time fill an urgent need of the college. Every named fund or facility will honor the donor or a person of the donor's choosing in perpetuity.

The list of opportunities for creating named funds and facilities is arranged as follows:

I. Named endowment funds

For academic departments
For faculty enrichment and development
For programs and resources

II. Named facilities

New facilities
Existing facilities

- I. Named endowment funds not only provide a permanent link between the donor and Southwestern but they also bring recognition to the outstanding work being done at the college. Named funds strengthen the entire college endowment -- the permanent, invested fund whose annual income provides the fundamental support for all areas of the college budget.

The named endowment funds listed below are calculated on the basis of the conservative policy of a 5% usable return, established by the Board of Trustees; any additional earnings are added to the assets of the endowed funds, providing for growth. The intent of this policy is to ensure that the utility of the funds will not be depleted by inflation.

The Board of Trustees has approved the naming of funds in recognition of endowment gifts of \$25,000 or more. Each named endowment fund will honor the donor or a person of the donor's choosing and will be listed annually in the college catalog. Endowment gifts may also be recognized by naming existing facilities (such as those noted in Section II below), designated by appropriate plaques.

- I.A. A gift of endowment to support an entire ACADEMIC DEPARTMENT will aid its operation in perpetuity and will be recognized by Southwestern in a special way -- by naming that department. An endowment of \$5,000,000 is required to name one of the following academic departments:

\$5,000,000

Anthropology-Sociology
 Art
 Biology
 Chemistry
 Economics and Business Administration
 English
 Foreign Languages
 History
 International Studies
 Mathematics
 Music
 Philosophy
 Physics
 Political Science
 Psychology
 Religion
 Theatre and Media Arts

Named endowment funds for FACULTY ENRICHMENT AND DEVELOPMENT support Southwestern's most important resource, excellent teachers. Endowment for faculty support links the name of the donor (or someone designated by the donor) with the influence of gifted teachers for generations to come. The following are opportunities for creating such funds.

- I.B. DISTINGUISHED PROFESSORSHIP. \$1,000,000
 A Distinguished Professorship supports the teaching and research of a senior faculty member of recognized stature in his or her field.
- I.C. DISTINGUISHED VISITING PROFESSORSHIP. \$1,000,000
 Distinguished Visiting Professorships will bring outstanding teacher-scholars to the campus for periods ranging from one term to several years. They will benefit students, faculty and the community through their special capabilities and inspiration.
- I.D. PROFESSORSHIP. Appointment to a named professorship provides a Southwestern faculty member with recognition for exceptional accomplishment and promise. \$ 750,000

I.E. FACULTY FELLOWSHIP. Support for the work \$ 500,000
and professional development of newer faculty
is provided by endowed Faculty Fellowships.
Provision of a number of such positions will
enable Southwestern to attract and nurture the
best younger faculty available.

I.F. FACULTY DEVELOPMENT. Faculty renewal and
enrichment must be provided through expanded sup-
port for research and creative activity, attendance
at professional societies and at workshops to upgrade
teaching and communication skills, and through
faculty exchanges, released time and continuing
education.

A gift of	will name and support
\$500,000	A permanent sabbatical program for one tenured faculty member per year
200,000	The faculty professional travel program for one of the college's four divisions (Humanities, Natural Sciences, Social Sciences, Fine Arts)
200,000	The faculty research and creative activity program from one of the college's four academic divisions
100,000	A program of summer research for one faculty member per year
100,000	A fund for the improvement of teaching skills

Named endowments for PROGRAMS AND RESOURCES support areas
that are vital to the work and the well-being of the
college's faculty, students and staff.

I.G. BURROW LIBRARY. Except for faculty, the \$5,000,000
Burrow Library is Southwestern's most
important educational resource. An endowment
to aid its entire operation in perpetuity will
be recognized by naming the lobby for the donor
or a person of the donor's choosing. A plaque
in the lobby will recognize the gift.

- I.H. COMPUTER CENTER. The computer center is \$5,000,000
the nerve center of the entire campus. It rivals the library and laboratories as a storage place of data and a source for research. By 1988 Southwestern will need three main computers and a minimum of 400 terminals and personal computers for faculty, staff and student use. Included in the system will be a telephone-communications network. Specially equipped classrooms will provide a place for instruction in Computer Science. It will be of one of the finest college computer centers in the nation. A gift to equip and support its continuing operation will be recognized by naming the computer center for the donor or a person of the donor's choosing.
- I.I. ATHLETIC DEPARTMENT. According to a recent \$5,000,000
study, prospective students place athletics high on their check list when comparing Southwestern with other colleges and universities. Thus a strengthened athletic program benefits the entire college, not just the individual student. Our athletic teams have had solid records in recent years: The soccer team has won the conference championship three times in five years, and the basketball team twice; three students have received NCAA-Graduate Scholarships in football since 1978; the women's 1982-83 basketball team had its best record in Southwestern history. Athletic competition attracts over 20,000 spectators annually. A named fund to endow the athletic program will be recognized in a special way. Southwestern will be pleased to name the entire athletic complex for the donor or a person of the donor's choosing, and the college will build a Gothic gateway to the stadium in recognition of the gift.
- I.J. PLACEMENT CENTER. We are seeing more and more \$2,000,000
students with a strong career orientation. A strengthened placement program will not only attract more good students to Southwestern, it will also aid in our retention of students. The services offered to Southwestern students must be increased through a broadened program of career guidance, vocational counseling and placement services. To recognize a gift in support of the center's permanent operation, the placement center will be named for the donor or a person of the donor's choosing.

I.K. LIBRARY COLLECTION. There is great need to expand the Burrow Library Collection. The extent of library holdings is one of the chief measurements when colleges and universities are compared. A plaque recognizing endowed collections will be placed at the entrance to the shelf area.

A gift of will name a permanent collection, and endow its annual acquisitions, in the following areas:

\$250,000	Periodicals and books in the natural sciences and mathematics
150,000	New reference works
100,000	American literature Anthropology-Sociology Art Economics and Business Administration Education English literature French language and literature German language and literature History International Studies Literature in other languages Music Philosophy Political Science Psychology Religion Spanish language and literature Theatre and Media Arts

A gift of \$200,000 will create a named fund to provide an inter-library computer system to give Southwestern faculty and students access to the world's largest and most comprehensive computer storehouse of bibliographical information. A plaque in the lobby of the Burrow Library will recognize the gift.

I.L. MUSIC CONSERVATORY. The preparatory division of the Music Department is a music conservatory that serves over 200 Memphis students annually. An endowment will ensure that it will further develop in its service to the Memphis community. The conservatory will be named to honor the donor or a person of the donor's choosing. \$1,000,000

- I.M. PRESIDENT'S DISCRETIONARY FUND. From time to time in the life of every institution there arise emergencies and opportunities that must be met quickly if the college is to overcome the problem or seize the opportunity. The President's Discretionary Fund will provide for this and enhance the effectiveness and flexibility of the administration. The President's Discretionary Fund will be named for the donor or a person of the donor's choosing, and a statement on its use will be a part of the President's Annual Report. \$ 750,000
- I.N. DEAN'S DISCRETIONARY FUND. There is need for a Dean's Discretionary Fund for educational innovation and improvement. The Dean's Discretionary Fund will be named for the donor or a person of the donor's choosing, and a statement on its use will be a part of the Dean's Annual Report to the President. \$ 500,000
- I.O. ADMINISTRATIVE SEMINARS AND AWARDS. An annual training seminar is needed to provide for the continuing education of Southwestern administrators. Improved management skills will add to the overall cost-effectiveness of the college operation. A named endowment of \$100,000 will provide the annual seminar, taught by nationally-recognized management experts. An additional named endowment of \$50,000 will provide two awards, similar to the Clarence Day Awards for Outstanding Teaching and Faculty Research, to recognize and encourage outstanding performance among staff and non-cabinet administrators. \$ 150,000
- I.P. SCHOLARSHIPS. An endowment of \$100,000 will provide scholarship assistance for two students who might otherwise have to opt for their second-best choice of colleges. It will help ensure the best students for Southwestern, regardless of their financial need. \$ 100,000
- I.Q. WORK-STUDY PROGRAM. The work-study program provides on-campus employment for students who also receive financial aid based on need. An endowment of \$100,000 to support the work-study program will provide jobs during the academic year for 5 needy students. \$ 100,000
- I.R. STUDENT LOAN PROGRAM. The federally-funded program for student loans is not adequate for all students, in particular for the students whose parents are in the middle-income bracket. An endowment of \$100,000 to support the Southwestern Student Loan Program will provide a loan for two students per year. The students must repay the loan after graduation. \$ 100,000

- II. Outstanding facilities provide an environment conducive to excellence in education -- one which, in Dr. Charles E. Diehl's words, will "command the respect and quicken the pride of succeeding generations."

NEW FACILITIES will be named for the donor whose gift made them possible. The cost of all new buildings is composed of two parts: the construction cost and the endowment needed to maintain the building, calculated at approximately 20% of the construction cost. The cost of homes for Visiting Professors is estimated at the purchase price plus maintenance endowment.

- II.A. RESIDENCE HALLS. Two new residence halls built in Southwestern's Collegiate Gothic style will provide for the college's student housing needs through the 1990's, based on the predicted enrollment of 1,200 students and the current percentage of students living on campus. Should the needs change, the residence halls will be convertible into guest quarters. One with an estimated cost of \$3,400,000 will be located on the east side of the main campus. One at \$4,000,000 will replace Stewart, Evergreen and University Halls on University Street and will include the language laboratory.
- II.B. SOCIAL SCIENCES HALL. The offices for the departments of International Studies, Political Science, and Economics and Business Administration are scattered throughout the campus, from Harris Lodge to Palmer Hall and the Rhodes Physics Tower. A building is needed to house all their offices in one location. \$5,000,000
- II.C. AUDIO-VISUAL CENTER. A complete audio-visual center will be an asset to every department on campus. Lecture and classroom discussions can be taped and analyzed to improve teaching and learning, and the increasing subject matter available on video cassettes will supplement lectures and readings. Selected classrooms in each division of the college will be wired for two-way audio-visual use, and a central studio will enable Southwestern students and faculty to originate programs for college and off-campus use and to promote the college. The audio-visual center will be named for the donor or a person of the donor's choosing. \$1,000,000
- II.D. HOUSING FOR VISITING PROFESSORS. Residences are needed near the campus for Distinguished Visiting Professors. A plaque recognizing the gift will be placed in the residence. \$ 550,000

The following are opportunities to name EXISTING FACILITIES and additions to existing facilities at Southwestern. To recognize gifts to endow the maintenance of existing facilities or to improve them, Southwestern will name an appropriate unit of the facility according to the wishes of the donor, and the gift will be recognized with a plaque.

II.E. CAMPUS MAINTENANCE. Southwestern has one of the most beautiful campuses in the country. The buildings and grounds are important to the educational process and create the environment for quality in the work of our faculty and students. It is essential that these facilities be maintained and improved. In recognition of major gifts to the endowment for maintenance and improvement of facilities, Southwestern will be pleased to name areas of the campus to honor the donor or a person of the donor's choosing. These areas will be identified with plaques.

A gift of	will name the
\$500,000	Tower green (1) [See map, next page.]
300,000	Science Center court (2)
250,000	Center campus commons (3) Amphitheatre (4)
200,000	Tennis courts (5) Intramural playing fields (6) East Park (7) West Campus (8) East Campus (9) Drive from University Street to Diehl Court (10) Drive from North Parkway to Charles Place, with new northeast gateway (11) Drive from University Street at Snowden to McCoy Theatre (22)
100,000	Southwest commons (12) Northwest commons (13) Southeast commons (14) Northeast commons (15) North central commons (16) Tower commons (17) Refectory commons (18) Northeast green (19) Northwest playing fields (20) Northeast playing fields (21) University commons (23)

- II.F. BURROW REFECTORY. There is a need to expand \$1,500,000
by 7,000 sq. ft. and renovate the Catherine
Burrow Refectory. The expansion will provide a
new serving area and a 300-seat dining/banquet
hall. Renovation will include new kitchen equip-
ment and refurbishing of the original entrance
area. The new wing will be named for the donor
or a person of the donor's choosing.
- II.G. PALMER HALL. Renovation of the 2nd and 3rd \$1,000,000
floors of Palmer Hall and Hardie Auditorium is
long overdue. These floors are used for class-
rooms and faculty offices. The oldest building
on campus is central in its importance and con-
tribution to the life of Southwestern's academic
program. Renovation will include air conditioning.
The west wing of Palmer Hall will be named for the
donor or a person of the donor's choosing, and the
gift will be recognized by a plaque in the lobby
of Hardie Auditorium.
- II.H. BURROW LIBRARY. The present shelves will be \$ 850,000
filled to capacity in approximately three years.
The installation of moveable shelves will increase
the existing capacity of the Library by 40% without
additional building construction. Air conditioning
will be added to increase the life-expectancy of the
books. The wing of the library housing the book
stacks will be named for the donor or a person of the
donor's choosing, and a plaque recognizing the gift
will be placed in the lobby.
- II.I. EAST-CAMPUS RESIDENCE HALLS. A floor of an
east-campus residence hall will be named for the
donor who provides for its renovation, or for a
person of the donor's choosing. Included in the
renovation plans is central air conditioning.
- | | |
|-----------|----------------------------------|
| A gift of | will name a floor of |
| \$200,000 | Voorhies Residence Hall |
| 150,000 | Margaret Townsend Residence Hall |
| 150,000 | Suzanne Trezevant Residence Hall |
- II.J. BRIGGS STUDENT CENTER. The Thomas W. Briggs \$ 500,000
Student Center is filled beyond capacity when any
all-campus social event is held there. There is no
restroom or storage area on the main floor. More
dining and social areas are needed. An addition
to the building will ensure that the Briggs Student
Center remains the hub of student life on campus.
The wing of the building will be named for the donor
or a person of the donor's choosing, and a plaque
will recognize the gift.

- II.K. THE SCIENCE CENTER COURT. The court on top of \$ 300,000
the Frazier Jelke Science Center must be renovated, its concrete surface replaced and other areas waterproofed. Repairs will eliminate damage in the lower offices, laboratories and classrooms. This is the college's largest deferred maintenance item. The court will be named for the donor or a person of the donor's choosing, and the gift recognized by a plaque.
- II.L. BIOLOGY GREENHOUSE. The Biology Department \$ 250,000
greenhouse will serve as one of the department's most important laboratories. It will also increase the energy efficiency of the Frazier Jelke Science Center. The courtyard and greenhouse will be named for the donor or a person of the donor's choosing.
- II.M. ATHLETIC FACILITIES. There are urgent needs to \$ 150,000
upgrade the facilities and equipment used by our varsity and intramural teams. Included in the project are tennis courts, training and weight rooms, a 26-passenger minibus for team transportation, and video equipment. In recognition of the gift to upgrade the athletic facilities, the college will name the lobby of the Mallory-Hyde Gymnasium, through which over 5,000 visitors pass annually, for the donor or a person of the donor's choosing.
- II.N. OUTDOOR TRACK. The track used by virtually \$ 135,000
all of Southwestern's athletes needs resurfacing and must be converted to metric measure. New equipment is needed, such as hurdles and a judges' stand. Annually 25 events are held, with over 800 participants from on and off campus. The track will be named for the donor or a person of the donor's choosing.
- II.O. ACCESS FOR THE HANDICAPPED. Southwestern has \$ 100,000
attracted outstanding students who wanted first an excellent education and second a campus that was largely accessible in spite of their handicaps. The same accessibility is needed by our faculty who are handicapped. Improvements are needed to make classrooms, laboratories and other facilities more accessible. A plaque will acknowledge Southwestern's gratitude to the donor.

9/26/83

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INDEX TO LIST OF NAMED FUNDS AND FACILITIES, BY AMOUNT

SOUTHWESTERN AT MEMPHIS

Minimum Amount Required	Area of Support	Item Number
5,000,000	Departmental Endowment	I.A.
	Endowment for Burrow Library	I.G.
	Endowment for Computer Center	I.H.
	Endowment for Athletic Department	I.I.
4,000,000	Residence Hall	II.A.
3,500,000	Residence Hall	II.A.
3,000,000	Social Sciences Hall	II.B.
2,000,000	Endowment for Placement Center	I.J.
1,500,000	New Wing of Burrow Refectory	II.F.
1,000,000	Distinguished Professorship	I.B.
	Distinguished Visiting Professorship	I.C.
	Music Conservatory	I.L.
	Audio-Visual Center	II.C.
	Renovation of Palmer Hall	II.G.
850,000	Expansion of Burrow Library Shelf Space	II.H.
750,000	Professorship	I.D.
	President's Discretionary Fund	I.M.

550,000	Housing for Visiting Professors	II.D.
500,000	Faculty Fellowship	I.E.
	Faculty Sabbatical Program	I.F.
	Dean's Discretionary Fund	I.N.
	Tower Green	II.E.
	Renovation of Briggs Student Center	II.J.
300,000	Science Center Court	II.K.
250,000	Collection of Books & Periodicals in Natural Sciences & Mathematics	I.K.
	Center Campus Commons	II.E.
	Amphitheatre	II.E.
	Biology Greenhouse	II.L.
200,000	Faculty Professional Travel Program	I.F.
	Faculty Research & Creative Activity Program	I.F.
	Inter-Library Computer System	I.K.
	Tennis Courts	II.E.
	Intramural Playing Fields	II.E.
	East Park	II.E.
	West Campus	II.E.
	East Campus	II.E.
	Drive to Diehl Court	II.E.
	Drive from N. Parkway to Charles Place	II.E.
	Drive from University Street to McCoy Theatre	II.E.
	Renovation of Voorhies Residence Hall	II.I.

150,000	Collection of Library Reference Works	I.K.
	Administrative Seminars and Awards	I.O.
	Renovation of Margaret Townsend Residence Hall	II.I.
	Renovation of Suzanne Trezevant Residence Hall	II.I.
	Athletic Facilities	II.M.
135,000	Outdoor Track	II.N.
100,000	Faculty Summer Research Program	I.F.
	Program to Improve Teaching Skills	I.F.
	Library Collections on Specific Subjects	I.K.
	Scholarships to Support Two Needy Students	I.P.
	Endowment to Provide an On-Campus Job for 5 Needy Students	I.Q.
	Endowment to Provide Loans to 2 Needy Students	I.R.
	Southwest Commons	II.E.
	Northwest Commons	II.E.
	Southeast Commons	II.E.
	Northeast Commons	II.E.
	North Central Commons	II.E.
	Tower Commons	II.E.
	Refectory Commons	II.E.
	Northeast Green	II.E.
	Northwest Playing Fields	II.E.
	Northeast Playing Fields	II.E.
	University Commons	II.E.
	Access for the Handicapped	II.O.

TO: Development Committee

FM: James H. Daughdrill, Jr.

October 10, 1983

RE: Recognition of major benefactors

I recommend for your consideration the establishment of a means to recognize the individuals, businesses and foundations who have made truly historical gifts to Southwestern.

At a recent meeting of the Capital Resources Council, the following questions were raised concerning this recognition, which could take the form of wall, either inside or outside, existing or new, listing the donors' names.

Why do we need this recognition?

It will remind students, faculty, staff and campus visitors that Southwestern was made possible by the contributions of others.

It will recognize major donors, whether there are other facilities named for them or not. In some cases this may be the only recognition the donors wish to have.

It will give major benefactors the realization that they are not alone in making extraordinary gifts to the college.

It will be useful in soliciting significant gifts and will enable us to show prospective donors how Southwestern records its gratitude.

Who would be eligible for inclusion?

Those who have given or made a commitment of \$1,000,000 or more.

Will the minimum be a cumulative total?

Yes, it will include all types of gifts to the college.

Should the list be retroactive?

Yes, it will include previous gifts. But the minimum should be constant rather than adjusted for a constant dollar.

Can the minimum be changed later?

Yes, by Board action.

How will the inscription read?

Something to this effect --

SOUTHWESTERN RECORDS ITS ENDURING
GRATITUDE TO THE FOLLOWING BENEFACTORS
FOR THEIR EXTRAORDINARY GIFTS TO THE
COLLEGE

What gift sources will be recognized?

All private sources will be recognized.
The joint gifts of a couple or a
family will qualify for recognition.
Foundations and businesses may also be
listed.

What types of gifts will qualify?

All forms of gifts and commitments
included in the current gift policy
approved by the Board of Trustees
for the Development program.

What about anonymity?

It will be helpful if major donors
allow their names to be associated
with the building of Southwestern.
However requests for anonymity
will be respected.

Can names be added?

Yes, there will be room for names
to be added well into the 21st
Century.

Where will this special recognition
be located? What about its design?

If the concept of this form of recogni-
tion is approved by the Board, its
placement and design should then be
considered by the Committee on Buildings
and Grounds. A competition is recom-
mended for the choice of an architect.

Who would be included if the place
of recognition were erected today?

Walter D. Bellingrath, Mobile
A Southwestern trustee and his widow,
with her permission
The Ford Foundation
Mary Wilson White, Pulaski, TN
Mr. and Mrs. C. M. Gooch, Memphis
A trustee of Southwestern, with
his permission
Harry B. McCoy, Jr., Memphis
E. H. Little, Memphis



The Board of Trustees
of
SOUTHWESTERN AT MEMPHIS

*expresses its enduring gratitude
to*

JEANNETTE SPANN
Class of 1930

*for her thoughtfulness and generosity
which will touch the lives of
generations of Southwestern students*

DATE

CHAIRMAN OF THE BOARD OF TRUSTEES

Minutes of the Meeting of the
Committee on Faculty & Educational Program

Members present: Miss Hyde, Mr. Blount, Mr. Bryce, Mr. Mallory, Mr. Crabtree;
Mr. McLain; Dr. Lacy, Dr. Brown; Dean Duff, Dean Llewellyn

Miss Hyde introduced the recommendation of the President regarding the Bachelor of Music degree. Discussion of the materials previously distributed to the Board followed. The question was raised concerning viable alternatives to the deletion of the B.M. degree. Extensive discussion of the nature of the B.M. degree followed. The role of the music curriculum in the educational program was examined. The point was made that the move to delete the B.M. degree does not mean the lessening of the role of music at Southwestern.

Mr. Blount moved that the President's recommendation be adopted; it was seconded. The motion was passed.

The Faculty Profile for 1983-84 was introduced by Dean Duff. Copies are available to members of the Board. The observation was made that significant progress has been made in realizing the tenure percentage goal of 67%. The retirement profile of the college was distributed, and it was compared with the profile in 1980-81. It was noted that the early retirement program has resulted in fourteen faculty members choosing early retirement. The value of this program was discussed. A general review of the 1982-83 faculty salaries by rank was given by Dean Duff.

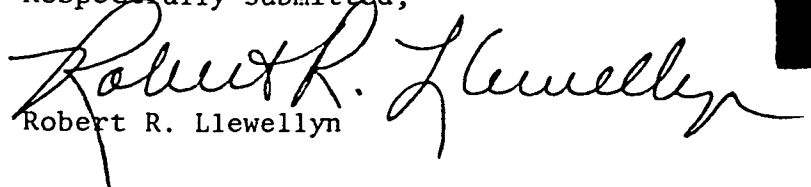
Dean Duff discussed current faculty recruiting activities. Recruitment is underway in the following areas: history, international studies, mathematics (2), English (2), biology (2), anthropology/sociology, Arabic, Spanish. Two distinguished appointments are sought: one in creative writing, one in Southern history. Special funds from the Plan for Excellence will be used to provide suitable salary for these distinguished appointments. Advertising for these position appears in professional journals for the disciplines and in the Chronicle of Higher Education. The issue of our recruiting of minorities and women was raised. Dean Duff noted that our efforts in this regard are active and strong; however, there are many difficulties to be faced in order for our efforts to be successful.

Dean Duff called attention to the report (previously distributed) of faculty professional activities. It was stressed that Southwestern is an institution that emphasizes effective teaching, and that continued professional development and reasearch activities are essential to effective teaching.

A general discussion of the computer report was invited. The members reiterated the point that the college should maximize the competitive environment in computer technology to obtain the best arrangement for Southwestern.

The committee was adjourned by the chairperson when no further business was presented.

Respectfully submitted,


Robert R. Llewellyn

Buildings and Grounds Committee

October 20, 1983

The Buildings and Grounds Committee met October 20, 1983, at 2:45 p.m. in Room 112 of Hassell Hall. Members in attendance were: Mr. Edgar Bailey, Chairman, Ms. Jessie Falls, Dr. Joseph Roberts, Dr. Henry Strock, Prof. Robert Eckert, Prof. John Olsen, and Ms. Mary Li Behun. Dean Tom Kepple and Mr. Roy Twaddle were present, ex officio.

Following the introduction of new members, Chairman Bailey gave the background on the University, Stewart and Evergreen (U.S.E.) Committee's and President Daughdrill's recommendations concerning a proposed new dormitory. After a thorough review of the recommendations, a motion was offered by Dr. Strock, seconded by Ms. Falls and passed unanimously to recommend to the Board of Trustees the construction of a new dormitory based on the U.S.E. Committee's motion of August 30, 1983, using the tentative schedule outlined in President Daughdrill's October 10, 1983 memorandum. (Att. A.)

Following the procedure on architect selection established at the April 21, 1983 committee meeting, Dean Kepple interviewed nine Memphis Architectural Firms. Of those nine, four were recommended to the Buildings and Grounds Committee for final selection. They are:

1. Taylor & Crump Architects Inc.
2. Gassner, Nathan and Partners
3. Roy P. Harrover and Associates
4. M.M.H. Hall Architects

There was general discussion on the qualifications of the firms recommended and about several which did not make the final four firms as presented. During the discussion Dr. Roberts asked that an effort be made to make sure minority sub-contractors have an opportunity to bid for work on the project. There was agreement that this would be an important part of the contractor selection. The Committee selected Wednesday, November 9th and Thursday, November 10th as tentative dates to schedule the architect interviews.

Dr. Strock offered, Professor Olsen seconded, and the committee unanimously passed a motion to interview the four. A draft letter to these firms was modified to include the following paragraph:

The Committee would like you to discuss how your firm would address the following design opportunity:

Southwestern plans to add 200 (approximately 100 rooms) dormitory spaces in one, two, or possibly three phases. The first phase will contain 80 spaces (approximately 40 rooms) with occupancy scheduled for September 1, 1985. So that this facility is adaptable for Summer Conference use, each room will have an adjoining bath. The college is committed to continuing its established collegiate gothic style. An approximate estimate of gross square footage and cost should be included.

Buildings and Grounds Committee - 2 -

October 20, 1983

Mr. Roy Twaddle gave information on Physical Plant projects completed this summer including:

New intramural fields, FJ/Briggs waterproofing, Diehl Memorial with new paving of Library Lane and Fisher Garden resodding.

Dean Kepple showed slides of construction of Hassell Hall, the Intramural Fields, the Diehl Memorial, and the Frazier Jelke/Briggs waterproofing and handicapped access to Student Center project.

There being no further business, meeting was adjourned and Prof. Robert Eckert conducted a tour of Hassell Hall.

To: Finance Committee and Buildings & Grounds Committee
 From: James H. Daughdrill, Jr.
 Date: October 10, 1983
 Subject: Tax-Exempt Financing Proposal

The following motion was passed by the University, Stewart, Evergreen Committee during its meeting of August 30, 1983.

The U.S.E. Committee recommends to the Building and Grounds and Finance Committees of the Board of Trustees that the college construct on the east campus a dormitory to house 80 students with a projected occupancy in September, 1985. The building should be of typical Southwestern gothic/stone construction with hotel type rooms.

Although the college may build facilities for 80 students in the initial phase the architect selected by the Buildings and Grounds Committee should design an entire quadrangle to house at least 200 students.

Estimated Building Budget 1st Phase	\$2,800,000
Estimated Maintenance Endowment	<u>560,000</u>
Total 1st Phase Project Cost	\$3,360,000

The members of the committee included Mr. Edgar Bailey, Mr. Robert Fogelman, Mr. Charles Cobb, Dr. Larry Lacy, Dr. Peter Ekstrom, Dean Bo Scarborough, Mr. Sherard Edington and Dean Tom Kepple.

In order to provide the financing for the construction of this urgently needed facility while gifts are being solicited I recommend the following motion to the Finance Committee:

In order to fund the construction of a new dormitory Southwestern is authorized to issue tax exempt bonds in the amount of approximately \$2,990,000. During the life of the bonds the anticipated yearly interest payment beginning in Fiscal Year 1986 of \$238,000 will be obtained through the regular budget process.

In order to handle the details of the tax exempt bond issue James H. Daughdrill, Jr., President, Thomas R. Kepple, Jr., Dean of Administrative Services, and

William B. Allen, Jr., Comptroller are authorized to execute and attest to any and all documents required in connection with the issuing of the tax exempt bonds.

In order to begin the construction of the dormitory as soon as possible I recommend the following time table to the Buildings and Grounds Committee:

Overall Schedule for the Dormitory Project

October Board Meeting

President recommends financing option to Finance Committee and Dean of Administrative Services recommends 4 architects to the Buildings and Grounds Committee for final selection.

November

College sells tax exempt bonds if approved by Board of Trustees. Memphis Buildings and Grounds Committee Members make final architect selection.

January Board Meeting

Architect presents preliminary design to Buildings and Grounds Committee

April Board Meeting

Architect presents final design to Buildings and Grounds Committee plus projected contract budget.

May 1984

College bids project

July 1984

Construction begins

August 1985

Construction Completed

MINUTES OF THE COMMITTEE ON FINANCE - OCTOBER 20, 1983

Mr. S. Herbert Rhea, Chairman convened the meeting of the Finance Committee at 2:20 p.m. in the Hill Board room of Palmer Hall. Other members in attendance were: Mr. William B. Rudner, Mr. Ray U. Tanner, Mr. Rodney A. Grunes, Mr. Dane Ciolino, Mr. Sherard Edington, Mr. Bobby R. Jones, Mr. Thomas R. Kepple, Jr., and Mr. William B. Allen, Jr. Also attending were Louisa Battle and Eddie Dellinger.

Mr. Rudner presented the Investment Committee report. Mr. Rudner reported that the fund managed by Vaughn, Nelson, Scarborough & McConnell had a total rate of return of 46.7% for the year ended June 30, 1983. The median total return for endowment funds measured by A.G. Becker was 44.1%. Southwestern's fund performed better than 61% of the funds measured by A.G. Becker. The committee will meet within several weeks to review the performance of the endowment fund for the quarter ended September 30, 1983.

Mr. Rhea requested that Mr. Bill Allen give the year end report. Mr. Allen discussed the actual income and expense for the year ended June 30, 1983 as compared to the budget (see attachment 1). For the year, income exceeded expenses by \$452,070. He also explained the presentation format of the audited financial statements. The committee expressed its appreciation of the attractive cover binding which Ernst & Whinney had provided.

Mr. Rudner reported on the Audit Committee meeting held on October 4, 1983. The Audit Committee was pleased with the performance of Ernst & Whinney and will recommend to the full Board that Ernst & Whinney be reappointed as auditors for the fiscal year 1984. Also, the committee agreed to accept an audit fee which is based upon a standard rate for audits of this type provided that Ernst & Whinney contribute back to Southwestern as an annual gift an amount which would bring the net cost of the audit back to a level which is comparable to that of the prior year.

Mr. Allen discussed the current financial position as of September 30, 1983 (see attachment 2). He presented a reconciliation of the 1983-84 operating budget to the budget approved at the April Board meeting (attachment 3). He reported that the college would suffer a short-fall of income because of lower than expected enrollment for this year and that there were certain cost increases which will present budget problems. However, the college will be able to cover these problems from such sources as the Renovation and Replacement budget, unused financial aid, and other cost savings (attachment 4). He did emphasize that this year will be a very close year financially.

Mr. Allen discussed the Capital Budget Report & Recommendation (see attachment 5). He explained that the Board had approved in the April 1983 meeting to immediately fund the Early Retirement Program and also fund year-end expenditure requests, as prioritized by the Budget Team, up to an amount which is two-thirds of the actual year end surplus after funding the Early Retirement Program. Therefore, the Finance Committee recommended that the remaining surplus amount of \$92,103 be spent in accordance with the priority plan approved in the April meeting. He also discussed the expected future cash outflows from the Early Retirement Plan. The Committee felt that it should review funding options for these outflows with the Budget Team.

Mr. Allen next presented the Cash Management Report covering the months of July, August and September of 1983 (attachment 6). He indicated that the college was

doing well with its short term investments and, because of market conditions, has been very conservative in its investments. The Committee reaffirmed the Cash Management Investments Policy and reviewed the detailed list of investments at September 30, 1983 (see attachment 7). Mr. Allen commented that he has taken the portfolio to 100% government securities for the present, but emphasized the need to retain investment flexibility.

Mr. Allen presented the Development Campaign Report (see attachment 8). He also explained the ammended Development Campaign Budget (attachment 9). He said that, in accordance with the recommendations by the Development consultants, additional salary and non-salary expenses were necessary. These extra expenses would be charged against the Development Campaign rather than against the operating budget of the college. The committee approved the ammended budget.

Mr. Allen explained that the college has received a very large unitrust approaching \$1,000,000 in value which was given for the purpose of building a new dormitory. He said that the unitrust consisted of a large island in the Mississippi River and that the college had accepted this asset with certain outstanding legal claims against it. However, he indicated the college attorneys felt this matter could be resolved satisfactorily.

Mr. Rhea asked Mr. Kepple to explain the position of the Buildings & Grounds Committee regarding the construction of a new dormitory. Mr. Kepple said that the Buildings & Grounds Committee felt that it was essential in order to preserve the quality of on-campus living quarters to immediately replace the old dormitories across University Street. The Finance Committee felt that if the Board agreed that a new dormitory should be constructed, the best financing method would be the issuance of tax-exempt revenue bonds. The exact structuring of this issuance would be negotiated by a Pricing Committee consisting of Mr. Thomas Kepple, Mr. Bill Allen and a Memphis Trustee. It appears that this issuance will probably be in the form of a ten year bond with principal paid in entirety at maturity. In order to secure a good rating and minimize the coupon rate, it will probably be necessary to pledge endowment assets. The Pricing Committee would negotiate with the necessary parties and report to the Executive Committee for approval. The Finance Committee approved a resolution (see attachment 10) which authorizes this.

Mr. Rhea and Mr. Kepple decided to call a special joint meeting of the Finance Committee and the Budget Team for the purpose of discussing the assumptions upon which the 1985 budget will be based. It was decided to hold this meeting in the Hill Board Room on November 8 at 7:15 a.m.

There being no further business the committee adjourned at 4:10 p.m.

INCOME AND EXPENSE REPORT June 30, 1983

	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1982-83 ACTUAL/ BUDGET	1981-82 ACTUAL/ BUDGET
INCOME:					
TUITION & FEES	5,199,640.65	98.17%	5,296,463.00	98.12%	99.61%
CONTINUING EDUCATION	31,327.61	111.88%	28,000.00	111.88%	124.31%
CHURCH GIFTS & GRANTS	110,906.12	103.65%	107,000.00	103.65%	117.59%
INTEREST & OTHER	641,514.07	105.70%	606,900.00	105.70%	211.20%
ENDOWMENT INCOME	1,525,000.00	100.00%	1,525,000.00	100.00%	115.65%
ANNUAL SUPPORT PROGRAM	858,480.16	100.17%	857,000.00	100.17%	99.97%
TOTAL EDUCATION & GENERAL	8,366,868.61	99.36%	8,420,363.00	99.36%	107.67%
AUXILIARY ENTERPRISES	2,339,556.22	94.72%	2,469,750.00	94.72%	103.51%
STUDENT AID	126,611.98	101.45%	124,800.00	101.45%	101.10%
FEDERAL GRANTS	0.00	0.00%	0.00	0.00%	0.00%
TOTAL INCOME BUDGET	10,833,036.81	98.34%	11,014,913.00	98.34%	106.58%
EXPENSE:					
INSTRUCTION & RESEARCH	3,383,522.70	99.92%	3,385,946.31	99.92%	98.70%
ATHLETICS	414,641.15	98.93%	419,118.84	98.93%	97.01%
LIBRARY	376,405.98	98.23%	383,170.44	98.23%	98.13%
STUDENT SERVICES	783,950.87	97.17%	806,755.39	97.17%	98.20%
PLANT OPER & MAINT	1,446,510.86	100.48%	1,439,483.60	100.48%	98.38%
GENERAL ADMINISTRATION	1,255,467.22	93.60%	1,341,197.96	93.60%	97.23%
TOTAL EDUCATION & GENERAL	7,660,498.78	98.51%	7,775,672.54	98.51%	98.23%
AUXILIARY ENTERPRISES	1,373,705.93	96.09%	1,429,472.35	96.09%	103.05%
STUDENT AID	1,341,923.01	91.44%	1,467,462.11	91.44%	99.20%
BUDG COMM CONTINGENCY	4,839.18	1.41%	342,306.00	1.41%	92.13%
TOTAL EXPENSE BUDGET	10,389,966.90	94.24%	11,014,913.00	94.24%	98.96%
EXCESS OF INCOME/EXPENSE	452,069.91				

Current Funds Unrestricted - General

For the Three Months Ending September 30

	1983-84			1982-83		
	<u>Year to Date Actual</u>	<u>Annual Budget</u>	<u>%</u>	<u>Year to Date Actual</u>	<u>Annual Budget</u>	<u>%</u>
Income:						
Tuition and Fees	\$3,278,350	\$6,004,725	54.6	\$2,968,419	\$5,296,463	56.0
Continuing Education	20,157	30,000	67.2	12,823	28,000	45.8
Interest and Other	127,228	490,235	26.0	206,756	606,900	34.1
Endowment	197,124	1,870,000	10.5	244,120	1,525,000	16.0
Annual Support Program	<u>123,201</u>	<u>1,061,000</u>	11.6	<u>91,583</u>	<u>964,000</u>	10.5
Total Education & General	3,746,060	9,455,960	39.6	\$3,523,701	\$8,420,363	41.9
Auxiliary Enterprises	2,006,366	2,623,725	76.5	1,818,263	2,469,750	73.6
Student Aid	<u>-0-</u>	<u>124,800</u>		<u>7,776</u>	<u>124,800</u>	6.2
Total Income	\$5,752,426	\$12,204,485	47.1	\$5,349,740	\$11,014,913	48.6
Expense:						
Instruction and Research	\$456,427	\$3,933,790	11.6	\$ 412,312	\$3,399,011	12.1
Athletics	134,287	499,609	26.9	91,138	420,272	21.7
Library	145,835	415,843	35.1	126,414	384,447	32.9
Student Services	195,367	893,297	21.9	193,655	815,716	23.7
Plant Operation & Maintenance	290,748	1,291,604	22.5	329,116	1,437,841	22.9
General Administration	<u>480,911</u>	<u>1,378,286</u>	34.9	<u>358,863</u>	<u>1,329,999</u>	27.0
Total Education & General	\$1,703,575	\$8,412,429	20.3	\$1,511,498	\$7,787,286	19.4
Auxiliary Enterprises	308,193	1,516,513	20.3	427,580	\$1,423,972	30.0
Student Aid	1,654,140	1,861,033	88.9	1,333,541	1,460,549	91.3
Budget Committee Contingency	<u>6,500</u>	<u>414,510</u>	1.6		<u>343,106</u>	
Total Expense	\$3,672,408	\$12,204,485	30.1	\$3,272,619	\$11,014,913	29.7
Excess of Income Over Expense	\$2,080,018			\$2,077,121		

Reconciliation of 1983-84 Operating Budget
to the Budget Approved at the April Board Meeting

Total Income Approved in April	\$12,182,085
Plus: Increased Revenues from Music Preparatory School	17,150
Increased Revenues from Summer Swimming Pool Operations	<u>5,250</u>
Current Income Budget	\$12,204,485
Total Expenses Approved in April	\$12,182,085
Plus: Increased Instructors Pay in Music Preparatory School	17,150
Additional Lifeguards Needed for Summer Swimming Pool Operations	<u>5,250</u>
	\$12,204,485

To: Jim Daughdrill
From: Tom Kepple
Date: September 19, 1983
Subject: FY'84 Budget Projections

Using the ~~most~~ September 19 FTE enrollment numbers and other current information, below is our current budget outlook.

FY'84 Budget

Problems

FTE student shortfall		
965 vs. 1049 = 84 x \$5,670 =		\$464,940
Dormitory resident shortfall		
825 vs. 780 = 45 x \$1,498 =	45	67,410
× Net food service shortfall	50 x \$236 =	10,620
Anticipated health insurance underbudget		50,000
Computer Center additional maintenance contract		6,500
Admissions search & transition		16,110
Bookstore income		15,000
		<u>-\$630,580</u>

Solutions

Renovation and Replacment budget	\$381,625
Estimated unused financial aid	190,000
Additional interest income	25,000
Estimated utility savings	20,000
Additional scholarship income	40,000
	<u>+\$656,625</u>
Net Cushion	+\$ 26,045

Obviously with an enrollment of 965 our typical budget flexibility is extremely limited. A close watch on the budget will be necessary in order to end up in the black.

Tom
FTE note some changes
by the August estimate

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: October 10, 1983
SUBJECT: Surplus Funds/Capital Budget

Per the procedure established at the April 1983 Board Meeting the following allocation was made of the \$452,070 fiscal 1983 surplus:

Surplus	\$452,070
Early Retirement Program	175,761
Remaining Surplus	276,309
2/3 Allocated for Equipment	<u>184,206</u>
Remaining Surplus	\$ 92,103

Equipment replacement is still a major need; therefore, I recommend the following motion:

The remaining \$92,103 balance from fiscal year 1983 operations shall be expended based on the equipment replacement priorities established at the April 1983 Board Meeting.

Anticipated Allocation

<u>Division</u>	<u>Item</u>	<u>College Priority</u>	<u>Cost</u>	<u>Funding</u>	
Academic	Early Retirement Program	1	175,761	2	
	Mass Spectrometer	2	60,000	2	
	Chromatographic Column Rpl.	3	2,000	1	
	L.S. Counter	4	15,000	1	
	Rotary Evaporator	5	2,000	1	
	Renovate 200 P/ 101 K	6	3,500	1	
	Operant Conditioning Equip.	8	5,100	1	
	Testing Materials	9	1,500	1	
	Piano Replacement	10	10,000	1	
	Chromatographic Integrator	11	5,200	1	
	Ultra Low Freezer	13	5,000	1	
	Spectrophoto Fluorometer	14	9,000	1	
	Flourescence Microscope	15	6,700	1	
	Dialog	17	5,500	1	
	Atomic Abs. Spectro	23	2,000	2	
	Video Tape System	24	3,000	2	
	VCR System	25	3,000	2	
	Video Recorder	28	1,000	2	
	Clough Furniture	32	5,000	2	
	Washer/Dryer	36	850	2	
	Renovation Projects:				
	Palmer Fac. Off.	37	5,000	2	
	Micro Fuge	38	1,200	2	
	Lab Computer Interface	39	3,950	2	
	Air Tables	40	4,000	3	
	Storm Windows	43	1,200	3	
	Electron Microscope Operations	44	1,500	3	
	Environmental Chamber	51	6,500	3	
	Credenza	53	1,200	3	
	Total			\$345,661	
	Administrative Services	Voorhies Tower Reno.	12	14,000	1
		Library Roof	16	2,800	1
Library Architect/Consultant		22	12,000	2	
Flail Mower		26	2,300	2	
Refrigerators		27	18,000	2	
Telephone System Equip.		30	4,000	2	
Dorm Furniture		31	20,000	2	
Student Center Roof		33	3,800	2	
Tractor		45	10,000	3	
Williford Roof (Partial)		48	5,800	3	
Total			\$92,700		

Development	Copy Machine	41	2,650	4
Total			<u>\$2,650</u>	
Admissions	Word Processing System	49	12,000	3
	Furniture	52	3,000	3
			<u>\$15,000</u>	
President	Audio Visual Equipment	20	5,000	2
	CPT Word Processor	21	3,540	4
	Paint President's House	34	2,200	4
	Scanner	35	1,100	4
Total			<u>\$11,840</u>	
Student	Intramural Fields	7	10,000	1
	Computer Software	18	3,000	1
	Van (26 passenger)	42	30,000	3
	Hurdles	46	2,776	3
	High Jump Pit	47	3,000	3
	Briggs Architect Fees	50	7,000	3
Total			<u>\$55,776</u>	
Computer	Initial Amount	19	14,700	1
Equipment	Phase 1	19	4,300	2
various	Phase 2	29	30,000	2
divisions)	Phase 3	54	3,933	3
	Phase 4	55	1,267	4
Total			<u>\$54,200</u>	
GRAND TOTAL			<u>\$577,827</u>	

1. Allocated in the April 19, 1983 meeting and spent
2. Allocated based on the Fiscal 1983 surplus and spent
3. To be allocated at the October 1983 board meeting
4. Funding not required

Cash Mangement Report
Sept. 1983

<u>Daily Averages</u>	<u>July</u>	<u>August</u>	<u>September</u>
Average High Yield Investments	\$5,400,035	\$5,992,499	\$6,977,833
First Tennessee Operating Account	21,791	32,650	72,963
Other Accounts	<u>71,964</u>	<u>35,352</u>	<u>184,646</u>
Total Daily Average	<u>\$5,493,790</u>	<u>\$6,060,501</u>	<u>\$7,235,442</u>
Percent of Cash in High Yielding Investments	<u>98.29%</u>	<u>98.88%</u>	<u>96.44%</u>
<u>II. Investment Income</u>			
Interest Received	\$ 54,101	\$ 260,585	\$ 16,522
Gains from Sales			
Losses from Sales	(1,615)		(75)
End of Period Accrual	268,761	66,085	112,642
Less Prior Accrual	<u>(273,554)</u>	<u>(268,761)</u>	<u>(66,085)</u>
Total Income	<u>\$ 47,693</u>	<u>\$ 57,909</u>	<u>\$ 63,004</u>
Simple Annualized Yield	10.42%	11.47%	10.45%
Comparative Rates:			
90 Day T-bills	9.06%	9.36%	9.03%
90 Day C.D.'s	9.46%	9.75%	9.44%
<u>III. Investments at End of Period</u>			
Certificates of Deposit	\$ - %	\$300,000 4.9%	300,000 4.5%
Bankers' Acceptances	1,224,543 24.0	1,530,090 25.0	1,530,090 23.0
U.S. Government	3,711,103 72.8	3,611,065 59.1	4,836,213 72.5
Overnight Repurchase Agreements	<u>160,000 3.2</u>	<u>670,000 11.0</u>	<u>-</u>
Total	\$5,095,646 100.0	\$6,111,156 100.0	\$6,666,303 100.0
Less:			
Shares Owned by Other Funds	(3,241,061)	(3,289,059)	(3,275,717)
	<u>1,854,585</u>	<u>2,822,097</u>	<u>3,390,586</u>
Weighted Average Maturity (days):			
Non-Government	111	83	82
Government	333	344	369
Total Weighted Average	273	237	290

INVESTMENTS IN MONEY MARKET SECURITIES

AS OF SEPTEMBER 30, 1983

<u>SECURITY</u>	<u>COST/ PRINCIPAL</u>	<u>YIELD TO MATURITY</u>	<u>DATE OF PURCHASE</u>	<u>DATE OF MATURITY</u>
<u>BANKERS ACCEPTANCES:</u>				
CITIBANK	191,709.22	9.510%	6/30/83	12/13/83
S.E. MIAMI NAT'L BK	478,097.78	9.500	6/30/83	12/23/83
S.E. MIAMI NAT'L BK	383,725.00	9.987	7/21/83	12/23/83
MANUFACTURERS HANOVER	<u>476,558.75</u>	10.499	8/16/83	02/03/83
TOTAL B.A.'S	1,530,090.75			
<u>CERTIFICATES OF DEPOSIT:</u>				
BUTTERFIELD S & L	100,000.00	10.625%	8/19/83	10/18/83
COMMERCE S & L	100,000.00	10.625	8/19/83	10/18/83
UNION FEDERAL S & L	<u>100,000.00</u>	10.500	8/19/83	10/18/83
TOTAL C.D.'s	300,000.00			
<u>GOVERNMENT & AGENCY:</u>				
TREASURY BILLS	95,556.16	9.333	6/09/83	12/8/83
TREASURY BILLS	286,924.00	9.000	9/01/83	2/16/84
TREASURY BILLS	477,407.92	9.760	8/23/83	2/16/84
TREASURY BILLS	214,940.63	9.817	8/26/83	2/16/84
T NOTES W/CPN	548,380.52	9.348	2/24/83	2/15/84
T NOTE COUPON	585,515.70	9.560	6/06/83	8/15/84
T NOTE COUPON	854,277.19	10.500	7/13/83	5/15/85
T NOTE COUPON	1,036,300.16	11.250	9/01/83	5/15/85
FNMA COUPON	301,631.65	9.000	1/11/83	12/27/83
FNMA COUPON	203,361.81	9.250	5/11/83	3/20/84
SBA LOAN	<u>231,917.47</u>	*	1/12/83	3/31/91
TOTAL G&A	4,836,213.21			
TOTAL INVESTMENTS 9/30	<u>6,666,303.96</u>			

*ADJUSTED QUARTERLY

Development Campaign Report

Cumulative Through September 1983

Receipts restricted for endowment	29,469,616.64*
Other capital restricted receipts	5,345,731.68*
Unrestricted capital gifts on hand	238,885.96*
Capital campaign expenses	<u>586,252.28*</u>
Total capital receipts	35,640,486.56*
Plus: Outstanding pledges & bequests reported by the Development Office	<u>9,960,504.53</u>
Total capital gifts and pledges	45,600,991.09
Less: Bellingrath endowment (not counted in campaign)	(21,921,395.34)
Plus: Total annual receipts since 6/30/77 reported by Development office	7,552,874.00
Total in Development Campaign this does not include the \$21.9 million Bellingrath endowment	<u>31,232,469.75</u>

<u>Total Receipts for Endowment</u>	=	<u>29,469,616.64</u>	=82.7%
<u>Total Capital Receipts minus Campaign Expenses</u>		<u>35,640,486.56</u>	

*Reported by Comptroller

To: Tom Kepple
 Fm: Don Lineback
 Re: Amended Development Campaign Budget

October 13, 1983

Here is a resume of the amended Development Campaign budget.

Column 1 was approved at the April Board meeting, with the anticipation of its needing revision after considering the Nelson recommendations. Column 2 was the additional amount approved by the Chairman of the Board in July. Column 3 is the total of the two. Column 4 is the anticipated total amount to be spent in the current year.

	Column 1	Column 2	Column 3	Column 4
Consultant	48,000		48,000	48,000
SW Expenses	21,800	17,700	39,500	33,400
SW Salaries + Fringe	35,100	79,470	114,570	78,705
Retreat		<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
	104,900	127,170	232,070	190,105
Real est./ Legal fees/ Commissions	10,000		10,000	10,000
HUD Loan Pmt.	<u>60,000</u>		<u>60,000</u>	<u>60,000</u>
	174,900	127,170	302,070	260,105

MINUTES OF A MEETING
OF THE BOARD OF TRUSTEES OF
SOUTHWESTERN AT MEMPHIS

A regular meeting of the Board of Trustees of Southwestern of Memphis ("Board") was held on October 21, 1983, at the college pursuant to written notice according to the applicable provisions of the Bylaws of the Board.

The meeting was chaired by Frank M. Mitchener, Jr. and John C. Whitsitt acted as Secretary. After first determining that the necessary quorum of the Board members were in attendance, the Chairman submitted the following resolution for the Board's consideration and approval:

WHEREAS, the Committee on Buildings and Grounds has recommended to the Board that a new dormitory be constructed on the grounds of the college to house students of the college; and

WHEREAS, the Committee on Finance has recommended to the Board that the cost of construction of the new dormitory be financed by borrowing the proceeds to be derived from the issuance and sale of tax-exempt bonds in an amount not to exceed Three Million Five Hundred Thousand Dollars (\$3,500,000); and

WHEREAS, the indebtedness arising from the borrowing of the aforesaid proceeds will be evidenced by a Promissory Note which shall accrue interest at a rate below conventional market rates of interest; and

WHEREAS, to market tax-exempt bonds on behalf of the college at the most favorable rate of interest, it may be necessary to secure the indebtedness with assets of the college; and

WHEREAS, it is anticipated that the annual interest payments due under the Promissory Note shall be funded from the general funds of the college and the principal indebtedness repaid at maturity through the fund raising efforts of the Committee on Development; and

WHEREAS, it is the desire of the Board to signify its approval of the proposed construction project and the financing of the said project through the borrowing of proceeds derived from the issuance and sale of tax-exempt bonds as aforescribed and to fully authorize and empower the Executive Committee to take such action as is necessary for and on behalf of the Board to finalize the transaction contemplated herein.

NOW, THEREFORE, BE IT RESOLVED that the Executive Committee is fully authorized and empowered to act for and on behalf of the Board to enter into such transactions and to execute such documents as are necessary in the opinion of the Executive Committee to borrow proceeds to be derived from the issuance and sale of tax-exempt bonds in an amount not to exceed \$3,500,000 upon such terms and at such rate of interest as the Executive Committee shall deem advisable and to secure the payment of such indebtedness with such portion of the college's assets as the Executive Committee shall determine, and to take such further and necessary action for and on behalf of the Board to fully and completely finalize the transactions contemplated herein, provided that such transactions shall be finalized as of ~~September~~ ^{DECEMBER} 31, 1984.

BE IT FURTHER RESOLVED that James H. Daughdrill, Jr., President of Southwestern at Memphis and a member of both the Board and the Executive Committee, shall be authorized and fully empowered to execute for and on behalf of the Board and the Executive Committee any and all documents necessary and proper to finalize the transaction contemplated herein, and either Thomas R. Kepple, Jr., Dean of Administrative Services, or William B. Allen, Jr., Comptroller, shall be authorized to attest to the signature of James H. Daughdrill, Jr. if such attestation is required in connection with the transaction, and the execution and delivery of such documents by such parties is deemed to be conclusive evidence of the Board's authorization and approval of all actions and representations provided in all such documents.

Secretary Protem
October 21, 1983

MINUTES

COMMITTEE ON STUDENTS AND CAMPUS LIFE

Meeting in Voorhies Social Room
Thursday, October 20, 1983

The Committee on Students and Campus Life met on October 20, 1983, at 2:45 P.M. in Voorhies Social Room. The following members were present: Trustees John Tully, Nancy Fulmer, Robert Seal, Eleanor Shannon, Spence Wilson; Professor McLain; Students Laurie Mount, Becky Davis, Bettye Willis; Guests Pat and Ron Lovelace, Jim Golden, Joe MacCurdy, Lon Holder, Beth Baxter, Mary Horne, Greg Hood, Swaantje Au, Scott Budzien, Hope Armstrong, Sissie Parker, Rick Sullivan, Liz McCraven, Becky Windham, Steve Farrar, Debbie Efird; and ex-officio members Dean C.V. Scarborough and Assistant Dean of Students Frayna E. Goodman.

Chairman John Tully called the meeting to order and had those present introduce themselves. He then read the charge to the committee from the By-laws of the College.

Dean Scarborough announced that Mr. Ed White, Director of Athletics, had resigned effective February 1, 1984. He explained that the search for a new Director of Athletics had begun and he hoped the new Director would be named on November 1, 1983. He then announced the appointment of a new men's and women's cross country coach and director of intramurals, Barry Colburn. Mr. Colburn, has already led the women's cross country team to a number of victories and intramurals are going very well. Scarborough noted Colburn's enthusiasm and energy.

The Reverend Ron Lovelace was introduced as the husband in the husband and wife team that function now as Chaplains and Directors of the Kinney Program.

The following student groups reported on their activities: 1) Swaantje Au reported on the activities of the Committee for Political Awareness (CPA) whose focus this year is on non-violence issues. She discussed their numerous forums and other activities. 2) Liz McCraven told the committee of the activities of the Fencing Club. She feels they have a very good instructor and hopes someday that fencing will become a varsity sport. 3) Lon Holder reported on the activities of the new Pep Band. There are 25 members who have contributed very much to Athletic events this fall. 4) Joe MacCurdy and Jim Golden are the leaders of the new Southwestern Forensic Team. They have already been to Vanderbilt University to observe a debate tournament. They have a constitution and two faculty advisors, Professor Rodney Grunes and Professor Ray Hill. 5) Beth Baxter is the Chairperson of the new Dilemma symposium. The group has already arranged for both Robert Reich of Harvard and Leonard Silk of the New York Times to participate in the symposium in February. Ms. Baxter hopes to secure two more speakers before that time. The topic will be "American Capitalism: A Time for New Ideas." 6) Mary Horne is leading the revival of the Literary Arts Festival. Chaim Potok, author of many novels, including The Chosen, The Promise, will be coming to Southwestern in April 1984 for this program. 7) Scott Budzien has been working with the new Astronomy Club. There have been a number of meetings and the members are excited about their work with the college telescopes. 8) Hope Armstrong and Sissie Parker

showed the committee last year's annual, The Lynx. Scarborough expressed the college's pleasure with their work. 9) Rick Sullivan showed the committee the new Science Journal, a publication produced by students and Professor David Kesler. They have a larger budget and bigger plans for this year. 10) Becky Windham discussed the hopes for horseback riding courses and a club on this campus. She told how students had organized their own informal course this fall. 11) Greg Hood told of student involvement in Amnesty International in Memphis. He was excited about their adoption of a political prisoner in Pakistan. 12) Steve Farrar, editor of the Sou'Wester, discussed improvements that have been made to the paper since last year. He and Scarborough explained Southwestern's policy concerning editorials and letters to the editor. Steve thanked Ms. Fulmer for her letter to the editor, and explained that he had been sending copies of the Sou'Wester to members of the board in an effort to promote their continued interest and involvement in student affairs and concerns.

SGA President Debbie Efird raised the issue of two student concerns. 1) In light of several recent incidents on campus, President Efird stressed the SGA's concern that students need to accept more responsibility for their personal safety and security. 2) Ms. Efird mentioned a concern on the part of many students about whether the values of Southwestern are changing from personal and educational growth to a stronger emphasis on prestige and recognition.

The meeting adjourned at 5 P.M.

DEGREES CONFERRED ON JUNE 4, 1983

BACHELOR OF ARTS DEGREE

John Howard Adams	Hopkinsville, Kentucky	Economics
David Charles Allen	Nashville, Tennessee	Political Science
Maria Suzanne Allen	Waverly, Tennessee	Religion-Sociology
Barbara Nina Andrews	Wynne, Arkansas	History
Melissa Bayless Barth	Maryville, Tennessee	History
Cheryl Lee Barton	Douglasville, Georgia	Religion
Terence Morgan Bate	Vancouver, B.C., Canada	Communication Arts and English
James Robert Batey	Rock Springs, Tennessee	English
James Patrick Beaird III	Shreveport, Louisiana	International Studies
Carol Evelyn Beck	Dyersburg, Tennessee	Communication Arts and Psychology
Marian Esther Benjamin	Jacksonville, Florida	Communication Arts
Anne Eaton Bennett	Louisville, Kentucky	Art
Sharon Gail Bicks	Memphis, Tennessee	International Studies
Janet Kaye Bigham	Morehead, Kentucky	Communication Arts
Richard Denmar Bird, Jr.	Nashville, Tennessee	Business Administration
John Andrew Bock	Boca Raton, Florida	Political Science
Debbie Milam Booth	Blytheville, Arkansas	Economics & Business Administration
Maura Therese Brady	San Antonio, Texas	Anthropology/Sociology
*Cynthia Sue Brown	Jackson, Tennessee	Art
John Henry Bryan III	Kenilworth, Illinois	Business Administration
Margarett Rose Cahill	Memphis, Tennessee	French
Julia Christine Carroll	Nashville, Tennessee	English
Susan Leslie Carruth	Springfield, Virginia	Communication Arts and English
Brenda Lee Cassinello	Medford, Massachusetts	Anthropology/Sociology- Psychology
Catherine Coffin Cawood	Nashville, Tennessee	Economics & Business Administration
Catherine Supple Chadwick	Alexandria, Louisiana	Economics & Business Administration
Kimberly Lene Chickey	Nashville, Tennessee	Religion-Sociology
Hugh Brent Cooke IV	Memphis, Tennessee	Business Administration and Communication Arts
Thomas Gordon Cooper III	Nashville, Tennessee	Economics
Mary Christi Curtis	Brentwood, Tennessee	Psychology
Elizabeth Payson Daugherty	Atlanta, Georgia	Art
Edward Covilli Dellinger	Newbern, Tennessee	Business Administration
Perry David Dement	Malden, Missouri	International Studies
Edward Allen deVillafranca	Kent, Connecticut	International Studies
Leslie Keen Drake	Tallahassee, Florida	History
Robert Roland Drake	Chattanooga, Tennessee	English
@Lewis Nance Duckworth	Memphis, Tennessee	English
Terry Doyle Dycus	Gainesboro, Tennessee	International Studies
Michael Cravens Eads	Fort Smith, Arkansas	English
Robert G. L. Eason	Memphis, Tennessee	Economics & Business Administration

Robert Scott Edwards	Florence, Alabama	International Studies
#+Wendy Sue Ellis	New Orleans, Louisiana	Anthropology/Sociology- Psychology
*Deanne Louise Ellison	Spencer, West Virginia	Psychology
Margot Leigh Emery	Memphis, Tennessee	Communication Arts
Theodore David Estes	St. Louis, Missouri	Economics & Business Administration
Christine Bradford Ewing	Nashville, Tennessee	Psychology-Religion
Donna Renee Farnsworth	Memphis, Tennessee	Anthropology/Sociology
Eve Fingerett	Memphis, Tennessee	Anthropology/Sociology and Mathematics
Alicia Ann Franck	Jackson, Mississippi	Political Science
Michael Lee Fredman	University City, Missouri	Music History & Literature
*Kathleen Mary Goedecke	Atlanta, Georgia	Anthropology/Sociology- Psychology
Nancy Lynn Graham	Nashville, Tennessee	Business Administration
#*Larry Alan Gray	Memphis, Tennessee	English
Grace Tarrant Hall	Richmond, Virginia	Anthropology/Sociology- Psychology
*Michael Ronald Hall	Memphis, Tennessee	English
Richard Lucian Hamlet	Memphis, Tennessee	Business Administration
Terrell Lee Harris	Memphis, Tennessee	International Studies
Rodney James Hatley	Memphis, Tennessee	Political Science
Robin King Haynie	Shreveport, Louisiana	Anthropology/Sociology
Keith Joseph Henkel	Lawrenceburg, Tennessee	Economics & Business Administration
Kurt Andrew Hentz	Poplar Bluff, Missouri	Business Administration
Rilla Scarlet Hepworth	Memphis, Tennessee	Psychology
Edna Katherine Hibbitts	Midland, Texas	Psychology-Religion
Maureen Lee Hobby	St. Petersburg, Florida	Anthropology/Sociology
#+Bryce Eric Holmes	Kailua, Hawaii	English
David Brian Hopper	Florence, Alabama	Psychology
#*Richard Davis Howe, Jr.	Mayfield, Kentucky	Economics & Business Administration
*Valerie Faye Hunt	Wynne, Arkansas	International Studies
Marie Claire Hurt	Memphis, Tennessee	Chemistry
Katharine Elizabeth Hutcheson	Chattanooga, Tennessee	Spanish
Thomas Alexander Ivy	Memphis, Tennessee	Business Administration
*David Marshall James	Greer, South Carolina	Communication Arts and English
Jamie C. James	Dallas, Texas	Business Administration- International Studies
*Jeffery Allen Jarratt	Memphis, Tennessee	Political Science
Barry Douglas Johnson	Fort Smith, Arkansas	Political Science
Bruce Alan Jones	Germantown, Tennessee	Business Administration
James Phillip Jones, Jr.	Clarksdale, Mississippi	Philosophy
Kathryn Murry Jones	North Little Rock, Ark.	Communication Arts and Music History
Lewis Kilbourne Forrester Kalmbach	Shreveport, Louisiana	Art
Ann Cross Keltner	Little Rock, Arkansas	Psychology
Julie Delayne Kilpatrick	Tullahoma, Tennessee	Art

Mary Katherine Klyce	Memphis, Tennessee	Psychobiology
William Haynes Knight, Jr.	Murfreesboro, Tennessee	Communication Arts
#+Lisa Ann Krupicka	Memphis, Tennessee	Political Science
*Elizabeth Lyle Lamb	Jackson, Missouri	Psychology-Religion
Whay Choong Lee	Penang, Malaysia	Economics-Mathematics
Rhonda Lee Lindsey	Cleveland, Mississippi	Psychology
Donald Verne Linke	Milwaukee, Wisconsin	Communication Arts
#*Susan Caldwell Logan	Gilliam, Louisiana	Economics & Business Administration
Monica Tracey Lunt	Memphis, Tennessee	Business Administration
Katrina Dawn McGriff	Albertville, Alabama	English
#*Catherine Frances McInerney	Memphis, Tennessee	Economics & Business Administration
Cynthia Gail McKnight	Nashville, Tennessee	Political Science
Grace Wells McKnight	Somerville, Tennessee	Foreign Languages
Jerry H. McLellan	Pine Bluff, Arkansas	Economics & Business Administration
Karen Lydia McLellan	Memphis, Tennessee	Political Science
Ann Baird McMillan	Mobile, Alabama	English
Susan Elizabeth McNutt	Maryville, Tennessee	International Studies
Beth Allyson Mack	Germantown, Tennessee	Communication Arts
James Wilson Massey	Pulaski, Tennessee	Economics-International Studies
Michael Edward Matthews	Charlotte, North Carolina	Philosophy
Emory Bowen Miles	Millington, Tennessee	Business Administration- International Studies
Ward Herron Miller	Lexington, Kentucky	English
Mary Katherine Mitchell	Southaven, Mississippi	Business Administration
Hildegund Moll	Arlington, Texas	Anthropology/Sociology- Psychology
James Herman Moore	Augusta, Georgia	Political Science
Sheryl Ruth Moore	Baton Rouge, Louisiana	English
Teresa Annette Morrow	Little Rock, Arkansas	Communication Arts
Hossein Motamedi	Memphis, Tennessee	International Studies
#*Frederic Carson Motz, Jr.	Atlanta, Georgia	Philosophy
#+Diane Lander Mount	Danville, Kentucky	English
John Douglas Nash	Summertown, Tennessee	Business Administration
Mark Lindvedt Nelson	Nashville, Tennessee	Business Administration
John Byers Nisbet III	Jacksonville, Alabama	Political Science
*Timothy Gerard O'Keefe	Jackson, Tennessee	Business Administration
Anne Wilson O'Shields	Atlanta, Georgia	Art
Cheryl Lynn Oswald	Memphis, Tennessee	Anthropology/Sociology
Katherine Wendel Owen	Wynne, Arkansas	International Studies
#*Elizabeth Ann Pankey	Birmingham, Alabama	English
Virginia Katherine Parker	Broken Arrow, Oklahoma	Psychology
Paul Newton Parks, Jr.	Tiptonville, Tennessee	Business Administration
#*Charlotte Lee Patton	Spencer, West Virginia	Psychology
James Hal Patton IV	Memphis, Tennessee	Business Administration
#*Stuart Freeman Patton	Roanoke, Virginia	History
Letty Martha Payne	Cape Girardeau, Missouri	English-International Studies
Cheryl Reaves Peeples	Dyersburg, Tennessee	English
Clayton Ingram Peeples	Memphis, Tennessee	Economics & Business Administration

Charles A. Peloquin	North Brookfield, Massachusetts	Business Administration
Timothy Clarence Phillips	Primm Springs, Tennessee	Political Science
*Olive Dixon Presswood	Houston, Texas	Economics & Business Administration
*Henry Massie Rector	Little Rock, Arkansas	Foreign Languages
@Marshel Hayes Reed	Noblesville, Indiana	Business Administration
Sarah Brent Ridley	Cookeville, Tennessee	History
Madeleine Elise Rubenstein	Baton Rouge, Louisiana	Business Administration
*Brian Feltner Russell	Memphis, Tennessee	Art
Shawn Michael Ryan	Memphis, Tennessee	Business Administration
#*Scott Cairney Rye	Cordova, Tennessee	English
#&Martha Eileen Saavedra	Bowie, Maryland	International Studies
Toni Knee Sabella	Memphis, Tennessee	International Studies-Spanish
*Albert Brian Sanders	Athens, Georgia	Philosophy
@Betty Ann Sanders	Waverly, Tennessee	English
James William Sanders, Jr.	Jonesboro, Arkansas	Business Administration
*Harmon Thomas Sharp III	Bartlett, Tennessee	Communication Arts-English
Donald C. Smith	Memphis, Tennessee	Business Administration
#*Grayson Gay Smith	Henderson, Tennessee	Political Science
Jeanmarie Gallagher Solzan	Memphis, Tennessee	Business Administration
Linda Sue Somerville	Owensboro, Kentucky	Psychology
Dennis Jack Sossaman	Bartlett, Tennessee	Political Science
*Elizabeth Christine Spencer	Caruthersville, Missouri	Psychology
Henry Cooper Standard III	Atlanta, Georgia	Psychology
#*Lynn Elizabeth Stapleton	Birmingham, Alabama	Economics & Business Administration
Periann Stark	Memphis, Tennessee	Business Administration
Laura Byers Stettbacher	Houston, Texas	Economics & Business Administration
James Douglas Summerbell	Rome, Georgia	History
#+Susan Kelly Summitt	Memphis, Tennessee	Biology
*Matthew Anthony Taliaferro	Jackson, Tennessee	International Studies
Jonathan Blake Taylor	Knoxville, Tennessee	Business Administration- International Studies
Melanie Elaine Taylor	Pemberton, New Jersey	English
Valarie Wright Taylor	Cordova, Tennessee	International Studies
Marsha Lynn Terrell	Memphis, Tennessee	Business Administration
Noe Torres	Chicago, Illinois	International Studies
Rebecca Ann Vann	Huntsville, Alabama	Psychology
Emily Michelle Vick	Jonesboro, Arkansas	Business Administration
*James Richard Wade	Little Rock, Arkansas	Political Science
Debra Louise Walker	Memphis, Tennessee	English
James Gowen Washburn	Annandale, Virginia	Political Science
Norman Paul Watson	Jackson, Mississippi	English
Gina Webber	Washington, D.C.	Art
Dorothy Hart Weeks	Germantown, Tennessee	History
Robert Anderson Whartenby	Jacksonville, Alabama	Economics & Business Administration
*Patricia Ann Witherspoon	Oak Ridge, Tennessee	Political Science
Elisa Michele Yarber	Memphis, Tennessee	English
Steven Zissis	Athens, Greece	Business Administration- International Studies

BACHELOR OF SCIENCE DEGREE

#+David Johnson Abbott	Davidson, North Carolina	Physics
George Mitchell Baldree	Cleveland, Tennessee	Biology
Elbert Horton Barnes, Jr.	Fort Myers, Florida	Biology
Sandra Jenae Beck	Memphis, Tennessee	Biology
Judith Kathleen Booth	Jackson, Tennessee	Psychobiology
Paul Augustin Bruhwiler	Memphis, Tennessee	Physics
Quinton Lee Cain	Memphis, Tennessee	Biology
Timothy Edward Carter	Memphis, Tennessee	Biology
Mary Antonia Chryssanthis	Memphis, Tennessee	Biology
Carol Hays Claus	Memphis, Tennessee	Biology
Craig Stephen Davis	Perryville, Missouri	Biology
#*Paul Rumble Deaton	Memphis, Tennessee	Biology
Terry Van Eagan	Memphis, Tennessee	Biology
Elizabeth Warren Edmiston	St. Augustine, Florida	Computer Science/ Mathematics
#*Richard Philip Gannaway	Clarksville, Tennessee	Biology
#+Karen Marie Gehrs	Festus, Missouri	Chemistry
Ashby Trice Gibbons III	Metairie, Louisiana	Biology
Malissa Venise Gobbell	Lawrenceburg, Tennessee	Chemical Biology
#Chon-Huat Goh	Penang, Malaysia	Biology
John Sams Goza	Fayetteville, Georgia	Biology
#*William Elsworth Gross	Memphis, Tennessee	Biology
Amy Ellen Hill	Little Rock, Arkansas	Biology
*Richard Paul Hodge	Jay, Maine	Chemistry
James Dennis Jackson	Florence, Alabama	Biology
Elisa Page Johnson	Owensboro, Kentucky	Mathematics
Karen Jean Kellow	Oklahoma City, Oklahoma	Biology
Robert John Kwech	Atlanta, Georgia	Psychobiology
David Anderson Landrum	Elkins, West Virginia	Biology
Laura Anne Lee	Memphis, Tennessee	Biology
William Christopher Marsh	Memphis, Tennessee	Computer Science/ Mathematics
*Emily Mills	Bogalusa, Louisiana	Psychobiology
*Clyde Gray Moody, Jr.	Charlotte, North Carolina	Computer Science/ Mathematics
#*Mary Rebecca Moore	Pulaski, Tennessee	Biology
Julia Ann Mortimer	Memphis, Tennessee	Biology
Pamela Denise Murray	Jackson, Tennessee	Chemistry
*John Howard Pardue	Memphis, Tennessee	Biology
Charles Wallace Parrott	Germantown, Tennessee	Chemistry
Greggory Kevin Phillips	Clarksville, Tennessee	Biology
Oscar Ramos	Little Rock, Arkansas	Biology
#*Christopher Paul Schonbaum	Memphis, Tennessee	Chemistry
@John Richard Schultz	Little Rock, Arkansas	Physics
Stephan Charles Sharp	Memphis, Tennessee	Biology
Yu-Hong Ting	Beijing, China	Computer Science/ Mathematics
Eleanor Queenine Venable	Memphis, Tennessee	Biology
Benjamin Rush Waller III	Memphis, Tennessee	Biology

* Cum Laude

+ Magna Cum Laude

& Summa Cum Laude

Phi Beta Kappa

@ In absentia

DEGREES CONFERRED ON AUGUST 31, 1983

BACHELOR OF ARTS DEGREE

Russell Patrick Ashford	Hendersonville, Tennessee	International Studies
*# Douglas Phillip Blackall	Little Rock, Arkansas	Anthropology/Sociology
Sarah Lynn Brooks	Memphis, Tennessee	English
Anne Trevor Clarendon	Memphis, Tennessee	Business Administration
@ Lynn Johanne Clement	Muscle Shoals, Alabama	Economics
Constance Elizabeth Cox	Birmingham, Alabama	English
Joseph Rouleau Cull	Memphis, Tennessee	Anthropology/Sociology
George Yaw Frempong	Domiabra, Ghana	Business Administration
@ John William Harkins III	Atlanta, Georgia	Psychology
Charles Beech Kellermann	Billings, Montana	International Studies
Michael Logan Keyes	Nashville, Tennessee	International Studies
Elizabeth Riegler Morehead	Malden, Missouri	International Studies
Brandon Allen Porter	Memphis, Tennessee	Anthropology/Sociology- Psychology
Leslie Jawayne Reddick	Memphis, Tennessee	Communication Arts
Pedro Luis Rodriguez	Jonesboro, Arkansas	International Studies
James Brinkley Taylor	Memphis, Tennessee	Economics & Business Administration

BACHELOR OF SCIENCE DEGREE

Stanley Keith Brady	Memphis, Tennessee	Biology
Gregory Jay Stark	Memphis, Tennessee	Biology

* Cum Laude
+ Magna Cum Laude
& Summa Cum Laude
Phi Beta Kappa
@ In absentia