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Minutes of the Meeting of the Board of Trustees of Southwestern at Memphis January 20, 1977

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MINUTES OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS

January 20-21, 1977

The regular meeting of the Board of Trustees of Southwestern At Memphis was held in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus at 12:45 P.M. on Thursday, January 20, 1977, pursuant to written notice.

The meeting was called to order by the Chairman, Mr. Robert D. McCallum, and Dr. David H. Edington, Jr., led the meeting in prayer.

The members of the Board of Trustees present were:

<u>Synod of the Mid-South</u> Walk C. Jones III, '77 Robert D. McCallum, '79 Judith Mitchener, '78 Jere B. Nash, Jr., '77 S. Herbert Rhea, '79 Richard A. Trippeer, Jr., '78 John W. Wade, '78 Henri P. Watson, Jr., '79	<u>Elected by Trustees</u> Walter P. Armstrong, Jr., '77 L. Palmer Brown, '79 Stanley J. Buckman, '78 Charles P. Cobb, '77 Jefferson Davis, '77 David H. Edington, Jr., '77 Margaret R. Hyde, '77 Paul Tudor Jones, '79 Michael McDonnell, '79 W. Neely Mallory, '79 Wayne W. Pyeatt, '78 Sidney A. Stewart, Jr., '79 S. Shepherd Tate, '78 Anne Wilson, '78 Spence L. Wilson, '77	<u>Synod of Red River</u> Edward M. Carmouche, '77 W. Maynard Fountain, Jr., '79 Evelyn Landis, '79 Kenneth G. Phifer, '77 <u>Faculty Members</u> Robert L. Amy, '79 James W. Jobes, '78 Charles O. Warren, '77 <u>Student Members</u> Katherine Ann Bullard Joellyn Forrester John William Harkins
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Ex-Officio members

James H. Daughdrill, Jr., President
 Frank M. Mitchener, Jr., Chairman, Development Council

Present by Invitation

Robert G. Patterson	Mary Jo Miller
Ray M. Allen	Loyd C. Templeton
Josephine Hall	Anne Marie Williford
Paul Hallock	Ron A. Yarbrough
Tom P. Kepple	

The following members were absent:

<u>Synod of the Mid-South</u> Edgar H. Bailey, '78 William H. Mitchell, '77 M. D. Prouty, Jr., '79 Hewitt P. Tomlin, Jr., '77	<u>Elected by Trustees</u> William B. Dunavant, '78 William W. Mitchell, '79 Martin B. Sereteian, '78	<u>Synod of Red River</u> G. R. Hollingsworth, '78 William C. Rasberry, '78
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Inasmuch as the meeting had been scheduled for an Executive Session, only voting members of the Board together with President Daughdrill were present. Upon the conclusion of the Executive Session, the Board recessed at 2:00 P.M. in order that they might attend a press conference in the Frazier Jelke Science Center at which time President Daughdrill would announce the \$20 Million Capital Fund Campaign which would then be followed by a tea and reception for the faculty in the Thomas Briggs Student Center. After the reception, the various committees would meet in order to prepare their reports for the meeting of the Board on the following day at 9:00 A.M.

Shepherd Tate

 S. Shepherd Tate, Secretary

The Board of Trustees resumed its meeting on Friday, January 21, 1977, at 9:00 A.M. in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus.

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

The members of the Board of Trustees present were:

<u>Synod of the Mid-South</u> Walk C. Jones III, '77 Robert D. McCallum, '79 Judith Mitchener, '78 Jere B. Nash, Jr., '77 S. Herbert Rhea, '79 John W. Wade, '78 Henri P. Watson, Jr., '79	<u>Elected by Trustees</u> Walter P. Armstrong, Jr., '77 L. Palmer Brown, '79 Stanley J. Buckman, '78 Charles P. Cobb, '77 Jefferson Davis, '77 David H. Edington, Jr., '77 Margaret R. Hyde, '77 Paul Tudor Jones, '79 Michael McDonnell, '79 W. Neely Mallory, '79 William W. Mitchell, '79 Wayne W. Pyeatt, '78 Sidney A. Stewart, Jr., '79 S. Shepherd Tate, '78 Anne Wilson, '78 Spence L. Wilson, '77	<u>Synod of Red River</u> Edward M. Carmouche, '77 W. Maynard Fountain, Jr., '79 Evelyn Landis, '79 Kenneth G. Phifer, '77 <u>Faculty Members</u> Robert L. Amy, '79 James W. Jobes, '78 Charles O. Warren, '77 <u>Student Members</u> Katherine Ann Bullard Joellyn Forrester John William Harkins
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Ex-Officio Members
 James H. Daughdrill, Jr., President
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Present by Invitation
 Robert G. Patterson Mary Jo Miller
 Ray M. Allen Loyd C. Templeton
 Josephine Hall Anne Marie Williford
 Paul Hallock Ron A. Yarbrough
 Tom P. Kepple

The following members were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '78	William B. Dunavant, '78	G. R. Hollingsworth, '78
William H. Mitchell, '77	Martin B. Sereteau, '78	William C. Rasberry, '78
Richard A. Trippeer, Jr., '78		
M. D. Prouty, Jr., '79		
Hewitt P. Tomlin, Jr., '77		

The Chairman thanked Messrs. Templeton and Yarborough, the musical group and others who were responsible for the dinner, student entertainment and other activities of "A Night on Campus" held in the Thomas W. Briggs Student Center last night. The Chairman said that a fine job had been done by all.

The Chairman recognized Mr. Frank Mitchener, Chairman of the \$20 Million Capital Fund Campaign, who said that he wished that Dr. Richard Batey would repeat some remarks which he had made at the meeting of the Development and Institutional Advancement Committee yesterday. Dr. Batey was welcomed and made appropriate remarks about the beneficial effect of the campaign on the faculty.

The Chairman recognized President Daughdrill so that he might make several announcements.

President Daughdrill read to the meeting a tribute to Dr. Granville Davis, who is retiring as Dean of Continuing Education. A motion was duly made, seconded and unanimously passed that the tribute be made a part of the minutes of the Board. (Attachment A, p.8)

A motion was duly made, seconded and unanimously passed that the minutes of the meeting of the Board of Trustees held on October 20-21, 1976, a copy of which was sent to each member of the Board be approved as mailed.

President Daughdrill announced that Dean Patterson would begin a six-months' sabbatical on July 1, 1977, and that Dean Patterson had requested that in addition to his sabbatical he be granted a six-months' leave of absence without pay. President Daughdrill stated that he had approved this request for leave of absence without pay and requested the Board to approve his action.

A motion was duly made, seconded and passed that the action of President Daughdrill in granting the six-months' leave of absence without pay to Dean Patterson be approved.

Dean Patterson was recognized, and he stated that his six years in the Dean's office had been a rewarding experience. He said that he is looking forward to teaching at Tunghai University in Taiwan.

President Daughdrill stated that he had appointed Dr. Charles O. Warren Acting Dean, subject to approval of the Board. The Board gave unanimous approval to this action.

Dr. Warren was recognized and expressed appreciation for the confidence that had been shown in him.

The Chairman called upon Mr. Walk Jones, Chairman of the Committee on Buildings and Grounds, to make a report for that committee. Mr. Jones made the following report, which was received. (Attachment B, pp. 9-10)

Mr. Jones pointed out that at the October 21, 1976, meeting, the Board had approved a recommendation that the Rathskeller be located in the Lynx Lair and that a designer with appropriate qualifications be retained to make the space more appealing. (See Board of Trustees minutes October 21, 1976, p. 6, p. 19). Mr. Jones stated that Mr. Scarborough had been working with Mr. John Millard, Architect, in formulating a design for the space.

A motion was duly made, seconded and unanimously passed that the plan be adopted and that Mr. Scarborough be allowed to spend approximately \$4,000.00 to build the Rathskeller.

The Chairman called upon Mr. Charles Cobb, Chairman of the Committee on Development and Institutional Advancement, to make a report for that committee. Mr. Cobb made the following report which was received. (Attachment C, pp. 11-12)

Mr. Cobb called on Mr. Jere Nash who reported on the Trustees' portion of the Annual Fund. He reported on pledges to date and urged those who had not made pledges to do so at once and encouraged those who had made pledges to increase theirs.

The Chairman called upon Dr. John Wade, Chairman of the Committee on Faculty and Educational Program, to make a report for that committee. Dr. Wade made the following report which was received. (Attachment D, pp. 13-17)

A motion was duly made, seconded and unanimously passed:

1. That Associate Professor Marshall E. McMahon (Economics) be granted tenure, effective September 1977.
2. That Associate Professors Yerger Clifton (English), William L. Daniels (English), and Charles O. Warren (Biology) be promoted to the rank of Professor, effective September 1977.
3. That Assistant Professor Michael P. Kirby (Political Science) be promoted to the rank of Associate Professor, effective September 1977.
4. That the Board approve continuation of the employment of Mrs. Hazel Bihm, secretary for the International Studies Department, for an additional year, such approval being required for continued employment beyond normal retirement age.

The Chairman recognized Mrs. Mary Jo Miller, Director of Admissions, who informed the Board about the Weekend Campus Symposium, to be held this weekend, January 21-22, 1977, entitled "The College Experience: An Introduction to the Liberal Arts and Sciences" wherein approximately 220 high school seniors have accepted an invitation to stay on the campus and explore all aspects of the college.

In the absence of Dr. Paul Tudor Jones, Chairman of the Students and Campus Life Committee, the Chairman recognized Mrs. Evelyn Landis, who gave the following report which was received. (Attachment E, pp. 18-21)

Inasmuch as Mr. William W. Mitchell, Chairman of the Finance Committee, had been unable to attend this meeting of the Board of Trustees, the Chairman had asked Mr. Wayne Pyeatt to act as Chairman of that Committee. The Chairman recognized Mr. Pyeatt, who gave the following report which was received. (Attachment F, pp. 22-43)

A motion was duly made, seconded and unanimously passed that on the total return concept, the income from the Endowment shall be increased from 5% to 6% and that there shall be used a formula to be worked out by the Finance Office which shall include recent gifts and shall be at a more rapid rate than if the 13 Quarter Average calculation were used.

A motion was duly made, seconded and unanimously passed that the 1977-78 budget be adopted.

A motion was duly made, seconded and unanimously passed that the college be authorized to purchase a computer as outlined in the President's letter to all Trustees regarding the need for a computer at Southwestern. (Attachment F -20 p. 41)

A motion was duly made, seconded and unanimously passed that \$1 Million of the Capital Funds Campaign be used to pay off the deficit which was brought about through borrowing for short term purposes.

The Chairman called upon Mr. Walter Armstrong, Chairman of the Committee on Board Directions and Leadership, who gave the following report which was received. (Attachment G, p.44)

A motion was duly made, seconded and unanimously passed that the next meeting of the Board of Trustees would begin at noon on April 13, 1977, for a half-day meeting.

Mr. Armstrong stated that the committee wished to defer nominations of new Trustees until that meeting.

A motion was duly made, seconded and unanimously passed that during the interim between this meeting and the next meeting of the Board on April 13, 1977, this committee be given authority and power to make Trustee nominations to the Synod of the Mid-South and the Synod of Red River.

Mr. Armstrong stated that careful consideration had been given to changing the name of the college and that it was the recommendation of the Committee that no change be made in the name of the college -- Southwestern At Memphis.

A motion was duly made, seconded and unanimously passed that a new Standing Committee on Admissions and Financial Aid be created, and that this recommendation be an initiation of an amendment to the By-Laws so as to create this new standing committee.

The Chairman recognized the Secretary who stated that at the last meeting of the Board held on October 21, 1976, a motion was made, seconded and unanimously passed that certain changes be made in the By-Laws, but since the required 30 days' written notice had not been given, it was recognized that it would be necessary to vote on these same amendments at this meeting. (See Board of Trustees Minutes October 21, 1976, pp. 5-6).

A motion was duly made, seconded and unanimously passed:

That Article V, Section 2, Regular Meetings be amended to read:

In addition to the annual meeting, there shall not be less than one (1) other regular meeting of the Board at such date and time as fixed by the Executive Committee after consultation with the President of the College.

That Article VI, Section 7, Committee on Students and Campus Life (last sentence) be amended to read:

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

That Article VI, Section 8, Committee on Finance (last sentence) be amended to read:

The Director of Finance shall serve as the administrator and secretary of this standing Committee and the Committee on Investments.

That Article VI, Section 9, Committee on Buildings and Grounds (last sentence) be amended to read:

The Director of Administrative Services shall serve as the administrator and secretary of this Committee.

Before recognizing Mr. Armstrong, Chairman of the Committee on Honorary Degrees, to make a report for that committee, the Chairman emphasized that the report of that Committee and the names of the recipients of the honorary degrees should be kept in the strictest confidence until such time as the College makes an announcement of the recipients.

Mr. Armstrong advised that the Committee recommended that the following persons be given the following honorary degrees:

DOCTOR OF DIVINITY -- Harry Edmund Smith, Associate Professor for Religion in Higher Education, Yale Divinity School, and Executive Director, Society for Values in Higher Education, New Haven, Connecticut.

" -- Wayne Perrin Todd, Minister, First Presbyterian Church, Florence, Alabama.

DOCTOR OF HUMANITIES -- Frances Mecca Gray, '30, President Emeritus, Damavand College, Tehran, Iran; now retired and living in San Francisco, California.

DOCTOR OF FINE ARTS -- Ellis Rabb, Actor, Director and entrepreneur, New York, N.Y.


DOCTOR OF LITERATURE -- Allen Tate, Writer, Lecturer, Poet, Nashville, Tennessee.

DOCTOR OF SCIENCE -- Philip Handler, President, National Academy of Sciences, Washington, D.C.

A motion was duly made, seconded and unanimously passed that the appropriate honorary degrees be granted to the above-named persons.

The Chairman stated the Board would go into Executive Session.

There being no further business to come before the meeting, the meeting was adjourned at 11:45 A.M.



S. Shepherd Tate, Secretary

A TRIBUTE

GRANVILLE D. DAVIS

Granville D. Davis has made many gains for Southwestern as Dean of Continuing Education. He pioneered the development of Southwestern's academic philosophy and its distinguished program of Continuing Education.

From the establishment of the Center for Continuing Education under a grant from the Ford Foundation's Fund for Adult Education, he has led not only in service to Memphis but as president of the University Council on Education for Public Responsibility. He has built soundly on his troika of urban studies, the humanities, and the future.

With each year of his leadership, Southwestern's Center for Continuing Education has grown in service and in strength.

Now we come to the year whose passing will be marked by a loss, the retirement of Granville Davis as Dean of Continuing Education.

Our loss is less because he will continue as full-time professor in the Department of History--and because he enjoys some freedom from the responsibility he has carried so well. We will miss his pioneering leadership of the Center of Continuing Education, and we record in the minutes our gratitude to him.

Board of Trustees
Southwestern At Memphis
January 21, 1977

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - January 21, 1977

The Buildings and Grounds Committee of the Board of Trustees met on January 20, 1977 in Room 302 Clough Hall. The meeting was called to order shortly after 3:30 P.M. by Chairman Walk C. Jones III. Members present were Ms. Emily Ann Abernathy, Mr. Edgar H. Bailey, Professor Edward A. Barnhardt, Mr. Ernest W. Beasley, Mr. Paul Adams Brantley, Mr. Jefferson Davis, Dr. David H. Edington, Jr., and Ms. Margaret Hyde. Ex officio members present were Mr. Thomas R. Kepple, Jr. and Mr. Roy R. Twaddle, Jr. Present by invitation were Mr. John Coward and Ms. Daney Staub.

Mr. Kepple introduced to the Committee Mr. John Coward, Landscape Architect-Grounds Supervisor, who joined the college staff last fall. Mr. Coward presented a design for the area in front of the Catherine Burrow Refectory. Mr. Kepple commended Mr. Coward for his contributions to the life of the college.

Dean Scarborough joined the committee at this time to report on progress in planning the conversion of a portion of the Lynx Lair to a Rathskeller. Dean Scarborough explained that he has been working with Mr. John Millard, Architect, in formulating a design for the space. Dean Scarborough sketched the design and commented on several interesting aspects of the plan. Mr. Bailey moved that the committee recommend the Board's appropriation of four thousand dollars (\$4,000) for the project and ask Dean Scarborough to proceed with the plan. The vote in favor of the motion was unanimous.

Mr. Kepple distributed a paper which explained the background planning of the proposed Performing Arts Building. Chairman Jones commented that he would be present at the next policy-setting meeting, scheduled for February 9. Several members expressed concern over the location of the building and hope that a site will be chosen at the next meeting. Chairman Jones explained that he intends to ask Awsumb Associates to present several concepts for the college to choose among.

The committee decided that the ground was too wet to inspect the swimming pool. Mr. Kepple reported that the construction is progressing nicely and the project is under budget.

The final agenda item, location of the Lon Anthony sculpture, was tabled in view of Professor Anthony's desire to consider the new plans for the Catherine Burrow Refectory entrance as another possible location.

Mr. Kepple distributed a graph which illustrates energy usage and energy costs over the past several years. There was a discussion of conversion to alternate fuels and the energy picture in general.

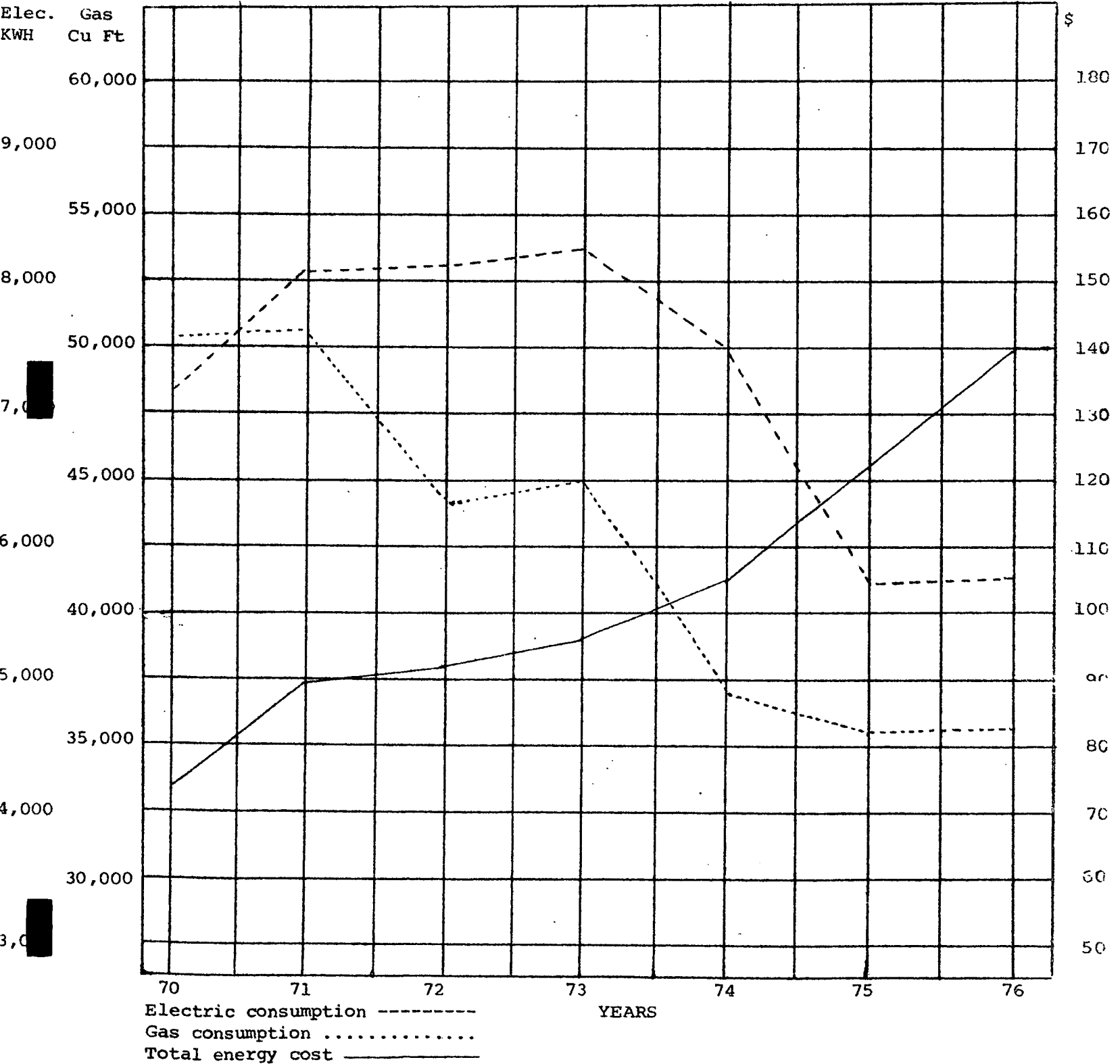
There was brief discussion of plans for studying the Frazier Jelke Science Center leaks.

There being no further business, the meeting was adjourned at 4:15 P.M.

Southwestern Energy Consumption And Cost

Energy Consumption
Omit (000)

Energy Cost
Omit (000)



REPORT OF THE COMMITTEE ON DEVELOPMENT - January 21, 1977

Members present were: Trustees Charles P. Cobb, Chmn.; L. Palmer Brown, Edward M. Carmouche, Michael McDonnell, Anne Wilson and Frank M. Mitchener, Jr.; Dr. Richard A. Batey, student Robert A. Jetmundsen and ex officio members Messrs L.C. Templeton, Jr., Ron A. Yarbrough, John Mathieu, Winton Smith and Robert F. Sharpe, Jr.

Mr. Cobb opened the meeting. Mr. Templeton reported on publicizing the capital funds campaign, "The \$20 Million Commitment" and on the newly organized alumni recruitment program. The announcement of the campaign made by President Daughdrill, Mr. McCallum and Mr. Mitchener on January 20, 1977 received excellent press and TV coverage.

Mr. Templeton stated that many colleges and universities utilize alumni as prime recruiters. (Brown University in Providence receives some 80% of its freshman class from alumni contact.) Southwestern, under the direction of Mrs. Erich Merrill (Irma Waddell '47), has recruited over 1000 Memphis alumni who are willing to call prospective students and to host get-together parties. If the program is a success in Memphis, Mr. Templeton and Ms. Mary Jo Miller, Director of Admissions, hope to use the same technique in other cities.

Mr. Winton Smith reported on Estate Planning and Church Relations. He suggested the possibility of a Codicil Club in which people who put Southwestern in their will are recognized. The Committee expressed fully that anonymity and unobtrusiveness are important to people who give through their will.

Mr. Smith also stated that the drastic change in the tax law (January 1, 1977) required a review of all wills. He hoped to use this as a lever to (1) help alumni and friends who need help in changing a will and (2) present the case for giving to Southwestern through their will if nothing more than leaving the college as a residual beneficiary.

Mr. Smith stated that church relations are improving under President Daughdrill. Synod support from 1974-1976 has increased from \$114,000 to \$123,000 with the prospect of a large increase in 1978.

Mr. Smith reported on the Red River Visitation Committee's report. The Committee offered suggestions on ways to improve the college. The report has been answered and the committee members were invited to read the report and the reply.

Mr. Mathieu gave a progress report on the Southwestern fund which is ahead of last year by \$10,000. Within the divisions the Alumni are \$25,000 ahead of last year and the Parent and Memphis Business Divisions are just getting underway.

Mr. Mitchener outlined the four years of preparation for the capital campaign, the task ahead and the fact that one third of the \$20 million should come from Trustees. Mr. Mitchener reiterated that leadership is being provided by Mr. Wayne Pyeatt, Major Gifts Chairman, and Mr. Frank Campbell, Regular Gifts Chairman. The first year and a half will be spent soliciting major gifts with the regular gift solicitation (gifts under \$100,000) beginning in earnest in 1978.

In conclusion Mr. Cobb wanted the faculty to know that fund-raising in general and the Capital Funds Campaign in particular were planned to enhance the faculty's standing in the community and their ability to teach.

Dr. Batey thanked Mr. Cobb and added that the recent self-analysis and development of a philosophy had already boosted morale and that the \$20 million was icing on the cake. Dr. Batey said that he did not fully understand why people served on Boards or why they spent so much time and effort raising money, but he does know that he and the rest of the faculty appreciate their efforts.

Mr. Mitchener invited Dr. Batey to repeat his remarks at the Board meeting the following morning.

Dr. Batey concluded the meeting with a prayer.

REPORT OF COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - January 21, 1977

The committee was called to order by the chairman, Dr. John W. Wade, at 3:30 P.M. Besides the chairman, those present were Trustees Jere Nash, Jr., Kenneth G. Phifer, Stanley J. Buckman, Jr., Professors Emmett H. Anderson, Milton P. Brown, Jack D. Farris, Jack U. Russell, Charles O. Warren, students Katherine Ann Bullard, Bruce Guyton and Louise H. Rutkowski. Ms. Daney Staub was invited to meet with the committee for the discussion on fringe benefits.

Minutes of the previous meeting of the committee were approved.

Certain actions relating to the faculty, presented by Dean Patterson, were approved for recommendation to the Board. See recommendations below.

Ms. Mary Jo Miller, Director of Admissions, and Dean Ray M. Allen, Dean of Admissions and Financial Aid, made reports concerning their areas of responsibility.

The Chairman led a discussion of fringe benefits for faculty. The question was raised whether the college had the option of withdrawing from the Social Security program. Motion was made and passed that Dean Patterson be asked to consult with President Daughdrill, Director of Administrative Services Tom Kepple, or other appropriate persons, to find out what the possibilities are.

The meeting of the committee was adjourned at 4:50 P.M.

RECOMMENDATIONS

1. That Associate Professor Marshall E. McMahon (Economics) be granted tenure, effective September 1977.
2. That Associate Professors Yerger Clifton (English), William L. Daniels (English), and Charles O. Warren (Biology) be promoted to the rank of Professor, effective September 1977.
3. That Assistant Professor Michael P. Kirby (Political Science) be promoted to the rank of Associate Professor, effective September 1977.
4. That the Board approve continuation of the employment of Mrs. Hazel Bihm, secretary for the International Studies Department, for an additional year, such approval being required for continued employment beyond normal retirement age.

SUBJECT: Fringe Benefits:
Quick Facts

ISSUED BY: Administrative Services

EFFECTIVE DATE: 1/1/77

The following paragraphs contain brief descriptions of the fringe benefits package offered to each full-time Officer of Instruction at Southwestern. These brief descriptions are intended to provide accurate reflections of the various coverages; however, the actual policies are intricately worded and contain certain exclusions. Each person is encouraged to review the individual policies for the final definitive statement of coverage. The staff of the Administrative Services Office will be happy to assist in any way.

MAJOR MEDICAL POLICY (Teachers Insurance and Annuity Association)

All full-time Officers of Instruction and their dependents are automatically enrolled six months from the first day of the month following the date of employment. The waiting period for major medical insurance can be waived if an employee has equivalent coverage with his previous employer within three months of the date of employment at Southwestern.

Basic Coverage:

100% of first \$500 of hospital charges (maximum daily charge for private room equals the hospital's average semi-private room rate/day), 80% of remaining charges (including physicians' bills, drug charges, etc.) over \$100. Maximum maternity benefit - \$150. Dependents are covered until age 19 or until age 23 if a full-time student. Maximum physician charge for mental or nervous disorders - \$20 per visit, limited to 50 visits per year, reimbursed at 50%.

Benefit Period:

Three months (only one \$100 deductible for 3 months following initial charges). The benefit period can last up to three years if covered charges exceed \$50 during every three month period.

Maximum benefit amount \$250,000

(If retired) 50,000

Reinstated at rate of \$5,000 per year, if retired, at rate of \$1,000 per year.

Cost to employee: None

TERM LIFE INSURANCE (Teachers Insurance and Annuity Association)

Life insurance coverage commences for all full-time employees simultaneously with the major medical coverage unless the waiting period for major medical coverage is waived due to provisions stated above. The six-month waiting period for life insurance coverage can also be waived if equivalent coverage was carried by the previous employer within three months of employment at Southwestern.

Coverage Schedule:

Employee's Age	Amount of Coverage
0 - 39	1 x annual salary
40 - 49	.75 x annual salary
50 - 59	.50 x annual salary
60 - retirement	.25 x annual salary

Cost to employees: None

TOTAL DISABILITY INCOME PROTECTION (Teachers Insurance & Annuity Association)

All full-time employees are automatically enrolled one year from the first day of the month following the date of employment.

Basic Coverage:

After six months of total disability, the disabled employee receives monthly income (including Social Security and Workman's Compensation) equivalent to 60% of the first \$1,500 of regular monthly salary plus 40% of the excess (over \$1,500), with a maximum total benefit of \$1,500 per month and a minimum of \$50 per month.

Waiver of monthly annuity premiums for disabled employees who also participate in the College's TIAA/CREF retirement plan up to a maximum of 10% of the first \$650 of monthly salary plus 15% of monthly salary above \$650.

Cost to employee: None

RETIREMENT PLAN (Teachers Insurance & Annuity Association-College Retirement Equities Fund)

Participation is optional. Waiting period is three years following the date of employment for College contributions unless the employee has an active TIAA/CREF annuity contract at the time of employment. Employees are eligible to individually begin a TIAA/CREF retirement plan on the first day of the month following the date of employment.

Basic Provisions:

Premiums are paid during working years to provide lifetime income during retirement. These premiums can be designated proportionately for application to a fixed income annuity (TIAA) or a variable income annuity (CREF), the value of the latter fluctuating with changes in the market value of investments.

Cost to employee: 4% of annual salary, minimum

Cost to College: 6% of individual's annual salary for amount equal to social security base (currently \$16,500) and 11% of salary above this tax base.

SOCIAL SECURITY

Mandatory for all employees

Standard retirement, survivor and disability benefits

Cost to individual: 5.85% of first \$16,500 of annual salary

Cost to College: 5.85% of first \$16,500 of annual salary, matched

ACCIDENTAL DEATH & DISMEMBERMENT POLICY (Teachers Insurance & Annuity Association)

Accidental death and dismemberment benefit coverage for all full-time employees begins simultaneously with the life insurance coverage. Schedule of benefits is identical to life insurance benefits (see page 1).

Cost to employee: None

TRAVEL ACCIDENTAL DEATH AND DISMEMBERMENT (Reliance)

All full-time employees are automatically covered for travel on College business away from the College's premises. This policy takes effect upon employment.

Coverage: \$50,000

Cost to Employee: None

Additional Coverage Option:

All full-time employees have the option to insure themselves and/or their dependents against accidental death and dismemberment 24 hours a day, on or off the job, anywhere in the world.

Basic Coverage: Family Plan provides

- 100% of insured amount upon death of insured
- 50% of insured amount - spouse with no children
- 40% of insured amount - spouse with child(ren)
- 10% of insured amount - child(ren), no spouse
- 5% of insured amount - child(ren) with spouse

Cost to Employee for Additional Coverage:

<u>Principal Sum</u>	<u>Employee Only</u>	<u>Family Plan</u>
\$ 25,000	\$1.50	\$2.00
50,000	3.00	4.00
75,000	4.60	6.10
100,000	6.20	8.20

TUITION BENEFITS

Tuition will be remitted on behalf of spouse and/or children of officers of instruction, subject to the following qualifications:

1. For tenured faculty members:
 - a. Full tuition will be remitted at Southwestern;
 - b. Tuition up to the amount of Southwestern tuition will be remitted at any other accredited college or university in The United States.

2. For non-tenured faculty members, tuition will be remitted at Southwestern as follows:
After one year of employment, one-third tuition will be remitted.
After the second year, two-thirds tuition will be remitted.
At the end of the third year, there will be complete tuition remission.
3. The above applies only to full-time faculty. For part-time faculty, the above benefits will be in proportion to the teaching load; thus, if a person teaches a one-half load, one-half of the above benefits will accrue.

For those faculty members who wish to take courses at Southwestern, the following general provisions will apply: Tuition will be remitted for up to six hours during Terms I and II, three hours during Term III for persons who have taught full-time at Southwestern for six months. The faculty member is responsible for registration and admissions fees.

Note: In order to receive tuition benefits, the employee, spouse, or child must meet Southwestern's admissions criteria as established by the Committee on Admissions.

ADDITIONAL BENEFITS

Additional benefits for all full-time employees include discounts on certain items at the College Bookstore and free admission to most athletic events, plays, etc., on the campus.

Note:

All fringe benefits are subject to alteration, deletion, or improvement by the Board of Trustees.

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - January 21, 1977

The Committee on Students and Campus Life met with the following members present: Trustees Paul Tudor Jones, Chairman, W. Maynard Fountain, Jr., Evelyn Landis, S. Shepherd Tate and Spence L. Wilson; Professors Jack L. Streete, and James R. Morris; students Joellyn Forrester, John William Harkins, Brian F. Sudderth and Steven C. Wade; ex officio members C. V. Scarborough and Anne Marie Williford.

Mr. Steve Wade, President of the Student Government Association; Mr. Brian Sudderth, President of the Social Regulations Council; and Mr. Bill Harkins, President of the Honor Council, presented to the Committee their views, as leaders of the three major student governing and regulating bodies, concerning the prevailing attitudes of today's Southwestern students.

Mr. Wade reported to the Committee on the general student attitudes, stating that students are less concerned about national issues than those students of the sixties. There is more emphasis on practical rather than idealistic, and the academic side rather than political. There is less divisiveness and more willingness to work within the system. Students expect more from Southwestern than in the past in assistance with career planning although there is no desire to create a vocational, technical emphasis.

Mr. Sudderth reported on the social standards and attitudes on campus. Irresponsibility is frowned on and not tolerated. The social scene is different at Southwestern from other institutions, generally mixing and not dating. There is little structure, much openness and fluidity. Students grow into it and with it. The Greek system is healthy and comfortable with little hostility from the non-Greeks.

Dean Scarborough reported on the plans and programs developing through the Spiritual Life Committee.

Mr. Harkins related to the Committee his view of the ethical standards prevalent at Southwestern today. He feels that the Honor System needs constant reinforcement. The students present agreed that the System is honored by the great majority of students. Today Honor Council members are more severe in application of penalties. It is not known whether or not this is effective as a deterrent.

Mr. Sudderth as Co-Coordinator of the Kinney Program reported to the Committee on the projects of Kinney this year and the number of students involved in these programs.

Presently two hundred and eight student volunteers are working through the Kinney Office at thirty-five sites. A list of sites is to be included with the official minutes of this Board meeting.

Mr. Sudderth was most enthusiastic about the impact of the program on the students who take part.

Guests of the Committee were Athletic Director and Football Coach, Dick Thornton; Basketball Coach and Physical Education Staff Member, Herb Hilgemann; and Volleyball Coach, Tennis Coach and Physical Education Staff Member, Sarah Risser.

Coach Risser and Coach Hilgemann told the Committee of their activities in team coaching and program development. Both were most optimistic about the progress and the future of the varsity teams.

Coach Thornton reported to the Committee on his progress in reorganization and revitalization of the physical education and athletic program of the college.

The physical education program is expanding with new offerings, well accepted by students. An example is the first offering of ballet, which had so many enrollees that two classes had to be offered. New physical education classes and intramural activities are being developed, e.g., keg ball, speed ball, physical fitness classes, yoga, etc.

Coach Thornton reported on the successful football and soccer varsity programs and the prospects for additional teams.

KINNEY PROGRAM PROJECTS
1976-77

1. First Presbyterian Church - John Daniel, Director
166 Poplar, tel. 525-5619 -- Tutoring, coaching football and basketball teams, directing other after-school activities for low-income housing project children.
2. BLOOM - St. John's United Methodist Church - Ms. Oretta Arnold, Director
1207 Peabody - 726-4447 -- Tutoring or leading recreational activities in gym for low-income area children.
3. Skinner Center for Handicapped - Paul Regan, Director
712 Tanglewood, 272-2528 -- Teaching retarded children to swim.
4. Mason Branch YMCA - Martha McCulley, Director
3548 Walker Ave., tel. 323-4505 -- Coaching children's swim teams.
5. Volunteer Placement Program - Northside High School - Dot Bailey, Director
1212 Vollintine, 278-2603 -- Counseling inner-city students about how to apply to college, take necessary tests, fill out applications, etc.
6. Snowden School - Dan Coffey, Principal
North Parkway at McLean, 274-4500 -- Tutoring slow-learners in group or one to one for Junior High and Elementary School
7. Riverview Junior High School - William Sweet, Principal
241 Majuba Ave., 947-3166 -- Tutoring or leading special interest sessions on one to one basis in bold "new" arrangement of contractual agreement between school and pupil and parents.
8. Northside Christian Church & Center - Ms. Alma Harris, Director
829 Decatur, 527-5428 -- Leading sewing or ballet classes for young girls in after-school activities.
9. Crippled Children's Hospital - Ms. Mary Lou Murchison, teacher
2009 Lamar, 272-9659 -- Assisting children in art classes.
10. St. Peter Home for Children - Sid Graham, Vol. Coordinator
1805 Poplar, 726-4631 -- Helping individual children to understand and complete their homework assignments.
11. Adult Basic Education - Norma Stephenson, Director
Memphis Adult High School - 272 N. Bellevue, 725-0638 -- Tutoring on one to one basis or assisting teacher in class of school drop-outs returning to complete education.
12. Idlewild Presbyterian Church Day Care Center - Terry Dixon, Director
1750 Union, 725-7941 -- Male students needed to play with 3-5 year olds, majority of whom come from one-parent homes (mother).
13. Whitehaven-Southwest Mental Health Center - Ms. Anna Beiser, Vol. Director
1264 Wesley Drive, 332-6050 -- Tutoring children of families being served or observing and evaluating pre-school referrals.
14. Easter Seal School - Ms. Hillie Hill, Vol. Director
3611 Midland, 324-3731
Assisting staff in teaching handicapped pre-schoolers basic skills
15. St. Jude Children's Research Hospital - Ms. Roberta Carter, Vol. Director
332 N. Lauderdale, 525-8381 -- Playing with out-patients in waiting room.
16. LeBonheur Children's Hospital - Ms. Pat Rose, Vol. Director
848 Adams Ave., 522-3000 -- Reading stories, playing games, visiting children in wards; feeding and rocking to sleep babies; assisting nurses in emergency room.
17. Johnson Auxiliary - City of Memphis Hospital - Ms. Ann Gardner, Vol. Coordinator
860 Madison, 528-7242 -- Working in physical therapy; assisting in emergency room.
18. Home for Incurables - Mr. Arnette, Administrator
1467 E. McLemore, 272-7405 -- Visiting handicapped adults.

19. Hemophilia Foundation - Karen Frame, Nurse, or Beverly Halpern, Director
774 Adams, 526-1147 -- Teaching swimming to young hemophiliacs and planning monthly outings for them.
20. Senior Citizens Program - Memphis Park Commission - Mrs. Sylvia Nelson, Director
454-5750 -- Teaching elderly to swim and arts and crafts in classes at various centers.
21. Elderly Visitation - Department of Human Services - Vicki Bolton, Coordinator
170 N. Main, 534-6326 -- Being paired with elderly person whose case worker sees need for social outlet, help in getting food stamps, groceries, medicine or reading mail for client.
22. Meals on Wheels - Ms. Nancy Cody, Coordinator
1922 Higbee, 274-4314 -- Delivering nutritious, hot meals to elderly shut-ins.
23. Telephone Calls to Elderly - Northeast Community Mental Health Center
Ms. Sarah Selmin, Vol. Coordinator; 5515 Shelby Oaks Drive, 382-3880
Making weekly contact with lonely, elderly person through telephone visits.
24. Church Projects - Ms. Fran Pultz, Coordinator
Jr. and Sr. High Sunday evening counselors; music resource leader for youth; church school teacher.
25. Buntyn Presbyterian Church Sunday Evening Fellowship - Bill Duckworth, D.C.E.
561 Prescott, 458-8271 -- Teaching social skills thru recreational activities to retarded teenagers.
26. WLYX - SCA Radio - Ms. Donna Perdue, Volunteer Coordinator
Southwestern Gym Tower, 3rd floor, 276-1711
Reading to the blind over especially- designed and beamed radio station.
27. ACORN - John Beam Director
11 N. Cleveland, tel. 725-1956 - Organization to mobilize low income communities to meet needs.
28. Planned Parenthood - Carol Adams or Babs Feibelman
9 N. Second St., tel. 525-0591
Receptionist and interview work at family planning center.
29. Suicide and Crisis Center - Ms. Mary Pucket, Director
Stewart Hall, tel. 726-5531 -- Counseling persons in crisis situations who phone Center
30. Shelby County Penal Farm - Bill Freeman, Volunteer Coordinator
1045 Mullins Station Rd. - 386-4391, ex. 212
Pairing with inmate for visitation and friendship.
31. Next Friend Counseling Program - George Roman, Director
616 Adams (Juvenile Court), 527-5231 -- Being paired by sex and race to young person with delinquent background, for weekly contact.
32. DeNeuille Heights School for Girls - Sister Esther, Director
3060 Baskin, 357-7316 -- Volunteer women paired to student, or weekly visitation on weekends to group; men or women to coach athletics.
Students are from problem homes.
33. Big Brother Program (and Big Sister) - John Hille, Director
2600 Poplar - 324-3694 -- Befriending child from troubled home background.
34. Girl Scouts - Beverly Wills, Area Coordinator
1931 Dorrie Lane - 767-1440 -- Leading or assisting with troop, once a week.
35. Boy Scouts - Rick Schmidt, Area Coordinator
171 S. Hollywood - 327-4193 -- Assisting with troop at either Rozelle School or St. John's United Methodist Church

REPORT OF THE COMMITTEE ON FINANCE - January 21, 1977

The Committee convened at 3:30 P.M. in the Director's Room, Palmer Hall. Members present were: Mr. Wayne W. Pyeatt who presided over the meeting, Mr. Richard A. Trippeer, Jr., Professor Charles C. Orvis, Professor James W. Jobs, Mr. Sidney A. Stewart, Ms. Katherine E. Maddox, Mr. Henri Watson, and Mr. Paul L. Hallock.

The Committee received as information the Monthly Financial Report for December, 1976 and the Endowment Performance Report through December 31, 1976.

The Committee reviewed a letter from President James H. Daughdrill, Jr. recommending to increase the endowment income from 5% to 6%. This one percent increase would allow an additional 3% average salary increase for all Southwestern employees. The Committee also received a recommendation from the Investment Committee for an additional formula in the calculation of endowment income. This formula allows the college to receive current benefit from additions to the endowment without waiting for the new money to flow completely into the 13 Quarter Average calculation.

After considerable discussion, the Committee voted unanimously to approve these changes in the endowment income calculation and recommends Board approval.

The college's proposed 1977-78 Budget was examined and discussed. The Committee reviewed the proposed tuition, room and board charges for 1977-78 (an increase of approximately 10%), as incorporated in the Budget.

The Committee voted unanimously to approve the 1977-78 Budget for the college as presented and to recommend the Budget for final approval by the full Board. This action included approval of the specified tuition, room and board charges and of the 8% average salary increase.

President Daughdrill's letter to all Trustees regarding the need for a computer at Southwestern was discussed. The Committee approved the purchase of a computer as set forth in the President's letter with the condition that the used-computer market be explored prior to the placing of an order, and the Committee recommends that the Board adopt this position.

A motion made at the October 21, 1976 meeting of the Board by William W. Mitchell, seconded by Katherine Maddox, that a Master Plan Goal of the Capital Funds Campaign in the amount of \$1,000,000 be established to eliminate the current fund-unrestricted fund balance (deficit) was deferred to the January 20-21, 1977 meeting.

The Committee approves this recommendation and recommends its adoption by the full Board of Trustees.

Copies of the materials presented as Agenda items are available upon request at the Finance Office. This includes:

- (1) Budget for 1977-78
- (2) Letter from President James H. Daughdrill concerning endowment income
- (3) Letter from President James H. Daughdrill concerning the computer purchase
- (4) Endowment income calculation formula for necessary additions to the fund
- (5) Endowment Performance
- (6) December 1976 Budget Report
- (7) Tuition, Room and Board Survey

There being no further business, the Committee adjourned.

INCOME BUDGET

	<u>1976-77</u>	<u>1977-78</u>
Tuition	\$2,887,500	\$3,004,250
Music and Special Fees	96,404	76,000
Room	427,050	474,075
Board	606,800	610,600
Annual Support Program	465,000	550,000
Endowment Income	461,660	612,547
Churches	130,000	130,000
Continuing Education	12,000	16,800
Bookstore	140,000	145,000
Interest and Other	98,800	73,475
Other Gifts and Grants	69,200	69,000
	<u> </u>	<u> </u>
TOTAL INCOME	<u>\$5,394,414</u>	<u>\$5,761,747</u>

DETAILS TO INCOME BUDGET

<u>Music and Special Fees</u>	<u>1976-77</u>	<u>1977-78</u>
Music Commissions/Applied		
Music Fees	\$48,000	\$40,000
Application Fees	10,500	9,000
Extra Hours	4,000	3,000
Graduation Fees	5,000	6,000
Course Changes, incomplete grades, re-exam fees	500	500
Special Courses	25,000	15,000
Registration and Transcripts	3,404	2,500
	<u>\$96,404</u>	<u>\$76,000</u>
 <u>Interest and Other</u>		
Athletic Department	\$ 1,000	\$ 500
Indirect Cost Recovery	10,000	10,000
Miscellaneous Income	5,000	1,000
Summer Conference Income	-0-	2,475
Traffic Fines	2,000	2,500
Discounts	800	1,000
Interest	70,000	50,000
Apartments	10,000	6,000
	<u>\$98,800</u>	<u>\$73,475</u>
 <u>Other Gifts and Grants</u>		
Student Aid:		
Rozier Trust	\$15,000	\$15,000
Gooch Trust	30,000	30,000
Restricted Scholarship Funds	24,200	20,000
Mellon Grant		4,000
	<u>\$69,200</u>	<u>\$69,000</u>

EXPENSE BUDGET SUMMARY

Minutes of Board of Trustees meeting held January 20-21, 1977

	1976-77			1977-78		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
EDUCATIONAL AND GENERAL:						
Instruction and Research	\$1,775,783	\$ 133,893	\$1,909,676	\$1,953,199	\$ 156,345	\$2,109,544
Library	132,229	99,400	231,629	146,940	105,500	252,440
Athletics	120,656	74,500	195,156	142,854	74,500	217,354
Student Services	280,381	123,200	403,581	318,546	126,350	444,896
Plant Operation & Maint.	489,550	194,789	684,339	537,299	183,500	720,799
General Administration	455,122	371,050	826,172	488,791	333,000	821,791
TOTAL EDUCATIONAL AND GENERAL	\$3,253,721	\$ 996,832	\$4,250,553	\$3,587,629	\$ 979,195	\$4,556,824
Auxiliary Enterprises	\$ 19,050	\$ 699,811	\$ 718,861	\$ 22,423	\$ 688,500	\$ 710,923
Student Financial Aid	-0-	410,000	410,000		480,000	480,000
Budget Committee						
Contingency Fund		15,000	15,000		-0-	-0-
Summer School					4,000	4,000
TOTAL EXPENSE BUDGET	\$3,272,771	\$2,121,643	\$5,394,414	\$3,610,052	\$2,151,695	\$5,761,747

EXPENSE BUDGET

	1976-77			1977-78		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
<u>EDUCATIONAL AND GENERAL:</u>						
<u>INSTRUCTION AND RESEARCH:</u>						
Art	\$ 44,724	\$ 5,000	\$ 49,724	\$ 49,401	\$ 5,000	\$ 54,401
Religion	111,782	2,125	113,907	120,892	2,125	123,017
English	169,446	2,300	171,746	183,182	2,300	185,482
Foreign Languages	152,946	4,450	157,396	165,192	4,750	169,942
Language Center	8,735	1,269	10,004	9,472	1,270	10,742
Music	132,400	11,000	143,400	132,590	11,000	143,590
Philosophy	57,502	1,700	59,202	61,912	925	62,837
Communication Arts	29,317	3,500	32,817	34,823	3,500	38,323
Anthropology & Sociology	65,495	3,300	68,795	71,777	3,300	75,077
Economics	111,394	2,500	113,894	122,950	3,000	125,950
Education	29,397	1,550	30,947	32,138	1,400	33,538
History	91,043	1,625	92,668	98,438	1,450	99,888
International Studies	23,707	2,500	26,207	41,409	2,500	43,909
Political Science	51,617	2,100	53,717	55,711	2,300	58,011
Psychology	112,140	3,240	115,380	121,369	3,200	124,569
Biology	155,171	15,000	170,171	169,300	16,100	185,400
Chemistry	121,644	12,500	134,144	131,553	12,600	144,153
Mathematics	117,300	2,234	119,534	151,256	2,225	153,481
Physics	89,386	4,000	93,386	96,731	4,000	100,731
Computer Center	50,811	18,500	69,311	41,422	33,350	74,772
Continuing Education	49,826	33,500	83,326	60,235	38,300	98,535
Freshman Program and Man Course				1,446	1,750	3,196
TOTAL INSTRUCTION & RESEARCH	\$1,775,783	\$133,893	\$1,909,676	\$1,953,199	\$156,345	\$2,109,544
Library	132,229	99,400	231,629	146,940	105,500	252,440
Athletics	120,656	74,500	195,156	142,854	74,500	217,354

EXPENSE BUDGET

	<u>1976-77</u>			<u>1977-78</u>		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
STUDENT SERVICES:						
Admissions	\$ 98,537	\$ 36,000	\$134,537	\$122,309	\$ 37,000	\$159,309
Financial Aid Office	35,913	2,800	38,713	38,903	3,600	42,503
Registrar	36,344	4,600	40,944	38,998	5,200	44,198
Infirmary	16,795	2,600	19,395	12,810	2,600	15,410
Counseling	26,931	1,200	28,131	29,305	1,800	31,105
Student Center	3,476	8,700	12,176	4,192	8,800	12,992
Publication Board	-0-	22,900	22,900	-0-	22,900	22,900
Black Students Association	-0-	1,600	1,600	-0-	1,600	1,600
Student Government Assoc.	-0-	15,800	15,800	-0-	15,800	15,800
Dean of Students	62,385	27,000	89,385	67,293	25,000	92,293
Orientation & Kinney Prog.				4,736	2,050	6,786
TOTAL STUDENT SERVICES	<u>\$280,381</u>	<u>\$123,200</u>	<u>\$403,581</u>	<u>\$318,456</u>	<u>\$126,350</u>	<u>\$444,896</u>
PLANT OPERATION & MAINTENANCE:						
Housekeeping	\$209,687	\$ 22,000	\$231,687	\$228,480	\$ 22,000	\$250,480
Security	106,031	3,000	109,031	111,525	3,500	115,025
Repairs and Maintenance	128,891	14,000	142,891	143,506	14,000	157,506
Grounds	44,941	5,000	49,941	53,788	5,000	58,788
Building Expense	-0-	148,789	148,789	-0-	136,500	136,500
Trucks and Autos	-0-	2,000	2,000	-0-	2,500	2,500
TOTAL PLANT OPERATION & MAINTENANCE	<u>\$489,550</u>	<u>\$194,789</u>	<u>\$684,339</u>	<u>\$537,299</u>	<u>\$183,500</u>	<u>\$720,799</u>

EXPENSE BUDGET

	1976-77			1977-78		
	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>	<u>SALARY AND FRINGE BENEFITS</u>	<u>NON- SALARY</u>	<u>TOTAL</u>
GENERAL ADMINISTRATION:						
Administrative Services	\$ 51,141	\$ 10,000	\$ 61,141	\$ 57,095	\$ 10,000	\$ 67,095
Board Meetings		5,500	5,500	-0-	5,500	5,500
President's Office	61,792	53,000	114,792	66,626	44,000	110,626
Finance Office	100,084	35,700	135,784	108,656	35,700	144,356
Interest		93,000	93,000	-0-	70,000	70,000
Insurance		46,000	46,000	-0-	39,000	39,000
Dean of College	77,253	62,000	139,253	69,518	59,200	128,718
Development Office	86,923	29,500	116,423	94,923	32,500	127,423
Institutional Advancement	77,929	36,350	114,279	85,212	37,100	122,312
Printing				6,761	-0-	6,761
TOTAL GENERAL ADMINISTRATION	\$ 455,122	\$371,050	\$ 826,172	\$ 488,791	\$ 333,000	\$ 821,791
TOTAL EDUCATIONAL AND GENERAL	\$3,253,721	\$996,832	\$4,250,553	\$3,587,629	\$ 979,195	\$4,566,824
AUXILIARY ENTERPRISES:						
Apartments		\$ 8,211	\$ 8,211	\$ -0-	\$ 5,400	\$ 5,400
Dining Hall		430,600	430,600	-0-	427,000	427,000
Bookstore	\$ 19,050	117,000	136,050	22,423	121,100	143,523
Dormitories		144,000	144,000	-0-	135,000	135,000
TOTAL AUXILIARY ENTERPRISES	\$ 19,050	\$699,811	\$ 718,861	\$ 22,423	\$ 688,500	\$ 710,923
Summer School	\$	\$	\$	\$	\$ 4,000	\$ 4,000
Student Financial Aid		410,000	410,000		480,000	480,000
Budget Committee						
Contingency Fund		15,000	15,000			
TOTAL EXPENSE BUDGET	\$3,272,771	\$2,121,643	\$5,394,414	\$3,610,052	\$2,151,695	\$5,761,747

BUDGET NOTES

	<u>1972-73</u>	<u>1973-74</u>	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
<u>Enrollment</u>						
Budgeted Opening Fall Enrollment	1,025	1,025	1,025	1,075	1,075	1,010
Budgeted Full-time Equivalent	1,000	1,000	1,000	1,050	1,050	985
Actual Opening Fall Enrollment-- FTE	1,097	1,065	1,103	1,089	1,000	--

Note: Budgeted full-time equivalents are stated at 25 fewer students than opening fall enrollment. This has been the experience over the past ten years and adjusts the income projection for the decline in students during Term II and Term III.

<u>Room</u>						
Dormitory Capacity	729	729	729	748	748	748
Dormitory Occupancy-- Budgeted	681	725	705	720	730	710
Dormitory Occupancy-- Actual	Not available		724	734	707	---

<u>Board</u>						
Number of Boarding Students:						
Budgeted	680	665	700	720	740	710
Actual	728	722	737	747	711	---

The opening fall enrollment projection for 1977-78 is broken down as follows:

Returning Students -- 615

Incoming Students:

Freshmen--335	}	395
Transfers-- 60		
		<u>1,010</u>

Tuition, Room and Board

	<u>1976-77</u>	<u>1977-78</u>	<u>Increase</u>	
			<u>Amount</u>	<u>Percent</u>
Tuition	2,750	3,050	300	10.9
Room	585	660	75	12.8
Board	<u>820</u>	<u>860</u>	<u>40</u>	4.9
	<u>4,155</u>	<u>4,570</u>	<u>415</u>	<u>10.0</u>

Budgeted Income

Tuition

Budgeted Full Time Equivalent $985 \times \$3,050 = \$3,004,250$

Room

Single Occupancy-- 73 students x \$735 = \$ 53,655
 Double Occupancy--637 students x \$660 = 420,420 > \$ 474,075

Board

710 students x \$860 = \$ 610,600

CAPITAL FUNDS CAMPAIGN EXPENSES

	<u>1976-77</u>	<u>1977-78</u>
Consultant's Fee	\$23,717	\$13,500
Consultant's Expenses	5,000	2,400
Southwestern Development Office Special Expenses for Capital Funds Program (Travel, Special Events, Printing, Promotion)	4,000	6,000
Assistant -- Salary & Fringe Benefits	9,828	10,723
Research Assistant -- Salary & Fringe Benefits	7,175	7,447
Alumni Secretary -- Salary & Fringe Benefits	<u>-0-</u>	<u>11,820</u>
TOTAL	<u>\$49,720</u>	<u>\$51,890</u>

Note: Expenses to be covered by proceeds of
Capital Funds Campaign

SOUTHWESTERN AT MEMPHIS

INVESTMENT PORTFOLIO

<u>DATE</u>	<u>ADDED OR WITHDRAWN AMOUNT</u>	<u>STANDARD & POORS ADJ. FOR INCOME</u>	<u>DOW JONES ADJ. FOR INCOME</u>	<u>VALUE OF THE ACCOUNT</u>	<u>NUMBER OF UNITS</u>	<u>TOTAL VALUE PER UNIT</u>	<u>INCOME SINCE INCEPTION</u>	<u>INCOME VALUE /UNIT</u>	<u>PRINCIPAL VALUE /UNIT</u>
12/31/75	9,168,628.82	90.19	852.41	9,168,628.82	91,686.29	100.00	.00	.00	100.00
1/15/76	(4,125.00)	96.76	926.05	9,566,355.13	91,646.77	104.38	24,456.47	.27	104.11
1/31/76	(25,743.14)	101.17	978.46	9,676,642.38	91,403.61	105.87	25,456.47	.28	105.59
2/15/76	(1,000.00)	100.13	963.08	9,552,511.02	91,394.04	104.52	43,010.11	.47	104.05
2/29/76	(37,026.82)	100.32	978.76	9,570,568.01	91,041.81	105.12	63,363.29	.69	104.43
3/15/76	(880.00)	100.55	982.09	9,658,338.43	91,033.52	106.10	112,293.21	1.23	104.87
3/31/76	(48,929.92)	103.68	1,008.67	9,784,589.16	90,580.55	108.02	115,416.61	1.26	106.76
4/15/76	(3,123.40)	101.73	991.22	9,660,211.50	90,551.27	106.68	142,389.58	1.56	105.12
4/30/76	(26,972.97)	102.85	1,009.10	9,637,986.65	90,298.55	106.73	156,839.58	1.72	105.01
5/15/76	(14,450.00)	102.70	1,006.37	9,570,261.99	90,162.41	106.14	165,989.42	1.82	104.32
5/31/76	(21,509.84)	101.71	990.62	9,482,446.00	89,958.35	105.41	179,229.42	1.97	103.44
6/15/76	(880.00)	103.14	1,002.84	9,589,975.28	89,950.10	106.61	224,910.29	2.48	104.13
6/30/76	(45,680.28)	106.11	1,021.22	9,689,862.62	89,528.03	108.23	224,910.29	2.48	105.75
7/15/76	-0-	107.18	1,017.46	9,893,345.18	89,528.03	110.51	248,899.04	2.75	107.76
7/31/76	(23,988.75)	105.59	1,006.31	9,812,272.68	89,309.69	109.87	250,149.04	2.76	107.11
8/15/76	349,035.00	106.56	1,013.45	10,199,878.40	92,474.11	110.30	266,418.01	2.94	107.36
8/31/76	(32,771.47)	105.38	998.68	10,166,817.18	92,177.00	110.30	291,885.51	3.22	107.08
9/15/76	(9,250.00)	106.84	1,005.85	10,191,375.44	92,093.41	110.66	338,440.30	3.73	106.93
9/30/76	(46,554.79)	108.03	1,018.33	10,187,912.27	91,674.49	111.13	339,340.30	3.74	107.39
10/15/76	(600.00)	103.83	966.74	9,914,765.29	91,686.00	104.86	364,945.69	4.02	104.04
10/31/76	25,009.05	106.02	996.37	10,052,667.87	91,433.32	109.95	375,320.69	4.13	105.82
11/15/76	(10,090.00)	103.18	968.46	9,850,484.59	91,339.76	107.84	398,344.41	4.38	103.46
11/30/76	(23,309.02)	105.54	981.86	9,962,194.20	91,126.54	109.32	399,344.41	4.39	104.93
12/15/76	(1,000.00)	108.74	1,020.24	10,158,794.28	91,117.57	111.49	456,986.49	5.02	106.47
12/31/76	(63,891.78)	111.24	1,042.61	10,213,320.58	90,551.10	112.79	458,365.07	5.04	107.75

Assumption: New Additions to Endowment Fund

- I. Date of gift from 1/1/77 through 3/31/77 W Amount
- II. Date of gift from 4/1/77 through 6/30/77 X Amount
- III. Date of gift from 7/1/77 through 9/30/77 Y Amount
- IV. Date of gift from 10/1/77 through 12/31/77 Z Amount

FY 1978 Income

Base Income: 13 quarter average (12/31/73 to 12/31/76)

Add: Gift I and Gift II at 5% of market value on date of gifts
Gift III -- 5% x 3/4 of market value on date of gift
Gift IV -- 5% x 1/2 of market value on date of gift

FY 1979 Income

Base Income: 13 quarter average (12/31/74 to 12/31/77)

Add: New gifts from 1/1/78 to 6/30/78 at 5%
New gifts from 7/1/78 to 6/30/79 at 5% prorated on number of months held
New gifts from preceding calendar year -- 1977 at 3%

FY 1980 Income

Base Income: 13 quarter average (12/31/75 to 12/31/78)

Add: New gifts from 1/1/79 to 6/30/79 at 5%
New gifts from 7/1/79 to 6/30/80 at 5% prorated on number of months held
New gifts from 1978 at 3%
New gifts from 1977 at 1½%

SOUTHWESTERN AT MEMPHIS

MONTH - December 1976

	MONTH			YEAR TO DATE			ANNUAL	
	Budget 1/12	Actual December	Percent Actual/Budget	6/12 Budget	Actual	Percent Actual/Budget	Annual Budget	Percent Actual/Budget
INCOME								
EDUCATIONAL & GENERAL:								
Tuition and Fees	\$248,658.67	\$ 19,323.46	7.8	\$1,491,952.02	\$1,827,152.87	122.5	\$2,983,904.00	61.2
Annual Support Program	38,750.00	44,351.33	114.5	232,500.00	180,509.35	77.6	465,000.00	38.8
Endowment Income	38,471.67	62,776.40	163.2	230,830.02	190,925.56	82.7	461,660.00	41.4
Church Gifts and Grants	10,833.33	2,125.52	19.6	64,999.98	56,705.94	87.2	130,000.00	43.6
Continuing Education	1,000.00	-0-	--	6,000.00	10,887.39	181.5	12,000.00	90.7
Other Income	7,400.00	11,866.56	160.4	44,400.00	52,327.49	117.9	103,800.00	50.4
TOTAL EDUCATIONAL AND GENERAL	\$345,113.67	\$140,443.27	40.7	\$2,070,682.02	\$2,318,508.60	112.0	\$4,156,364.00	55.8
Auxiliary Enterprises	\$ 98,654.17	\$ 15,754.17	16.0	\$ 591,925.02	\$ 990,850.94	167.4	\$1,183,850.00	83.7
Student Aid	5,766.66	-0-	--	34,599.96	13,504.25	39.0	54,200.00	24.9
TOTAL INCOME BUDGET	\$449,534.50	\$156,197.44	34.7	\$2,697,207.00	\$3,322,863.79	123.2	\$5,394,414.00	61.6
EXPENSE								
EDUCATIONAL & GENERAL:								
Instruction & Research	\$159,139.67	\$165,162.85	103.8	\$ 954,838.02	\$ 909,309.51	95.2	\$1,909,676.00	47.6
Library	19,302.42	17,499.90	90.7	115,814.52	125,843.43	108.7	231,629.00	54.3
Athletics	16,263.00	12,618.75	77.6	97,578.00	108,479.39	111.2	195,156.00	55.6
Student Services	33,631.75	27,751.61	82.5	201,790.50	183,670.01	91.0	403,581.00	45.5
Plant Operation & Maint.	57,028.25	47,012.82	82.4	342,169.50	297,578.31	87.0	684,339.00	43.5
General Administration	68,847.67	61,628.25	89.5	413,086.02	356,738.30	86.4	826,172.00	45.0
TOTAL EDUCATIONAL & GENERAL	\$354,212.76	\$331,674.18	93.6	\$2,125,276.56	\$1,981,618.95	93.2	\$4,250,553.00	47.0
Auxiliary Enterprises	59,905.08	76,507.99	127.7	359,430.48	293,090.08	81.5	718,861.00	40.8
Student Aid	34,166.66	(68.00)	(.2)	204,999.96	214,970.53	104.9	410,000.00	48.7
Budget Committee	1,250.00	-0-	--	7,500.00	-0-	--	15,000.00	--
TOTAL EXPENSE BUDGET	\$449,534.50	\$408,114.17	90.8	\$2,697,207.00	\$2,489,679.56	92.3	\$5,394,414.00	46.2
EXCESS OF INCOME OVER EXPENSE (DEFICIT)		-0- (\$251,916.73)			\$ 833,184.23			

COMPARISON OF COSTS 1972-73 ---- 1976-77

College	1972-73	\$ Increase	% Increase	1973-74	\$ Increase	% Increase	1974-75	\$ Increase	% Increase	1975-76	\$ Increase	% Increase	1976-77
<u>University of the South</u>													
Tuition	\$2,050	\$ 50	2.44%	\$2,100	\$300	14.29%	\$2,400	\$300	12.50%	\$2,700	\$250	9.26%	\$2,950
Room	400	50	12.50%	450	-		450	-		450	80	17.78%	530
Board	600	50	8.33%	650	10	1.54%	660	30	4.55%	690	20	2.90%	710
Total	\$3,050	\$150	4.92%	\$3,200	\$310	9.69%	\$3,510	\$330	9.40%	\$3,840	\$350	9.11%	\$4,190
<u>Centre College</u>													
Tuition	\$2,050	\$100	4.88%	\$2,150	\$150	6.98%	\$2,300	\$225	9.78%	\$2,525	\$450	17.82%	\$2,975
Room													
Board	1,050	50	4.76%	1,100	100	9.09%	1,200	125	1.04%	1,325	100	7.55%	1,425
Total	\$3,100	\$150	4.84%	\$3,250	\$250	7.69%	\$3,500	\$350	10.00%	\$3,850	\$550	14.29%	\$4,400
<u>Earlham College</u>													
Tuition	\$2,600	\$182	7.00%	\$2,782	\$150	5.39%	\$2,932	\$138	4.71%	\$3,070	\$290	9.45%	\$3,360
Room	440	50	11.36%	490	20	4.08%	510	25	4.90%	535	45	8.41%	580
Board	660	-		660	60	9.09%	720	70	9.72%	790	75	9.49%	865
Total	\$3,700	\$232	6.27%	\$3,932	\$230	5.85%	\$4,162	\$233	5.60%	\$4,395	\$410	9.33%	\$4,805
<u>Birmingham-Southern</u>													
Tuition	\$1,500	\$ -		\$1,500	\$100	6.67%	\$1,600	\$200	12.50%	\$1,800	\$200	11.11%	\$2,000
Room	350	-		350	50	14.29%	400	-		400	50	12.50%	450
Board	600	-		600	175	29.17%	775	-		775	50	6.45%	825
Total	\$2,450	-		\$2,450	\$325	13.27%	\$2,775	\$200	7.21%	\$2,975	\$300	10.08%	\$3,275

COMPARISON OF COSTS 1972-73 ---- 1976-77

College	1972-73	\$ Increase	% Increase	1973-74	\$ Increase	% Increase	1974-75	\$ Increase	% Increase	1975-76	\$ Increase	% Increase	1976-77
<u>Tulane University</u>													
Tuition	\$2,400	\$100	4.17%	\$2,500	\$100	4.00%	\$2,600	\$400	15.38%	\$3,000	\$240	8.00%	\$3,240
Room	510	-		510	100	19.61%	610	77	12.62%	687	100	14.56%	787
Board	512	-		512	28	5.47%	540	-		540	-		540
Total	\$3,422	\$100	2.92%	\$3,522	\$228	6.47%	\$3,750	\$477	19.39%	\$4,227	\$340	8.04%	\$4,567
<u>Oberlin College</u>													
Tuition	\$2,675	\$150	5.61%	\$2,825	\$200	7.08%	\$3,025	\$275	9.09%	\$3,300	\$375	11.36%	\$3,675
Room	520	25	4.81%	545	40	7.34%	585	75	12.85%	660	50	7.58%	710
Board	710	30	4.23%	740	40	5.41%	780	30	8.97%	810	-		810
Total	\$3,905	\$205	5.25%	\$4,110	\$280	6.81%	\$4,390	\$380	8.66%	\$4,770	\$425	8.91%	\$5,195
<u>Washington & Lee Univ.</u>													
Tuition	\$2,300	\$200	8.70%	\$2,500	\$100	4.00%	\$2,600	\$100	3.85%	\$2,700	\$200	7.41%	\$2,900
Room	650	-		650	-		650	-		650	-		650
Board	650	-		650	-		650	\$100	15.38%	750	50	6.67%	800
Total	\$3,600	\$200	5.56%	\$3,800	\$100	2.63%	\$3,900	\$200	5.13%	\$4,100	\$250	6.10%	\$4,350
<u>Memphis State University</u>													
Tuition	\$ 348	-		\$ 348	\$		\$ 348	-		\$ 348	\$ 64	18.39%	\$ 412
Room	350	-		350			350	-		350	75	21.43%	425
Board	730	-		730	80	10.96%	810	-		810	259	31.98%	1,069
Total	\$1,428	-		\$1,428	\$ 80	5.60%	\$1,508	-		\$1,508	\$398	26.39%	\$1,906

COMPARISON OF COSTS 1972-73 ---- 1976-77

College	1972-73	\$ Increase	% Increase	1973-74	\$ Increase	% Increase	1974-75	\$ Increase	% Increase	1975-76	\$ Increase	% Increase	1976-77
<u>Vanderbilt</u>													
Tuition	\$2,400	\$200	8.33%	\$2,600	\$200	7.69%	\$2,800	\$300	10.71%	\$3,100	\$300	9.68%	\$3,400
Room	600	-		600	100	16.67%	700	(100)		600	200	33.33%	800
Board	800	-		800	100	12.50%	900	(50)		850	150	17.65%	1,000
Total	\$3,800	\$200	5.26%	\$4,000	\$400	10.00%	\$4,400	\$150	3.41%	\$4,550	\$650	14.29%	\$5,200
<u>Davidson</u>													
Tuition	\$2,315	\$115	4.97%	\$2,430	\$ -		\$2,430	\$300	12.35%	\$2,730	\$200	7.33%	\$2,930
Room	350	50	14.29%	400	50	12.50%	450	65	14.44%	515	-		515
Board	600	30	5.00%	630	80	12.70%	710	35	4.93%	745	(55)		690
Total	\$3,265	\$195	5.97%	\$3,460	\$130	3.76%	\$3,590	\$400	11.14%	\$3,990	\$145	3.63%	\$4,135
<u>Southwestern At Memphis</u>													
Tuition	\$1,900	\$100	5.26%	\$2,000	\$200	10.00%	\$2,200	\$300	13.64%	\$2,500	\$250	10.00%	\$2,750
Room	400	-		400	25	6.25%	425	100	23.53%	525	60	11.43%	585
Board	550	30	5.45%	580	60	10.34%	640	96	15.00%	736	84	11.41%	820
Total	\$2,850	\$130	4.56%	\$2,980	\$285	9.56%	\$3,265	\$496	15.19%	\$3,761	\$394	10.48%	\$4,155

SUMMARY

College	1972-73	\$ Increase	% Increase	1973-74	\$ Increase	% Increase	1974-75	\$ Increase	% Increase	1975-76	\$ Increase	% Increase	1976-77
<u>University of the South</u>	\$3,050	\$150	4.92%	\$3,200	\$310	9.69%	\$3,510	\$330	9.40%	\$3,840	\$350	9.11%	\$4,190
<u>Centre College</u>	\$3,100	\$150	4.84%	\$3,250	\$250	7.69%	\$3,500	\$350	10.00%	\$3,850	\$550	14.29%	\$4,400
<u>Earlham College</u>	\$3,700	\$232	6.27%	\$3,932	\$230	5.85%	\$4,162	\$233	5.60%	\$4,395	\$410	9.33%	\$4,805
<u>Birmingham-Southern</u>	\$2,450			\$2,450	\$325	13.27%	\$2,775	\$200	7.21%	\$2,975	\$300	10.08%	\$3,275
<u>Tulane University</u>	\$3,422	\$100	2.92%	\$3,522	\$228	6.47%	\$3,750	\$477	19.39%	\$4,227	\$340	8.04%	\$4,567
<u>Oberlin College</u>	\$3,905	\$205	5.25%	\$4,110	\$280	6.81%	\$4,390	\$380	8.66%	\$4,770	\$425	8.91%	\$5,195
<u>Washington & Lee Univ.</u>	\$3,600	\$200	5.56%	\$3,800	\$100	2.63%	\$3,900	\$200	5.13%	\$4,100	\$250	6.10%	\$4,350
<u>Memphis State University</u>	\$1,428			\$1,428	\$80	5.60%	\$1,508			\$1,508	\$398	26.39%	\$1,906
<u>Vanderbilt</u>	\$3,800	\$200	5.26%	\$4,000	\$400	10.00%	\$4,400	\$150	3.41%	\$4,550	\$650	14.29%	\$5,200
<u>Davidson</u>	\$3,265	\$195	5.97%	\$3,460	\$130	3.76%	\$3,590	\$400	11.14%	\$3,990	\$145	3.63%	\$4,135
<u>Southwestern At Memphis</u>	\$2,850	\$130	4.56%	\$2,980	\$285	9.56%	\$3,265	\$496	15.19%	\$3,761	\$394	10.48%	\$4,155

Southwestern At Memphis

A college of liberal arts and sciences, founded in 1848

THE PRESIDENT

January 17, 1977

TO: Investment Committee, Mr. Sidney Stewart, Chairman
Finance Committee, Mr. William W. Mitchell, Chairman

FROM: James H. Daughdrill, Jr.

The college by-laws state (Article VII, Section 1,6) "The President shall prepare and present to the Board through the Committee on Finance a proposed budget for the ensuing year."

For FY '78 I present two alternate budget proposals to you.

The first budget is based on a 5% average salary increase. It is the budget that we have been working on for over two months.

However, after long thought, I recommend a second budget with average salary increases that will not cause faculty and staff to lose in buying power. This budget will take special action on your part if you approve it.

I recommend to the Investment Committee and Finance Committee that the rate of income-from-endowment be changed for FY 78 from 5% to 6%, and that the budget that includes 8% average salary increase be approved and presented to the full Board of Trustees on January 21.

Income of \$90,000 is needed to up the average salary increases from 5% to 8%. You may ask why I do not recommend getting that amount from other sources. I almost did. (That is the reason for this late presentation for which I apologize.) Some indicators look better since last fall--the admissions trend and the Southwestern Fund trend, as does the possibility of our getting increased Tennessee Student Aid assistance. But these may be offset by energy costs which we now expect to exceed this year's budget by approximately \$30,000. On balance I feel optimistic about the trends, but it is still "guesstimating"

I feel that 6% income-from-endowment, which is conservative today, is a more responsible way to budget needed additional income for FY 1978. This way does not "bet" on the income, it nearly guarantees the income.

I recommend the 8% average salary increase because it will not lose ground to projected inflation, and because it continues the trend of small gains we have made in the salary area over the last four years.

cc: Budget Team
AC



Southwestern At Memphis

A college of liberal arts and sciences, founded in 1848

THE PRESIDENT

THE COMPUTER NEEDS OF SOUTHWESTERN

January 13, 1977

TO: Trustees

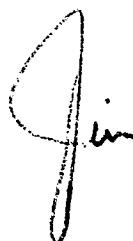
FROM: James H. Daughdrill, Jr.

We have spent seven months examining the computer needs of Southwestern. A systematic examination of appropriate hardware has been made. I recommend a Digital Equipment Corporation PDP 11/70 system. The 11/70 is a state-of-art, medium-large, timesharing minicomputer, costing approximately \$225,000. It has been on the market just long enough to get the initial "bugs" out, but not long enough for obsolescence to begin.

Last year I appointed a committee, chaired by Professor Herbert Smith of the Psychology Department, to study our needs and to make a recommendation. A group visited Earlham College, an institution similar to Southwestern, where an 11/70 is in use. The Director of the Computer Center at Southwestern studied the quality of operating systems and compilers (software) and consulted a number of DEC users for their experiences with the software. The Committee's initial choice was bolstered by the excellent results of these to follow-up examinations. The computer, software, service, and company make an excellent package for Southwestern.

Southwestern's present computer facilities are woefully inadequate. In this area we do not provide adequately for the education of Southwestern students. Also the administrative offices continue at less than optimum efficiency for lack of adequate equipment.

I therefore recommend that an order be placed for a PDP 11/70 system within the next 30 days. An order now will result in delivery-installation in the summer. With luck, teaching use could begin by September, 1977. Substantial administrative use should prove feasible by the latter part of 1977. If our order is placed later than February, the price will increase by \$10,000.



REPORT OF THE COMPUTER COMMITTEE

This committee was formed to study the needs of Southwestern in the computer area, and to make recommendations of ways to fill those needs. After several months of investigation and deliberation the committee submits this report of its conclusions and recommendations.

CONCLUSIONS

The modern computer, characterized as having rapid processing, time sharing, large memory, multiple language, and easy access, is a wondrous machine with enormous potential in a broad spectrum of professional applications. We identified five general areas in which computers should be useful to Southwestern:

1. As a tool for students to use in investigation and problem-solving in most academic disciplines, and as a general education medium for the student body.
2. As a possible area in which students may develop vocational interests.
3. For faculty research.
4. For administrative uses.
5. For institutional research.

Of these five areas, the first is the most important for Southwestern. It is a contemporary fact of life that business and professional people use the computer in both routine and sophisticated ways to carry out their work. A graduate who is not familiar in a direct way with the impact of a modern computing system on his chosen profession will be at a great disadvantage, whether he is working at a job or pursuing graduate study. A student with computer literary will view, inevitably, his or her profession as different from that profession without this capacity. Southwestern must move to bring modern computing into the main-stream of its educational program at the earliest possible date.

We are at present woefully inadequate and behind the times and this committee cannot overemphasize its feeling of need and urgency in this regard. The committee feels that the present use of our antiquated IBM 1620 system is in no way indicative of either the amount or the kind of use a modern system such as the one described in our recommendations would result in a rapidly expanding corps of excited and sophisticated users in all three areas, students, faculty and administration. Furthermore, we believe that Southwestern must make such a move now to maintain its posture of excellence in education and to help attract new students.

The other four listed areas offer useful, exciting and dramatic possibilities not available to us with our present equipment. What we describe in the recommendations is a system that would meet the educational needs and be of sufficient power and versatility to do all the committee-identified jobs of importance in these other areas. Such possibilities as computer-based systems of educational records, accounting, alumni records, solicitation and recording of gifts, student applications, admissions and financial aid, etc., with built-in possibility for easy analyzing and summarizing of data, would greatly enhance both administrative operations and the potential for institutional research. The faster processing time, larger memory, multiple language capability and easy access of the recommended machine will result in increased faculty use on research as well as course-related problems not now feasible or possible.

RECOMMENDATIONS

Southwestern should purchase and install at the earliest possible time a DEC PDP 11/70 system. The main system cost is \$179,000. The initial terminal purchase numbering 19 would cost \$39,500. In addition, some \$5,000 would be needed for site preparation (to connect terminals throughout the campus).

Summary:

Main System	\$179,000
Terminals	39,500
Site Preparation	5,000
Contingency Fund	1,500
	<u>\$225,000</u>

In addition to the one-time charges of purchasing the computer and preparing the site, the first year budget would have to be increased by approximately \$13,000 to cover increased maintenance cost of \$12,000 and additional supplies, print paper etc., \$1,000 yearly. This large increase would be necessary only during the first year in which a parallel operation would be in effect. In subsequent years the budget increase would be reduced from \$13,000 to approximately \$5,000 (\$4,000 for maintenance and \$1,000 for supplies). Professor Bill Nemitz will assume the responsibilities of systems manager and programmer for administrative users. The Mathematics Department will provide the instructional staff to teach the introductory courses in this area.

The 11/70 was recommended by a very cost-conscious committee. The disk and core sizes are large. The 11/70 is one of the fastest mini-computers available. It has the built-in expansion capability for up to total of 63 remote terminals. This system can reasonably be expected to meet all the College's computer needs for a minimum of five years, and very probably for 8 to 10 years. Acquiring a system marginally adequate at present, on the other hand, could well result in an outgrown system within two to four years. The cost of scrapping an old system and replacing it could be staggering, not only for hardware, but for program alterations. The Committee felt strongly that any smaller system would be not only an educational, but also an economic mistake.

We recommend that the present computer area in Kennedy Hall be utilized for the 11/70 system. This area consists of a main computer room, adjacent office, and separate work and storage rooms. (An additional faculty office is adjacent and could be easily acquired by trade if desired.) Existing air conditioning and humidity control are adequate. Cost of site modification and system installation would be minimal. After a short period of parallel operation of the 11/70 and the 1620 in Palmer Hall, Room 106 Palmer could then become an excellent terminal room for administrative users, requiring only occasional trips to Kennedy to use the line printer.

I appreciate the careful work and well-considered recommendations of the Computer Committee. This memorandum is largely their work that I have studied and discussed with them.

Professor Herb Smith, Chairman
 Professor Marshall Jones (Representing the Dean's Office)
 Professor Bill Nemitz (Computer Center Director, without vote)
 Professor Mike Kirby (Political Science)
 Professor Mark McMahon (Economics and Business Administration)
 Professor Jack Russell (Mathematics)
 Mr. Paul Hallock (Finance Office)
 Mr. Tom Kepple (Institutional Services Office)
 Mr. John Turpin (Registrar's Office)
 Professor Dick Gilliom (Chemistry)
 Professor Ed Scrimger (Computer Instructor, without vote)
 Mr. Ron Yarbrough (Development Office, without vote)

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - January 21, 1977

The Committee met on the afternoon of January 20, 1977 at Southwestern, all members except Messrs. William B. Dunavant and Hewitt Tomlin, Jr. being present.

The first order of business was to consider the number of meetings of the Board of Trustees which should be held during the current academic year. After discussion, it was determined to recommend to the Board of Trustees that three meetings be held, the third to be on April 13, 1977 beginning at noon, with no committee meetings to be held on that or the preceeding day, any necessary committee meetings during the interim to be specially called.

Premised upon the adoption by the Board of the foregoing recommendation, it was then determined to recommend that this Committee be given the authority to present nominees on behalf of the Board of Trustees to the Nominating Committees of the two Synods prior to the next meeting of the Board, and that nominees for election by the Board will then be presented to it for election at the April 13 meeting.

The next item considered was the possibility of changing the name of Southwestern At Memphis. After considerable discussion, it was decided to recommend that no change in the name be made.

Next the committee structure of the Board was considered, and it was decided to recommend that no further review of that committee structure be undertaken, and that no changes be made in it except for the creation of an additional standing committee on Admissions and Financial Aid. As this would require an amendment to the By-Laws, it was recommended that such an amendment be initiated by the Board of Trustees at the present meeting for final action at the next meeting of the Board.

Finally, certain so called "housekeeping" amendments to the By-Laws having been recommended by the Committee to the last meeting of the Board of Trustees and adopted by that Board, it was further recommended that final action upon those amendments be taken at the present meeting of the Board.

There being no further business the meeting was adjourned.