

MINUTES OF THE BOARD OF TRUSTEES  
SOUTHWESTERN AT MEMPHIS  
FEBRUARY 22-23, 1984

2-84-1 A special meeting of the Board of Trustees of Southwestern At Memphis was called on the second day of a scheduled Board Retreat at the Marriott's Grand Hotel in Point Clear, Alabama on February 22 and 23, 1984. The special meeting was called to order by the Chairman, Mr. Frank M. Mitchener, Jr., and it was opened with prayer by Professor Llewellyn Queener.

2-84-2 Members present were:

SYNOD OF THE MID-SOUTH

Edgar H. Bailey, '84  
William H. Bryce, Jr., '86  
Robert H. Buckman, '84  
Frank E. Lankford, '85  
Lynda McCarty, '86  
Frank Mitchener, Jr., '84  
S. Herbert Rhea, '85  
Henry B. Strock, Jr., '86  
Ray U. Tanner, '85

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

HONORARY TRUSTEES

Mertie S. Buckman

ELECTED BY TRUSTEES

Winton M. Blount, '86  
Neville F. Bryan, '85  
Robert F. Fogelman, '86  
Margaret R. Hyde, '84  
W. Neely Mallory, '84  
Joseph Orgill III, '85  
Harry J. Phillips, '86  
Joseph Roberts, Jr., '86  
William B. Rudner, '85  
John M. Tully, '84  
Norfleet R. Turner, '85  
John C. Whitsitt, '85  
Spence Wilson, '86

LIFE TRUSTEE

W. C. Raspberry

SYNOD OF THE SUN

John H. Crabtree, '86  
Henry Goodrich, '84  
Robert H. Seal, '85

FACULTY TRUSTEES

Bobby R. Jones, '86  
W. Larry Lacy, '85  
E. Llewellyn Queener, '84

STUDENT TRUSTEES

Laura Hollandsworth  
Pete McLain  
Peter Rooney

FORMER TRUSTEE

Joseph Crosby

PARTICIPANTS PRESENT BY INVITATION

Mrs. Winton Blount  
Mrs. William Bryce  
Mrs. John Crabtree  
Mrs. Jack Crosby  
Mrs. Robert Fogelman  
Mrs. Henry Goodrich  
Mrs. Frank Lankford  
Mrs. Neely Mallory  
Mrs. Frank Mitchener  
Mrs. Joseph Orgill

Mrs. Harry Phillips  
Mrs. W.C. Raspberry  
Mrs. Herbert Rhea  
Mrs. Joseph Roberts  
Mrs. William Rudner  
Mrs. Robert H. Seal  
Mrs. Henry Strock  
Mrs. John Tully  
Mrs. Norfleet Turner  
Mrs. John Whitsitt  
Mrs. Spence Wilson

Mrs. James Daughdrill  
Dean Gerald Duff  
Mrs. Jo Hall  
Mrs. Tom Kepple  
Dean Don Lineback  
Mr. Robert Nelson  
Mrs. L. Queener  
Dean C.V. Scarborough  
Mr. Loyd Templeton  
Dean David Wottle

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2-84-3 In 1977, after two years of careful study by all constituents of the college, the Board of Trustees of Southwestern announced a plan to strengthen the college over the following decade. To review how far Southwestern has progressed, the document "Southwestern At Memphis: Its Current and Future Course" was sent to the trustees for study and then discussion at the retreat. (Attachment A)

Reports on progress over the past six years were presented by the following chairpersons and deans on the first day of the Retreat:

Faculty and Educational Program by Chairman Margaret Hyde and Dean Gerald Duff.

Buildings and Grounds by Chairman Edgar Bailey and Dean Tom Kepple.

Finance by Chairman Herbert Rhea and Dean Tom Kepple.

Enrollment by Chairman Henry Goodrich and Dean Dave Wottle.

Students and Campus Life by Chairman John Tully and Dean C.V. Scarborough.

Development by Chairman Robert Buckman and Dean Don Lineback.

The reports were followed by discussions on the college's top priorities for the next four years, and a consensus was reached for each area, to be voted on at Friday's special meeting. (see pp. 4-7)

2-84-4 Friday morning the meeting was called to order at 8:15 a.m. Chairman Mitchener called on President Daughdrill to open the plenary session. President Daughdrill presented to the meeting (Attachment B) research findings to help the trustees determine Southwestern's direction during the next few decades - "What do we want Southwestern to be in the Twenty-First Century? Our Goals and Priorities."

He said that the most important question to be considered at the Board Retreat is, should Southwestern 1). assure its present level of academic quality and continue the pursuit of excellence by becoming a nationally recognized liberal arts college, or 2). prepare for a drop in academic quality by remaining a regionally recognized liberal arts college?

This question was focused and forced upon Southwestern because of the projected decline of 18-year-olds by 26% during the next decade. This fact is made even more alarming by the increased competition for the best students. Northern, Eastern and Western colleges are recruiting heavily in this region.

Maintaining the quality of the Southwestern student body and pursuing academic excellence means that Southwestern must recruit in ever broadening geographic circles. Recruiting of this kind can be done successfully only by institutions of high academic quality and national recognition.

Careful research has been ongoing to find out what makes a national college different from a regional college. The first step was to talk to members of the faculty, to other administrators, to alumni, to students and to Trustees to get their ideas. It was discovered very quickly that there are two parts to becoming a national college:

1. Degree of Academic Quality
2. Degree of National Recognition

It was also discovered that there is widespread agreement that:

- A). Lack of National Recognition of the academic quality already achieved by the college seems to be the primary problem for Southwestern At Memphis to overcome if it wants to improve its standing as a truly outstanding college.

- B). Southwestern At Memphis' Academic Quality, though it should be strengthened, is already strong. Though not the main problem for the college in improving its standing, the college needs to invest strongly in further improving its academic quality. While academic excellence does not assure national recognition, that recognition will be genuine only with true academic excellence.

Discussion of becoming a truly national liberal arts college focused on four reasons:

1. To continue the pursuit of excellence,
2. To serve our region,
3. To take advantage of our opportunities, and
4. To set a vision and dream that will give vitality to the life of this institution for the next generation.

First, becoming a national liberal arts college would continue the pursuit of excellence. In the words of Dr. Charles E. Diehl, "It is our ideal to attempt nothing that we cannot do as well as it can be done in this country, and "We have before us ever the ideal of excellence."

Second, Southwestern is located where the states of Mississippi, Arkansas and Tennessee come together, a region that has one of the lowest per-capita incomes in the United States. We could build here an institution that will hold our region's best and brightest so they will not have to go elsewhere to get the best education to equip them for leadership. We could build here an institution that will commend itself to the best and brightest from all sections of our country and from other countries, who otherwise would not come here but would stay near home if they can get a better education. If our region is to grow and prosper it will need human capital -- thinkers and builders and shapers who are wise and just leaders.

Third, becoming a national liberal arts college will take advantage of our opportunities.

- We are related, now, to a truly national church. Rather than being related to the Southwestern portion of the Confederate States, we are related to a denomination that serves all 50 of the United States.
- Another opportunity is the success of our capital campaigns plus the Bellingrath-Morse endowment. These have brought the college to a new level of opportunity, unique in Southwestern history and rare in the history of higher education.
- Another unprecedented opportunity is the Southwestern faculty has never been stronger. Their publications are more impressive in number, in scope, and in critical acclaim. The percentage of Ph.D.s on the faculty and the level of student evaluation of their teaching have never been higher. There is a new wave of entrepreneurial leadership among several of the department heads. The curriculum has just been restudied, revised, and revitalized. New department chairmen and new facilities have brought added strength and vitality to the performing arts, both theatre and music. The academic calendar has been reviewed and improvements were made in our spring term. In short, this is a creative and exciting time in the intellectual life of the college.

- Another opportunity comes because of high academic level of incoming students -- highest in the history of the college.
- The quality and number of campus facilities, the financial strength of the college, the beauty of the campus, the stature and dedication of the Board of Trustees -- none of these has been better or higher in the history of the college. All of these now converge to provide unprecedented opportunity to move ahead.

Finally, becoming a truly national liberal arts college would establish a vision and dream that will give vitality to the life of this institution for the next generation. People commit themselves, ultimately, not because they have been rationally convinced of the needs of the institution, and not even because of the people involved, but because they come to share a vision, a vision that transcends themselves.

2-84-5 After much discussion the following resolutions were presented:

- 1) A motion was made, seconded and passed:

That Southwestern seek to become a national liberal arts college in both academic quality and in national recognition,

and that two committees, a Long-Range Academic Planning Committee and a Long-Range Recognition/ Admissions Planning Committee be appointed by the Chairman, with consultation from the total community and with full consideration given to the traditional values inherent in this college, to consider the future of the college in these two important areas. The preliminary recommendations are to be made to the President by October 1984 and the final recommendations to the President by December 1984.

- 2) A motion was made, seconded, and passed:

That the Board of Trustees accept in principle the document titled "Southwestern's Current and Future Course," including the priorities as amended, and ask the administration to revise the statement in light of our discussions and submit it to the Board for final consideration.

#### FACULTY AND EDUCATIONAL PROGRAM

##### Priorities

To provide further improvements in its academic program, Southwestern has established the following priorities for the next four years:

- A. To make more new faculty appointments from the top graduate programs in the nation.

- B. To recognize excellence among current Southwestern faculty and attract outstanding new faculty by establishing at least five of the following:

Distinguished Professorship  
 Distinguished Visiting Professorship  
 Professorship  
 Fellowship

- C. To build a premier academic department through an endowment for its entire operation.
- D. To strengthen the Burrow Library collection.
- E. To increase support for faculty research, creative activity, sabbaticals and professional travel, and improving teaching skills.
- F. To maintain a ratio of tenured faculty to total faculty that will provide flexibility in making new appointments.
- G. To facilitate the computer literacy of Southwestern students and faculty through an expanded computer system and a campus-wide communications network.
- H. To meet unforeseen needs and take advantage of new opportunities through venture funds for the President and the Vice President/Dean of the College.

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ADMISSIONS\* AND STUDENT LIFE\*\*

PRIORITIES

To attract the best available and to improve student services and the quality of student life, Southwestern has established the following priorities for the next four years:

- \* A. To maintain the diversity and academic excellence of the student body while increasing the total enrollment.
- \* B. To make Southwestern more attractive to students from middle-income families through increased student-loan and work-study programs.
- \* C. To provide economic diversity and make Southwestern available to a greater number of deserving students through new endowed scholarships based on need.
- \*\* D. To improve the athletic facilities through the renovation of the track and tennis courts, and through new equipment.

- \*\* E. To achieve a higher student retention level (freshmen who remain to graduate).
- \*\* F. To provide more extracurricular activities, provide computer-assisted career counseling, and improve the Briggs Student Center.

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BUILDINGS AND GROUNDS

PRIORITIES

To provide adequate facilities to support an improved academic program, Southwestern has the following priorities for the next four years:

- A. To build a new residence hall to replace the inadequate buildings across University Street.
- B. To renovate the Burrow Library and increase its shelf space.
- C. To renovate Palmer Hall and the east campus residence halls.
- \*D. To build a second new residence hall.
- \*E. To expand the Burrow Refectory.
- \*F. To expand the Briggs Student Center.
- \*G. To build a Social Sciences Hall to bring together departments currently scattered among the five campus buildings.
- H. To build an audio-visual center for the improvement of teaching skills, expansion of academic offerings, and increased independent study for students. It will be used by virtually every academic department.
- I. To make classrooms, laboratories and other facilities more accessible to handicapped students and faculty.
- J. To obtain endowments to name and maintain areas of the campus and buildings.
- K. To acquire residences for Distinguished Visiting Professors.

\*Required if the goal for enrollment is 1,200 or more.

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DEVELOPMENTPRIORITY

To obtain \$52.1 Million in gifts and commitments by December 31, 1986.

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- 3) A motion was made, seconded, and passed:

That the Board of Trustees accept the \$5 Million Challenge offered by five (5) of our fellow trustees. This is a challenge to exceed the goal of the \$50 Million Commitment. It must be matched by \$15 Million in gifts and commitments from trustees and other individuals and private sources by December 31, 1986.

- 4) A motion was made, seconded, and passed:

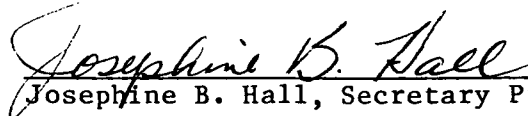
That the Chairman of the Board and the Chairman of the Development Committee appoint a small ad hoc group, the Trustee Challenge Committee, charged with soliciting 100% participation from the Board of Trustees in responding to the \$5 Million Challenge.

- 5) A motion was made, seconded, and passed that President Daughdrill, on behalf of all the trustees, thank the five anonymous trustees for their confidence and generosity.

2-84-6 Chairman Mitchener thanked all the trustees and their spouses for their contributions to the meeting. He stated that this meeting set the tone for future generations of the college. He thanked the staff for their good work.

2-84-7 Chairman Mitchener announced that buses were leaving at 3:00 p.m. for a tour of Bellingrath Gardens and at seven o'clock the Bellingrath Trustees and other friends of the college would join the Southwestern Trustees for dinner at Bellingrath.

2-84-7 The meeting adjourned at 12:00 p.m.

  
Josephine B. Hall, Secretary Pro Tem