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Minutes of the Meeting of the Board of Trustees of Southwestern at Memphis April 12, 1978

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MINUTES OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
April 12, 1978

78-4-1. The Annual meeting of the Board of Trustees of Southwestern At Memphis was called to order in executive session with the President in the Edmund Orgill Room of S. DeWitt Clough Hall on the campus at 1:00 P.M. on Wednesday, April 12, 1978, pursuant to written notice. Chairman Robert D. McCallum presided.

78-4-2. Members of the Board present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
*Edgar H. Bailey, '78	Walter P. Armstrong, Jr., '80	Edward M. Carmouche, '80
Walk C. Jones III, '80	Winton M. Blount, '80	Jessie Falls, '80
Robert D. McCallum, '79	L. Palmer Brown, '79	W. Maynard Fountain, Jr., '79
Judith Mitchener, '78	Charles P. Cobb, '80	G. R. Hollingsworth, '78
Jere Nash, Jr., '80	Margaret Hyde, '80	Evelyn Landis, '79
M. D. Prouty, Jr., '79	Paul T. Jones, '79	William C. Rasberry, '78
S. Herbert Rhea, '79	Michael McDonnell, '79	
Henry B. Strock, Jr., '80	*William W. Mitchell, '79	<u>Ex Officio</u>
Hewitt Tomlin, Jr., '80	Wayne W. Pyeatt, '78	James H. Daughdrill, Jr.
Richard A. Trippeer, Jr. '78	Martin B. Sereteau, '78	
*John W. Wade, '78	Anne Wilson, '78	*present for committee
Henri P. Watson, Jr., '79	Spence L. Wilson, '80	meetings only

78-4-3. President Daughdrill reported as to his reply to Ms. Anne S. Caldwell, alumna and former Dean of Women. (Exhibit A, p.6)

78-4-4. President Daughdrill read and discussed his memo of April 12, 1978 recommending a delay on tenure decisions to allow for more time for full discussion. (Exhibit B, p. 7-11)

The following motion by Mr. Winton Blount, seconded by Mr. Charles Cobb was adopted:

That the Chairman of the Board call a joint meeting in early May of the Executive Committee of the Board, the Faculty Professional Interests Committee, the Ad Hoc Committee on Faculty and Educational Development for the 80's, the President, and the Executive Vice President and Dean of the College to discuss the question of fourth year tenure decisions that must be made by the end of May, and that the Executive Committee be authorized to act for the Board on tenure decisions by May 30.

78-4-5. The following motion by Mr. Charles Cobb was seconded and adopted:

That Southwestern prepare to go to individual churches in the Synods asking that Churches make designated gifts to Southwestern through the Synod's Designated Gifts program.

78-4-6. The regular session was called to order by the Chairman, Robert D. McCallum, and the Reverend Henry Strock led in prayer.

78-4-7. Members of the Board present were:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Walk C. Jones III, '80	Walter P. Armstrong, Jr., '80	Edward M. Carmouche, '80
Robert D. McCallum, '79	Winton M. Blount, '80	Jessie Falls, '80
Judith Mitchener, '78	L. Palmer Brown, '79	W. Maynard Fountain, Jr., '79
Jere Nash, Jr., '80	Charles P. Cobb, '80	G.R. Hollingsworth, '78
M. D. Prouty, Jr., '79	Margaret Hyde, '80	Evelyn Landis, '79
S. Herbert Rhea, '79	Paul T. Jones, '79	William C. Raspberry, '78
Henry B. Strock, Jr., '80	Michael McDonnell, '79	
Hewitt Tomlin, Jr., '80	Wayne W. Pyeatt, '78	<u>Faculty Members</u>
Richard A. Trippear, Jr., '78	Martin B. Seretean, '78	Robert L. Amy, '79
Henri P. Watson, Jr., '79	Anne Wilson, '78	James W. Jobes, '78
	Spence L. Wilson, '80	G. Kenneth Williams, '80

Ex Officio Members

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

Life Trustees

Edmund Orgill

Present by Invitation

Ray M. Allen	Robert Mason	Charles Warren
Josephine Hall	Mary Jo Miller	Anne Marie Williford
Thomas Kepple	Loyd Templeton	Ron Yarbrough

78-4-8. Members of the Board absent:

Synod of the Mid-South

*Edgar H. Bailey, '78
 *John W. Wade, '78

Elected by Trustees

Stanley J. Buckman, '78
 William B. Dunavant, '78
 W. Neely Mallory, '79
 P. K. Seidman, '80
 Sidney A. Stewart, Jr., '79
 S. Shepherd Tate, '78
 *William W. Mitchell, '79

*Present for morning committee meetings

78-4-9. MINUTES On motion duly made and seconded the minutes of the Board of Trustees meeting held on January 19 and 20, 1978, a copy of which was mailed to each member of the Board, were approved as mailed.

78-4-10. ENROLLMENT AND RETENTION CAMPAIGN Report given by Dean Warren and Dean Anne Marie Williford (Exhibit C, p. 12 & 13)

78-4-11. FINANCE COMMITTEE Report given by Mr. Palmer Brown (Exhibit D, p. 14) As a part of his report the following motions were made, seconded and adopted:

a. That the following persons be approved for an additional year of employment beyond the normal retirement age:

Ms. Hazel Bihm, Secretary, Department of International Studies
 Mr. Frank Faux, Center for Continuing Education
 Mr. Goodbar Morgan, Consultant, Alumni Office

- b. That the proposed Personnel Policy revisions (Exhibit E, p. 15 & 16) be approved.
- c. That the fiscal year budget for 1978-79, as discussed, be adopted. (Exhibit F, p. 17-22)
- d. That President Daughdrill be empowered to act in negotiations with the Student Government Association to secure \$10,000 to acquire eighty (80) rental refrigerators for dormitories.

78-4-12. NAME RECOGNITION CAMPAIGN Report given by Mr. Ron Yarbrough and Mr. Loyd Templeton. (Exhibit G, p. 23 & 25)

78-4-13. CAPITAL FUNDS CAMPAIGN President Daughdrill gave report (Exhibit H, p. 26)

78-4-14. ORGANIZATIONAL CHART President Daughdrill distributed an organizational diagram for the college showing the "location" of the three campaigns - Enrollment, Name Recognition and Capital Funds. (Exhibit J. p. 27)

78-4-15. ADMISSIONS AND FINANCIAL AID COMMITTEE Report given by Dr. Maynard Fountain (Exhibit K, p. 28)

Dr. Fountain made the following motion which was seconded and adopted:

- a. That the Committee on Admissions and Financial Aid has reviewed and evaluated the Guaranteed Student Loan Program at Southwestern, and convinced that it is efficiently serving its intended purpose, recommends to the Board of Trustees that Southwestern continue to be a Lender in the Guaranteed Student Loan Program, under the conditions approved at the April 1977 meeting.

b. Dr. Fountain presented a proposed letter to PCUS ministers regarding the two supporting Synods which was approved in principle subject to agreement on wording by the President and Committee on Admissions and Financial Aid.

78-4-16. BOARD DIRECTIONS AND LEADERSHIP COMMITTEE Report given by Mr. Walter Armstrong (Exhibit L, p. 29)

The following motions were made by Chairman Armstrong, seconded and adopted:

- a. That the present officers of the Board be elected for another year:

Robert D. McCallum, Chairman
Walter P. Armstrong, Jr., Vice Chairman
S. Herbert Rhea, Secretary
Wayne W. Pyeatt, Treasurer

b. That the following Board-Elected Trustees be re-elected to the Class of 1981:

William B. Dunavant, Wayne W. Pyeatt, Martin B. Seretean,
S. Shepherd Tate, Anne Wilson.

c. That Mr. John Tully be elected to the Class of 1981 to fill the vacancy created by the retirement of Dr. Stanley Buckman.

d. That Dr. Stanley J. Buckman and Mr. William C. Rasberry be elected Life Trustees.

e. Mr. Armstrong suggested the following meeting dates for the 1978-79 session:

October 19 and 20, 1978
January 18 and 19, 1979
April 18, 1979.

78-4-17. BUILDINGS AND GROUNDS COMMITTEE Report given by Miss Margaret Hyde (Exhibit M, p. 30-34)

The following motions were made, seconded and adopted:

a. That a contract be signed with Walk Jones and Francis Mah, Inc. for the Performing Arts Building.

b. That the following recommended strategy be used:

Design development drawings to be prepared for the October 1978 Board meeting.

The cost for consultants (acoustic and theatre) and additional work be approximately \$25,000.

c. That the plans for the renovation of Robb, White, Ellett and the refurbishing of Voorhies dormitories be approved in principle. (Exhibit M, p.2, items 1-4) (Exhibit N. p. 33 & 34)

78-4-18. DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT Mr. Charles Cobb gave the report. (Exhibit O, p. 35 & 36)

78-4-19. FACULTY AND EDUCATIONAL PROGRAM COMMITTEE Report given by Mr. Morton Prouty (Exhibit P, p. 37-40)

The following motions were made, seconded, and adopted:

a. That effective September 1, 1978, Professors David Y. Jeter, Charles C. Orvis and James M. Vest be promoted from Assistant Professor to Associate Professor.

b. That conditional tenure be offered to two faculty members this year (assuming a positive recommendation at the conclusion of the tenure review process) contingent upon completion of the terminal degree in question by January 1, 1979. This contingent upon action of the Executive Committee in May.

78-4-20. HONORARY DEGREES COMMITTEE Mr. Walter Armstrong stated that all persons previously approved to receive honorary degrees on May 29, 1978 have accepted.

Doctor of Education

John R. Silber, President, Boston University, Boston, Massachusetts.

Doctor of Civil Law

Otis M. Smith, Vice President and General Counsel, General Motors Corporation, Detroit, Michigan.

Doctor of Humanities

James Aaron Wax, Senior Rabbi, Temple Israel, Memphis, Tennessee.

Doctor of Fine Arts

Carroll Cloar, '34, Artist, Memphis, Tennessee.

Doctor of Divinity

Bill W. Huie, Director of Communications, Presbyterian Church, U.S., Atlanta, Georgia.

Thomas Morton McMillan, Jr., '53, Pastor, First Presbyterian Church, Tupelo, Mississippi.

78-4-21. STUDENTS AND CAMPUS LIFE COMMITTEE The report given by Dr. Paul Tudor Jones. (Exhibit Q, p. 1) No action requested.

78-4-22. President Daughdrill on behalf of the Board extended its sympathy to Mr. Carmouche on the occasion of the death of his brother.

78-4-23. The Board adopted the following resolution and requested it be made part of these minutes and a copy be sent to Mrs. Orrick Metcalfe: (Exhibit R, p. 1)

78-4-24. Dr. Daughdrill announced that Mrs. Peyton (Alice) Rhodes is seriously ill and suggested that she be remembered with cards and letters.

78-4-25. COTTAGE President Daughdrill announced that an anonymous donor had leased a cottage for one year on a trial plan in Gulf Shores, Alabama (dubbed Southwestern-By-The-Sea) to be used by members of the college's faculty and staff.

78-4-26. President Daughdrill discussed what steps could be taken if we had a drastic drop in students.

78-4-27. Chairman McCallum presented an appreciation plaque to Mr. W. C. Rasberry and thanked him for his many years of active service and looked forward to his participation as a Life Trustee. Similar plaques were mailed to Dr. Stanley Buckman and Mr. G.R. Hollingsworth.

Chairman McCallum expressed appreciation to the two student members and Dr. James Jobes for their outstanding service to the Board and said that students such as they are the reason it is very worthwhile for those on the Board to have an interest in the college. Ms. Palmer and Mr. Parrish expressed their appreciation for the opportunity to serve on the Board. Professor Jobes expressed his appreciation and looked forward to other opportunities in working with the Board.

78-4-28. EXECUTIVE SESSION The non-voting members were excused and the Board met in executive session before adjourning at approximately 4:45. p.m.


S. Herbert Rhea, Secretary

Mc. Caldwell

have Xeroxed this letter for our file in order to reply to you as promptly as possible. J.H.D.

*cc: Mr McCullum
Dean Warren
Dean Williford*

February 28, 1978

President James H. Daughdrill, Jr.
Southwestern at Memphis
Memphis, Tennessee 38112

Dear Jim:

Southwestern is my alma mater and I read with interest the Southwestern News regularly, and, on occasion, I have exchanged letters with you about various alumni whom I felt were deserving of an honorary degree. I am writing now because I am concerned about what I see as a seeming emphasis on sports over the academic program at Southwestern.

catch-up in what had been one of the least effective departments of the college. Anne, no, this has just been

Recently my sister, also an alumna of Southwestern, sent me an article from the Commercial Appeal with the headline "Thornton Given Four Year Contract." Do the professors also receive four year contracts? I have heard it rumored that Mr. Thornton will be receiving \$30,000 a year plus a car. Is this true? Now I know from looking at the AAUP Salary Comparisons for 1976-77 (information furnished by Southwestern) that full professors at Southwestern do not make that salary, and probably will not receive that amount in 1978-79? Am I right?

No. They receive yearly contracts -- even those with tenure.

Of course, it is possible that the athletic director's salary is from a source other than the general budget of the college, as is the case of the football coach at Davidson College. The football coach at Davidson has to raise the money for the football program as well as his own salary. Is this what is happening at Southwestern? Certainly this set up has not helped Davidson since they have not had a good football season for the past three years.

No. I wish it were on whole salary scale too

No.

I would appreciate very much if you would answer my questions and clarify what is being done at Southwestern, as well as where the school truly stands on emphasis in athletics as opposed to academics. Thank you for any information you can give me. I am an interested alumna.

I'm not sure how you made define a "good" season. I agree. They put their "eggs" in the basketball "basket."

Sincerely,

Anne

Anne S. Caldwell

cc: Board of Trustees

*Thanks for your interest!
I hope you are having a good year.
Happy Thanks-out!*

April 12, 1978

TO: Southwestern Board of Trustees

FROM: James H. Daughdrill, Jr.

One of the most difficult problems for higher education today is the question of tenure decisions when the total tenure percentage is already high. A new dimension was added recently--having to consider what affect tenure decisions have on the whole educational program and the whole college, as well as on the individual professors involved.

Facing-up to the problem began with publication of the book Faculty Tenure, written by a joint commission of the AAUP and the AAC. Their Recommendation 20 stated:

"In the commission's nearly unanimous judgment, it will probably be dangerous for most institutions if tenured faculty constitute more than one-half to two-thirds of the total full-time faculty during the decade ahead."

It is not known whether they intended that the more stable liberal arts colleges like Southwestern might be in the upper (67% tenure) area and that vocational colleges would be in the lower (50% tenure) area, or whether the full range was intended for all colleges. In the latter case, if it is not dangerous for a vocational college to go as high as 67% tenure, then it is reasonable to assume that it is not dangerous for Southwestern to go to, say, 75%.

On this assumption I recommended in January to the Board of Trustees, the Faculty Professional Interest Committee, and the Faculty General Education Committee, "We should set a maximum tenure of 75% of the full time faculty." After studying the matter still

further and after consulting with representatives of AAC, AAUP and ACE, I am convinced that there might be real dangers associated with going to a higher percentage of tenure but I am also convinced that we do not have to have a rigid quota.

Therefore, I am amending my previous recommendation: "I believe that we should not go beyond 75% without first making a thorough study of the implications and making plans sufficient to deal with these."

Tenure is granted by the Board upon recommendation by the President, at the end of five years of teaching. However, if tenure is not to be granted, notice has to be given to the faculty member by the end of the fourth year. Thus it works somewhat like a "pocket approval"--if no termination notice is given at the end of four years then normally we will be granting tenure at the end of the 5th year.

The problem that we face at Southwestern is timing, because we have 5 professors who will complete 4 years on the faculty at the end of this academic year. If all five are granted tenure next year then Southwestern will have 80% tenure (using full time equivalent faculty) or 87% tenure (using full time faculty). In addition, we have 5 administrators who have faculty tenure and they are not included in either percentage.

The alternatives that I see facing us by May 30 include the following:

1. To stay within a 75% maximum tenure, notify the 5 professors by May 30 (end of 4th year) that their 1978-79 contracts are terminal contracts, and seek replacements for them during the coming year.

2. Continue to make tenure and non-tenure decisions just as we have in the past when the total tenure percentage was lower.
3. Follow the recommendations of the Faculty Committee on the 80's regarding tenure decisions.
4. Declare a one year moratorium on the whole question of tenure considerations. That is, delay for one year both the decisions of non-tenure (4th year) and decisions on the granting of tenure (5th year).
5. Ask the Executive Committee to study the issues together with the appropriate members of the faculty and administration until May 30th and to make decisions at that time.

Alternative 1 (termination and replacement) sets a rigid quota far ahead of the people involved. It is in my opinion, the worst alternative.

Alternative 2 (business as usual) seems irresponsible because we lack adequate information on the effect of a very high percentage of tenure. I feel that full faculty consideration of the implications and full faculty planning are both necessary before informed, responsible tenure decisions can be made. Faculty committees have been studying the issue since November of 1976, but the faculty as a whole has not had a chance to consider their recommendations nor to make plans. I think I might favor going even beyond 75% tenure provided:

- a) The faculty had already approved a plan to hold down the percentage of tenure. (i.e. Whether to go from a 5 year to a 7 year probationary period. Whether early retirement options are advisable. Whether to limit tenure by departments as the Faculty Committee for the 80's recommended, etc.)

- b) The faculty had approved a retrenchment contingency plan, (i.e. What would be done if we had to cut the academic program by 25%?) It is difficult to develop answers to this question, but to do it before going to a higher tenure percentage would minimize trauma, arbitrary decisions, and damage to the academic program if cutbacks became necessary.
- c) The faculty had approved a plan to minimize some of the ill effects of high tenure percentage that might include such things as improved evaluation procedures, teaching workshops and retraining of faculty with light teaching loads, etc.
- d) The college had obtained a faculty development grant to enable the faculty to accomplish the plans it developed in c) above.

At this point, however, the faculty has not had sufficient time to consider and approve such plans.

Alternative 3 (following the recommendations of the Faculty 80's Committee) represents the best thinking we have to date, but this alternative seems inadequate for the same reason as number 2--the faculty as a whole has not considered them.

Alternative 4 (a one year moratorium) would be best, in my opinion, if we had to decide today, especially if we lay the problem before the professors involved and they concur. This alternative does not establish a quota, but it does give the faculty, the administration and the trustees time to say, "Let's find out first what effects the tenure decisions will have. Let's see if we can adequately maximize the benefits and minimize the negatives before deciding." A one year moratorium (or a vote to go to a 7-year probationary period) would give the faculty needed time to consider the overall implications and to make plans and recommendations.

The only problem with a one year moratorium is that the 5 professors now in their 4th year have expected that if they did not receive a termination notice at the end of this year, that they might expect to be granted tenure next year. A one-year moratorium would delay that decision by one year (or perhaps two years if a 7-year probationary period were voted).

I favor alternative 5 (studying the problems and projections until May 30th) since it makes use of the 6 weeks remaining before a decision on one of the other alternatives has to be made.

My recommendation, therefore, is that the Chairman of the Board call a joint meeting in early May of the Executive Committee of the Board, the Faculty Professional Interests Committee, the Faculty General Education Committee, the President, and the Executive Vice President and Dean of the College to discuss together the question of 4th year tenure decisions that must be made by the end of May, and that the Executive Committee be authorized to act for the Board on tenure decisions by May 30.

cc: Dean Charles Warren
Dr. Milton Brown, Chmn. Faculty Professional Interests Comm.
Dr. Kay Randle, Chmn. Faculty General Education Committee

Report on Enrollment Campaign - Dean Charles Warren

One thing that makes me feel good in working with the enrollment campaign is that the people are still here that have been doing a good job with enrollment for several years and their continued work will be the key to the success of this campaign.

Anne Marie Williford, Dean of Students, is approaching the enrollment problem from the standpoint of retention. She has established a procedure for determining what the factors are behind attrition, what the attrition rate happened to be, and how we can overcome that.

Dean Williford

We are uncertain exactly what our attrition rate has been. To define attrition, it is those who transfer to another college or those who drop out permanently from college. Last year we began interviewing every student learned to be thinking about leaving Southwestern. A process was developed through which we are better able to determine who is leaving, or thinking about leaving. This gives us the opportunity to interview those students. We catch them, and this is the difficult thing to do, through the cashier's office. Students thinking of leaving will usually try to learn how much money will be returned. Even the non-resident students ask that question. The Cashier's response is that no determination can be made until a form is received from the Dean of Students office.

Over a period of a few years collecting this sort of information should tell us what is happening here at Southwestern and if there is anything we can do about it.

In regard to the quality of student life on campus, we have done other things to make improvements, such as dormitory renovation. Some of the social rooms in the dormitories have been refurnished. These social rooms are used so much by the students and contribute to the feeling of being at home, of being comfortable.

In the academic program Dean Warren's office is placing freshman in colloquia with strong advisors. We continue to develop the Commons Program, which brings different kinds of people together, sharing social and intellectual experiences.

There is a growing need for career counseling program here on campus. Also, there is a need for a chaplain. The two have been combined into the position of Chaplain-Career Counselor. We have an excellent young man coming to fill this position and are looking forward to having him with us.

We are making some progress in identifying the reasons that students leave Southwestern and hope to respond appropriately.

Dean Ray Allen (State and Federal Tuition Support)

First, let me comment on State efforts.

The Tennessee Council of Private Colleges has a two-prong program - one legislative and one-non legislative. The main thing that the legislative

thrust has given to us is an increased student assistance budget for next year. We hope that the Governor will not veto the \$4,250,000 budget for the grant program next year.

The meeting I recently attended was along the non-legislative thrust of the program, that is, to work in the area of recruitment and admissions on a statewide basis for private colleges. There were about ten of us there to review the proposals made by three companies - what they could do to help private colleges in the State of Tennessee in their recruitment programs. I would like to read the objectives of one of these companies, which presented a proposal:

1. To create a greater awareness on the part of the Tennessee public of the State's private colleges.
2. To project the unified image of the number of colleges not conflicting with individual uniqueness.
3. To impress upon the primary market - secondary school students in Tennessee - that options are wide, variable, affordable in the State's private colleges.
4. To provide the means of gathering names of prospective students, thus increasing application pools of member institutions.
5. To project an image of strength - a building image for the State's future, an image of individual attention not found in public education, and an impression of spiritual growth (not conflicting with member institutions).
6. To impress upon the secondary market - such as the influences of parents, guidance counselors and ministers - the attributes, options and advantages of member institutions.
7. To make peripheral constituencies such as alumni, prospective donors and corporate and business community aware of the contributions of the colleges.

These proposals presented quite an elaborate program of the use of outdoor advertising, public service radio, public service TV, posters, local newspapers, etc.

Now, let me comment on Federal efforts.

In regard to the middle income assistance legislation that is being considered, I would certainly hope that you will encourage the passage of this bill over the tax credit program. (Further information was subsequently sent to each member of the Board).

Ms. Mary Jo Miller (recruitment efforts in spring and summer)

We will participate in student search services through College Scholarship Board and we will get labels on students taking the PSAT their junior year and contact them through a mass mailing with a return card.

We also are going to try to arrange a very well planned, specifically church oriented program for alumni ministers. We will continue to work closely with alumni and we also hope to be working closely with each of you. I would like to encourage Board members, whenever you can, to bring prospective students to the campus.

Report of the Committee on Finance - April 12, 1978

The Committee convened at 10 AM in the Directors Room of Palmer Hall. Members present included Ms. Ruthann Ray, Mr. Ralph Jones, Professor James W. Jobes, Professor Marshall E. McMahon, Professor Thomas P. Whaley, Mr. Martin B. Sereteau, Mr. Wayne W. Pyeatt, Mr. William W. Mitchell, Mr. Winton M. Blount, Mr. Robert A. Mason, Ms. JoAnn W. Haley, and Chairman L. Palmer Brown. Also present were President James H. Daughdrill, and Mr. Terry Courtney, Mr. Paul Whittington, and Mr. Richard Rantzow, all of Ernst & Ernst.

*Mr. Mason asked the Committee to recommend a one-year extension of retirement age so that the following staff members may continue employment for the next fiscal year: Ms. Hazel Bihm, Mr. Goodbar Morgan, and Mr. Frank Faux. The recommendation was proposed, seconded, and passed.

*The Committee then considered several changes in personnel policies proposed by Mr. Mason. Changes in sick leave accrual for probationary employees, personal leave for a death in the family, and eligibility for employee tuition remission were approved after a brief discussion. A new inclement weather policy was also adopted.

Mr. Mason presented copies of the March financial reports for both 1977 and 1978, and discussed differences in the income and expense figures for the two years. He also discussed the possibility of a small year-end surplus.

The next item on the agenda was approval of the College budget for the 1979 fiscal year. Mr. Mason summarized the changes made since the Committee tentatively approved the budget in January. A lengthy discussion followed on the projected enrollment figures and their effect on the budget. Several Committee members stressed the importance of the recruiting effort for the financial stability of the College. President Daughdrill listed the various contingencies of the budget that could be utilized if the actual fall enrollment falls short of projections.

*The budget as presented was then approved unanimously.

As the last item of business, President Daughdrill briefly discussed a proposal made by Holton Guyton, President of the Student Government Association. The SGA requests College backing for a \$10,000 loan that will enable the organization to purchase and rent eighty small refrigerators to dormitory students. After a brief discussion, the Committee recommended that the President implement the proposal as he sees fit.

There being no further business, the Committee adjourned at 11:05 AM.

Respectfully submitted,

Robert A. Mason

Robert A. Mason, Secretary

*These recommendations by the Finance Committee require Board of Trustee approval

Proposed changes in personnel policies and fringe benefits:

- 1) Death in the family
- 2) Employee Tuition Remission
- 3) Extreme Weather Policy
- 4) Sick Leave Accrual

These changes have been recommended by the Personnel Policies Committee, Director of Finance, Executive Vice President and Dean of the College, Executive Vice President for Administration, and the President. They now require Board approval.

Death in the Family

When a death occurs in the employee's immediate family, the employee will be allowed time off with pay up to the maximum of three days to attend the funeral and/or to make funeral arrangements. The time allowed will be determined by the employee's supervisor.

Immediate family includes parent, spouse's parent, husband, wife, daughter, son, sister, brother, son-in-law, daughter-in-law, or other close relative who is a member of the employee's immediate household.

Time off taken for death in the family will be charged to the employee's sick leave accrual.

PROPOSED

Death in the Family

An employee is entitled to three days of emergency leave, with pay, upon the death of an immediate family member. If additional time off is needed, such time will be deducted from sick leave accrual, to a maximum of three days. The time allowed will be determined by the employee's supervisor.

Immediate family includes parent, spouse's parent, husband wife, daughter, son, sister, brother, son-in-law, daughter-in-law, or other close relative who is a member of the employee's immediate household.

Employee - Tuition Remission

Full-time* employees of Southwestern are eligible for up to two (2) tuition free courses during Terms I and II and one in Term III provided that:

1. The employee has completed six (6) months of continuous full-time employment immediately prior to the beginning of the term and continues as a full-time employee for the duration of the term;
2. Only one course is taken during the employee's regular work schedule;
3. The employee's supervisor approves in writing prior to registration the work schedule necessary to attend the class. In other words, the employee's actual work time excluding class time remains undiminished. The supervisor's approval applies only to the course taken during regular working hours;
4. The employee pays the registration fee and the application fee;
5. The employee is accepted by the Committee on Admissions;
6. The number of credit hours does not exceed 8 in Terms I and II and 6 in Term III.

This policy does not apply for summer sessions.

To register for a tuition-free course, the employee must complete an "Application for Admissions as a Special Student". This form can be obtained in, and returned to, the Admissions Office.

Registration normally takes place on the registration day for special students. For additional information contact the Director of Administrative Services whose office is located in Room 101 Palmer Hall.

PROPOSED Delete underlined portion above

Extreme Weather

Because a decision covering the entire College might not be uniformly wise or applicable, it is the policy of Southwestern At Memphis regarding extreme weather conditions that no decision will be made to cover the whole College. Students, faculty, and staff should assume that classes will be held, and offices will be open. It will be left up to individuals to decide if they can attend class and/or work. In the event that extreme and hazardous weather conditions develop during the day, individual department heads will decide if and when to close.

PROPOSED

Extreme Weather

Because a decision covering the entire College might not be uniformly wise or applicable, it is the policy of Southwestern At Memphis to make no decision on opening or closing the entire school in the event of extreme weather. Students, faculty, and staff should assume that classes will be held and offices will be open. If a staff member must miss work because of hazardous driving conditions, he or she is encouraged to make up the time, with the approval of his/her supervisor, or the time may be charged to vacation, personal, or sick time. If the employee has no accrued leave, he will not be paid unless definite arrangements for making up the time are approved by his supervisor. The Finance Office will be informed of how the missed time is to be charged on the weekly time sheet.

Sick Leave Policy

Employees are credited with one day of sick leave for each month of continuous employment after August 31, 1975, cumulative to a maximum of twenty-four days. After the twenty-four day maximum accrual is reached, the employee is awarded a bonus day of annual leave for each six months of non-utilization of sick leave. During the employee's probationary period, no sick leave is accrued during a month in which the employee misses at least one-half day (total) for any reason.

PROPOSED

Sick Leave Policy

Delete underlined portion above.

SUMMARY

	<u>1976-77</u> Actual	<u>1977-78</u> Budget	<u>1978-79</u> Budget
<u>INCOME:</u>			
Tuition and Fees	\$2,845,693	\$3,080,250	\$3,533,400
Room and Board	996,563	1,084,675	1,171,875
Gifts and Grants	759,537	749,000	784,000
Endowment Income	466,955	612,547	585,000
Other Income	<u>283,572</u>	<u>235,275</u>	<u>235,200</u>
Total Income	<u>\$5,352,320</u>	<u>\$5,761,747</u>	<u>\$6,309,475</u>
<u>EXPENSE:</u>			
Instruction and Research	\$1,948,018	\$2,113,544	\$2,217,395
Library	231,024	252,440	253,227
Athletics	221,522	217,354	235,910
Student Services	425,509	444,896	488,021
Plant Operation, Maint.	676,093	720,799	779,207
General Administration	752,171	821,791	887,274
Auxiliary Enterprises	697,479	710,923	790,141
Student Financial Aid	393,457	480,000	643,300
Budget Committee Contingency Fund			<u>15,000</u>
Total Expense	<u>\$5,345,273</u>	<u>\$5,761,747</u>	<u>\$6,309,475</u>

INCOME BUDGET DETAIL

	<u>1976-77</u> Actual	<u>1977-78</u> Budget	<u>1978-79</u> Budget
<u>Tuition and Fees:</u>			
Tuition	\$2,696,927	\$3,004,250	\$3,403,400
Tuition-Summer School	38,175	0	30,000
Applied Music Fees	59,376	40,000	53,500
Special Course Fees	29,550	15,000	25,000
Application Fees	9,530	9,000	9,500
Extra Hours	3,074	3,000	3,000
Graduation and Misc. Fees	6,666	6,500	6,500
Registration and Transcripts	2,395	2,500	2,500
Total	\$2,845,693	\$3,080,250	\$3,533,400
<u>Room and Board:</u>			
Room	\$ 422,101	\$ 474,075	\$ 505,875
Board	574,462	610,600	666,000
Total	\$ 996,563	\$1,084,675	\$1,171,875
<u>Gifts and Grants:</u>			
Church	\$ 138,714	\$ 130,000	\$ 130,000
Annual Support Program	538,117	550,000	585,000
Rozier Trust	19,518	15,000	15,000
Gooch Trust	32,013	30,000	30,000
Restricted Sch. Funds	17,015	20,000	20,000
Mellon Grant	14,160	4,000	4,000
Total	\$ 759,537	\$ 749,000	\$ 784,000
<u>Endowment Income:</u>	\$ 466,955	\$ 612,547	\$ 585,000
<u>Other Income:</u>			
Bookstore	\$ 142,175	\$ 145,000	\$ 152,000
Interest	45,621	50,000	45,000
Athletic Concessions	1,264	500	1,000
Indirect Cost Recovery	16,011	10,000	10,000
Miscellaneous Income	36,334	1,000	1,000
Summer Conference Income	6,229	2,475	6,000
Traffic Fines	4,103	2,500	3,000
Discounts	1,213	1,000	1,000
Apartments	6,510	6,000	5,200
Continuing Education	18,318	16,800	0
Swimming Pool	5,794	0	6,000
Work Orders Income	0	0	5,000
Total	\$ 283,572	\$ 235,275	\$ 235,200
TOTAL INCOME	<u>\$5,352,320</u>	<u>\$5,761,747</u>	<u>\$6,309,475</u>

EXPENSE BUDGET DETAIL

	<u>1976-77</u> Actual	<u>1977-78</u> Budget	<u>1978-79</u> Budget
<u>EDUCATIONAL AND GENERAL:</u>			
<u>Instruction and Research:</u>			
Art	\$ 49,162	\$ 54,401	\$ 64,389
Religion	113,559	123,017	128,136
English	169,647	185,482	197,160
Foreign Languages	157,366	169,942	182,181
Language Center	9,690	10,742	10,960
Music	159,702	143,590	152,677
Philosophy	58,851	62,837	67,425
Communication Arts	32,554	38,323	39,178
Anthropology/Sociology	68,358	75,077	79,932
Economics	104,478	125,950	149,295
Education	30,792	33,538	35,701
History	92,333	99,888	107,177
International Studies	36,701	43,909	47,069
Political Science	54,438	58,011	74,171
Psychology	114,264	124,569	133,058
Biology	163,735	185,400	165,467
Chemistry	138,480	144,153	151,196
Mathematics	130,052	153,481	164,261
Physics	91,777	100,731	107,298
Computer Center	57,618	74,772	77,036
Interdisciplinary			31,503
Man Course		1,222	875
Freshman Program		1,974	1,250
Summer School	42,218	4,000	30,000
Continuing Education	72,243	98,535	20,000
Total Instruction and Research	<u>\$1,948,610</u>	<u>\$2,113,544</u>	<u>\$2,217,395</u>
Library	231,024	252,440	253,227
Athletics	221,522	217,354	235,910
<u>Student Services:</u>			
Admissions	150,921	159,309	186,878
Financial Aid Office	38,957	42,503	43,049
Registrar	41,483	44,198	48,729
Dean of Students	87,710	92,293	73,021
Infirmary	16,421	15,410	18,666
Counseling Center	29,017	31,105	28,854
Student Center	13,101	12,992	10,253
Publications Board	24,260	22,900	24,000
Black Student Association	1,542	1,600	1,800
SGA	15,964	15,800	15,800
Orientation Program		1,050	1,050

	<u>1976-77</u> Actual	<u>1977-78</u> Budget	<u>1978-79</u> Budget
Kinney Program		5,736	6,063
Swimming Pool	6,133		17,858
Chaplain			12,000
Total Student Services	\$ 425,509	\$ 444,896	\$ 488,021
<u>Plant Operation and Maintenance:</u>			
Housekeeping	228,263	250,480	260,809
Security	100,571	115,025	106,173
Repairs and Maintenance	185,935	200,660	211,670
Grounds	56,898	58,788	74,705
Utilities	102,426	93,346	125,350
Trucks and Autos	2,000	2,500	500
Total Plant Operation & Main.	\$ 676,093	\$ 720,799	\$ 779,207
<u>General Administration:</u>			
Board Meetings	5,500	5,500	6,500
President's Office	116,081	110,626	116,393
Executive Vice President-Dean	131,430	128,718	151,269
Finance Office	141,732	144,356	179,284
Exec. Vice Pres.-Administration			50,306
Administrative Services	55,687	67,095	56,975
Development Office	115,683	127,423	110,297
Institutional Advancement	125,038	122,312	147,707
Interest	5,887	70,000	8,171
Insurance	50,616	39,000	49,580
Printing	4,517	6,761	10,792
Total General Administration	\$ 752,171	\$ 821,791	\$ 887,274
Total Educational and General	\$4,254,337	\$4,570,824	\$4,861,034
<u>AUXILIARY ENTERPRISES:</u>			
Bookstore	\$ 135,498	\$ 143,523	\$ 138,868
Residence Halls	149,282	135,000	187,388
Food Service	397,288	427,000	457,935
Apartments	15,411	5,400	5,950
Total Auxiliary Enterprises	\$ 697,479	\$ 710,923	\$ 790,141
STUDENT FINANCIAL AID	\$ 393,457	\$ 480,000	\$ 643,300
BUDGET COMMITTEE CONTINGENCY FUND	\$	\$	\$ 15,000
TOTAL EXPENSE BUDGET	<u>\$5,345,273</u>	<u>\$5,761,747</u>	<u>\$6,309,475</u>

BUDGET NOTES

Enrollment

	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
Budgeted Opening Fall Enrollment	1,025	1,075	1,075	1,010	1,026
Budgeted Full- time Equivalent	1,000	1,050	1,050	985	1,001
Actual Opening Fall Enrollment, FTE	1,103	1,089	1,000	1,005	-----

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 Terms II and III.

Room

Dormitory Capacity	729	748	748	735	735
Dormitory Occupancy- Budgeted	705	720	730	710	720
Dormitory Occupancy- Actual	724	734	707	720	---

Board

Number of Boarding Students:

Budgeted	700	720	740	710	720
Actual	737	747	711	723	---

Fall enrollment projection, 1978-79

Returning students	661
Incoming students:	
Freshmen	298
Transfers	<u>67</u>
Total	1,026

Tuition, Room, and Board

	<u>1977-78</u>	<u>1978-79</u>	INCREASE	
			<u>Amount</u>	<u>Percent</u>
Tuition	3,050	3,400	350	11.5
Room	660	695	35	5.3
Board	<u>820</u>	<u>925</u>	<u>65</u>	<u>7.6</u>
	4,570	5,020	450	9.8

Budgeted Income

Tuition (Budgeted Full-time Equivalent)

1001 students x \$3400 = \$3,403,400

Room

Single Occupancy: 73 students x \$770 =	\$ 56,210
Double Occupancy: 647 students x \$695 =	<u>449,665</u>
	\$505,875

Board

720 students x \$925 = \$666,000

Report on Name Recognition Campaign - by Ron Yarbrough

The Name Recognition Campaign goal is to create a more positive environment that will lead to 1) a greater awareness of Southwestern, its educational philosophy and its contributions to Memphis, the region and the country, 2) increased enrollment and increased financial report, and (3) increased intangible such as prestige, good will, visibility, reputation, etc.

The Name Campaign is primarily a general promotion of Southwestern. It supports the two other major campaigns - the Enrollment Campaign and the Capital Campaign. But it is not limited to these.

How will it be accomplished? A committee of Southwestern people will direct the campaign on day-to-day, week-to-week basis. They will be a clearing house to seek promotional ideas and to implement these based on priority, practicality, budget availability.

An advisory committee composed of public relations and advertising professionals will work with the Southwestern committee to assist in, and make recommendations for, general college promotion. Their recommendations will supplement and enhance some of the things that we are already doing, such as news releases, public service spots, promotions, special events and programs. The work of the advisory committee will also support the enrollment and development campaigns.

There will be specific, measurable goals for implementing the name campaign as there are for the enrollment campaign and capital campaign. These goals will become part of the Improvement By Objectives for the next fiscal year.

What have we already done to promote Southwestern?

1. For the two-month period, February 1 through April 1, there has been a 15% increase in news releases over the two-month period, October 15 through December, the two months immediately following the October Trustee meetings.
2. A speakers bureau brochure was prepared several months ago. It is being mailed to the presidents and program chairmen of civic clubs in Memphis encouraging them to call on our speakers when appropriate to their needs.
3. President Daughdrill has distributed a form intended to encourage people to think of ideas that are worthy of promotion. They can be sent directly to Mr. Templeton, President Daughdrill, Mrs. Miller or me.
4. Dr. Jack Streete, Director of the Summer Program, has written ministers in supporting Synods to make them aware of the summer program and to encourage them to tell students and parents about this program.
5. We have contacted the coordinating committee of the Democratic National Convention for the Mid-Term Convention which will be held

in Memphis in December. Our role, of course, is not to take a partisan position in politics, but to explore the possibility of having Mr. Carter or Mr. Mondale speak at Southwestern. There is also the possibility of using tour buses to bring people to Southwestern from the Convention Center. There will be several thousand people here for the convention and we would like to expose them to Southwestern. There is also a possibility of getting some booth space.

6. Coach Dick Thornton has recently begun substituting on the Saturday and Sunday night sports report for WMC-TV. He's also negotiating with WMC for a more permanent arrangement for the sports report every weekend and for a SAM football show similar to U.T.'s, or a five minute segment on Saturdays.
7. One of the recommendations made at the last Trustee meeting was to use the names of prominent graduates to promote Southwestern. A list has been prepared and sent to Mrs. Mary Jo Miller. We will contact them with the hope that they will lend their support in this way.
8. Another suggestion from the last meeting was to initiate a Visiting Artists Program. That, of course, has been a high priority at Southwestern for a number of years and is part of the Capital Funds Program. Through a gift from the Harry McCoy Foundation, we will initiate this program later this month with a residency and performances on campus by Ms. Nancy Tatum. She will be joined by her husband Wiley, already a member of our faculty.

Mr. Loyd Templeton has some important additional information to report on the Name Recognition Campaign.

Report by Mr. Loyd Templeton

As we try to separate our three campaigns - enrollment, capital campaign, and name recognition, let's consider the difference between retail advertising and corporate advertising. The Name Recognition Campaign comes under the corporate advertising approach -- here we are "selling" the institution as a whole to a broad market. This is where we want to build good goodwill, a good feeling toward the college, a basic positive awareness of Southwestern. On the other hand, our efforts to support recruiting and fund raising fall more into the category of retail advertising. Here we are trying to reach very specific markets to encourage prospective students to enroll here and to encourage prospective donors to contribute their support here. Of course, all three campaigns are inter-related. Positive name recognition is one of the keys to successful recruiting and fund raising.

Within reason I think we are coming to realize that there are some things that Southwestern simply cannot afford not to do. For example, because of budgetary constraints we have never had adequate promotional literature on the natural sciences. And yet, we have a faculty second to none, we have a

facility second to none and we have an unusual record of achievement by graduates in these departments. The time has come when we must get this word out to prospective students and we must find the money to let them know what we have here.

In the area of our alumni work, you have heard about our blitz tour, our annual meetings with alumni and prospective students in major markets outside Memphis. By the end of next week we will have held 17 such events in metropolitan areas, and we feel the response this year has been positive--in terms of alumni support and particularly in terms of prospective student involvement. We will continue to work not only with this technique, but to work with our alumni in new ways to get them to help us spread the word about Southwestern.

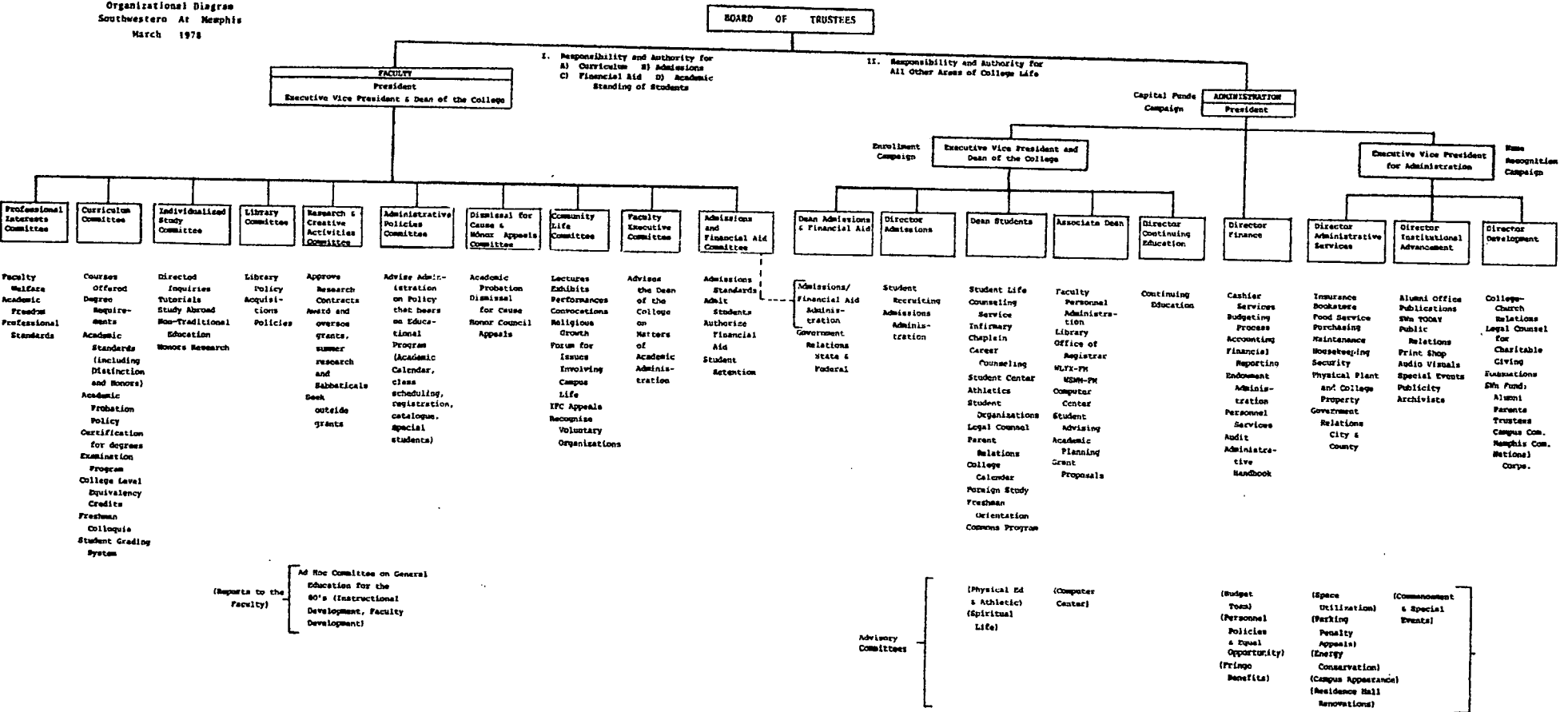
The Advisory Committee that Mr. Yarbrough mentioned is made up of four of the leading advertising professionals in the City of Memphis. They have agreed to give us their time on certain afternoons throughout the year to help us review our plans, to criticize our work, to come up with marketing and advertising ideas they think we should be pursuing. Mr. Ward Archer has agreed to serve on this committee along with Mr. Bennett Wood of Caldwell/Bartlett/Wood; Mr. Dan Conaway of Swearingen-Conaway Advertising; and Mr. John Malmo of John Malmo Advertising, Inc. These professionals will be coming out here to meet with us and you might say to be giving us the same expertise they give the corporate world but giving it to us as a public service.

Going out of here by plane this afternoon is an ad to the New York Times to appear on Sunday, April 30, in the Times special educational supplement featuring higher educational opportunities. The Sunday edition of the New York Times has a paid subscription of about a million and a half people and a pass-on readership of over four million. The advertising space rate of \$1700 is a lot of money, but when you divide that \$1700 by this many people you can see that it is an effective and even economical way to bring Southwestern to the attention of people all over the country.

\$20 MILLION COMMITMENT CAMPAIGNThrough March 1978

	<u>No. Donors</u>	<u>Amount</u>
Board of Trustees		
Current Members	23	\$ 1,490,255.24
Former Members	6	127,720.00
Parents	0	-0-
Alumni	15	260,909.89
Campus Community		
Current Members	8	26,727.00
Former Members	5	63,891.95
Memphis Community	36	1,042,426.10
Churches	17	148,179.10
Friends and Foundations outside Memphis	19	1,265,309.33
		<hr/>
		\$ 4,425,418.61

Organizational Diagram
Southwestern At Memphis
March 1978



Report of Committee on Admissions and Financial Aid - April 12, 1978

Our first item of discussion in the Admissions and Financial Aid Committee was an analysis of the prospects for the class entering in September. Dean Ray Allen presented a current report of the applications received, accepted, and uncanceled.

I think that all of us have a genuine commitment and a concern over where we are for this next year. Mr. Rasberry summarized some of the discussion that we had in our committee, and while we may be discouraged over the total number of applications, there are positive signs as indicated in the number of persons sending in money for room reservations for next year. Our of 100 accepted applications, we are hoping for 50%; last year I think it was about 46%.

We feel the institution needs to have continued commitment in admissions and financial aid, as well as increased giving to the college. One area I would like to emphasize is the importance of the Trustees in this whole matter of recruitment. A suggestion was made in our group that when we come to these meetings, we should see that each of us is responsible for getting four or five prospective students on campus. This would help us. Perhaps it would be good in the appointment of committee members from year to year that different trustees would be given the responsibility of serving on the admissions committee (to draw you out to get your input).

A year ago the Board at the April meeting made a recommendation concerning being a lender in the Guaranteed Student Loan Program and as a part of that motion it was stated that at the end of the year evaluations would be made and recommendations would be made. This is the one recommendation that we bring as a committee:

The Committee on Admissions and Financial Aid has reviewed and evaluated the Guaranteed Student Loan Program At Southwestern and is convinced that it is efficiently serving its intended purpose and recommends to the Board of Trustees that Southwestern continue to be a lender in the Guaranteed Student Loan Program under conditions approved at the April 19, 1977, meeting of the Board of Trustees of Southwestern At Memphis.

(unanimously adopted)

This loan program went into operation in November or December, and of the \$50,000 that was earmarked as guaranteed loans, right now only \$7,000 has been currently loaned. Our first loan was made in December and five students are here at Southwestern because they received loans. We have had inquiries from parents and students about the availability of such a loan for next year. This is a new program and we feel that greater use will be made of it in the days ahead.

/s/ W. Maynard Fountain

Report of Committee on Board Directions and Leadership - April 12, 1978

All members with the exception of Mr. Neely Mallory were present.

President Daughdrill presented a request from the Student Government Association in which they presented a proposal to borrow \$10,000 from the college to purchase small size refrigerators to lease to dormitory students. After full discussion the following motion was made, seconded, and unanimously adopted:

That President Daughdrill be given the authority to help the students secure a loan in the amount of \$10,000.

Because of the amount requested, President Daughdrill felt this proposal should be presented to the Committee on Finance, and that a recommendation from the Finance Committee should be presented to the full Board. The Committee agreed and the proposal was sent to the Committee on Finance for further action.

Chairman Armstrong stated that Mr. John Tully was the first choice for filling the vacancy on the Board, and that Mr. Tully had been notified and stated that he would accept if called.

The following were recommended for nomination to the Class of 1981:

William B. Dunavant, Wayne W. Pyeatt, Martin B. Seretean,
S. Shepherd Tate, Anne Wilson, and John Tully.

The Committee recommends that the present officers of the Board be elected for another year:

Robert D. McCallum, Chairman
Walter P. Armstrong, Jr., Vice Chairman
S. Herbert Rhea, Secretary
Wayne W. Pyeatt, Treasurer

The Committee recommends that Dr. Stanley Buckman and Mr. W. C. Rasberry be elected Life Trustees.

The next subject was the discussion of dates for meetings of the Board of Trustees during the 1978-79 academic year. After discussion, it was decided that the next meeting of the Board should be on October 19-20, 1978; the following meeting on January 18-19, 1979; and the final meeting for the academic year, a one day meeting on April 18, 1979.

There being no further business, the meeting adjourned at approximately 12:00 noon.

Respectfully submitted,

Walter P. Armstrong, Jr.

*Please note
red corrections.*

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - April 12, 1978

The Buildings and Grounds Committee of the Board of Trustees met on April 12, 1978 in Room 300 Clough. The meeting was called to order shortly after 10:00 a.m. by Chairman Edgar H. Bailey. Members present were Edward A. Barnhardt, Marshall H. Crenshaw, Helmuth M. Gilow, Margaret Hyde, Walk C. Jones III, Terry J. Reagan, Henry B. Strock, Jr.. Ex officio members present were Thomas R. Kepple, Jr. and Roy R. Twaddle, Jr..

The status of the Performing Arts Building was the first topic of discussion. Margaret Hyde presented the recommendations of the Performing Arts Building Committee which were:

1. Recommending the signing of the contract with Jones & Mah
2. Recommending the following strategy:
 - a. design development drawings will be prepared for the October Board meeting
 - b. the cost for consultants (acoustic and theatre) and additional work will cost approximately ~~\$20,000~~
25000

Walk Jones stated that "the design development drawings were the minimum necessary to sell the building to potential donors." Jones & Mah will also provide sketches of the interior and exterior of the building.

It was noted that Allen Barnhardt had discussed the location of the Physics equipment relative to the position of the new building. Walk assured the committee that once the plans were more completely developed, he would consult again with the Physics Department.

Margaret Hyde moved the approval of the recommendations and Helmuth Gilow seconded the motion. Following discussion, the committee voted unanimously to approve the Performing Arts Building Committee recommendations and to bring the matter to a full Board vote.

The second topic of discussion was the "latest" on the Frazier-Jelke leaks. Tom Kepple reported that with the exception of one area, Frazier-Jelke is still leaking following our work last summer. Our first attempt was to try the least expensive remedy before beginning a much more expensive strategy. The contractor, Kermit Buck, will be presenting new plans for halting the leaks in Frazier-Jelke to the college. Tom Kepple will consult with Walk Jones before additional work is started. We plan to work again this summer. Approximately \$8,000 has been spent thus far. The Board allocated \$20,000 a year in the October, 1975 meeting over a period of five years to solve the leak problems. The concrete has been a problem and we plan to work on it as well this summer.

April 76

The last topic of discussion was the plan for the renovation of Robb, White, Ellett and refurbishing of Voorhies. Tom Kepple stated that the key words in the proposal are: approval in principle, rough estimate in cost, and flexibility. He stated that approval in principle means:

1. A Board Committee will be appointed to select an architect and an energy consultant.
2. Approximately \$29,000 will be allocated for fees for the architect and consultant.
3. The on-campus renovation committee will work closely with the architect and energy consultant in coordination with the Board Committee.
4. We will proceed with the renovation with or without the H.U.D. loan, barring unforeseen problems.

Rough estimates were provided to give the Board an idea of the project's magnitude. We need flexibility because there may be unforeseen problems that the architects and energy consultant will discover, and the funding may not become available on schedule.

Henry Strock asked what the chances of receiving a H.U.D. loan were? Tom Kepple answered that it was probably no better than 50/50. Asked what the alternative financing would be, Mr. Kepple replied "capital funds specifically designed for the project and undesignated capital funds."

Edgar Bailey asked what priority the project had in relation to the Performing Arts Building? Tom Kepple said it is a part of the Five Year Master Plan. Based on the Board's decision to not build the Performing Arts Building until we either had a specific total gift or the capital funds program reached the \$15,000,000 mark, the renovation project had a higher priority.

Walk Jones said it was a good plan to provide acceptable housing for our students.

Anne Marie Williford discussed the recommendations of the Student and Campus Life Committee. For further information, refer to their minutes.

Tom Kepple added that there were two corrections on the proposal. Ellett bathrooms in part A should be Voorhies basement bathrooms and the Ellett bathrooms should be added to section B at \$17,000.

Edgar Bailey asked what was needed for the H.U.D. loan application? Mr. Kepple stated cost data from the area, specific estimated cost for the project, the expected maintenance and energy savings, and statistics on existing campus student housing are the major requirements.

Walk Jones suggested that we need to get in contact with the federal personnel in Atlanta and Washington D.C. to assist in the loan approval. He also suggested several people that could assist Southwestern in "walking the loan application through." Mr. Bailey added that we ought to ask the full Board if they knew of anyone that could be of help.

Edgar Bailey asked what the thrust was behind the H.U.D. loan and Tom Kepple replied "energy savings, amintenance savings and access for handicapped students."

A motion was made by Henry Strock to approve the plan in principle and to designate

the Buildings and Grounds Committee as the one responsible for selecting the architect and energy consultant. The motion was seconded by Walk Jones.

Allen Barnhardt asked how the overall energy survey and the specific needs for Robb, White & Ellett related and how we could be sure we select a qualified and competent consultant. Tom Kepple replied that the survey portion will:

1. identify promising areas for economical consumption reduction
2. develop an overall energy plan - for example, should we consider a central plant?

The specific needs for Robb, White and Ellett will be developed with the overall plan in mind.

Walk Jones noted that the five (5) consultants Mr. Kepple had already talked with are very reputable.

Marshall Crenshaw asked if we planned to update all fire alarm systems. Mr. Kepple stated the whole campus needed to be looked at and will be during the design of the Robb, White and Ellet system.

The committee unanimously approved the motion.

The meeting adjourned at approximately 10:45 a.m.

April 1, 1978

TO: Buildings and Grounds Committee
Board of Trustees

FROM: James H. Daughdrill, Jr.

RE: Renovation of the Robb, White & Ellett Residence
Halls and refurbishing of Voorhies Hall

This was sent to
the Board prior to the
meeting. Note Adjustm
made in building & ground
Comm. on 2nd page.

My recommendations are based on the following assumptions:

1. We should pursue a 3% H.U.D. loan to do the renovation even if Southwestern receives a gift of \$900,000 to renovate the Robb, White and Ellett Residence Halls. The reason is that our funds could be put to work earning two or three times the interest we would have to pay on this low interest loan.
2. Last year H.U.D. received applications for \$500 Million in loans. \$140 Million was loaned. Vanderbilt and Freed-Hardeman received money for new construction; Lincoln Memorial and Hiwassee, for renovation. Selection of colleges for renovation is based mainly on ability to reduce energy and maintenance costs. Our loan application has perhaps a 50% chance of being approved.
3. To apply for a federal loan we will have to hire both an architectural and an engineering firm to prepare adequate cost estimates.
4. Whatever we do in the Robb, White & Ellett Residence Halls must be in concern with a campus-wide energy plan. Therefore, the engineering firm should be the same firm that prepares an overall energy survey for the campus. The overall plan will have to be prepared first.
5. Selection of the engineering and architectural firms should be made by a committee of the Board as was done in selecting the architect for the Performing Arts Center.
6. The cost for a campus-wide energy survey will be approximately \$17,000. The cost to design and estimate a specific energy system for the Robb, White, Ellett Residence Halls will be an additional \$6,000. The cost for an architect to prepare cost estimates will be approximately \$6,000. Thus, the cost to prepare an energy survey and complete the loan application will be approximately \$29,000.
7. Even if we do not get the H.U.D. loan, the \$29,000 will be well spent. With a 10% energy savings we will pay for the energy survey in less than two years, and the plans, drawings and estimates will be necessary no matter how we finance the renovations.

Therefore, we plan to allocate \$29,000 from capital gifts to prepare the energy survey and to complete the loan application. I request Board approval of this based on the assumptions above.

Assuming approval of the allocation of \$29,000:

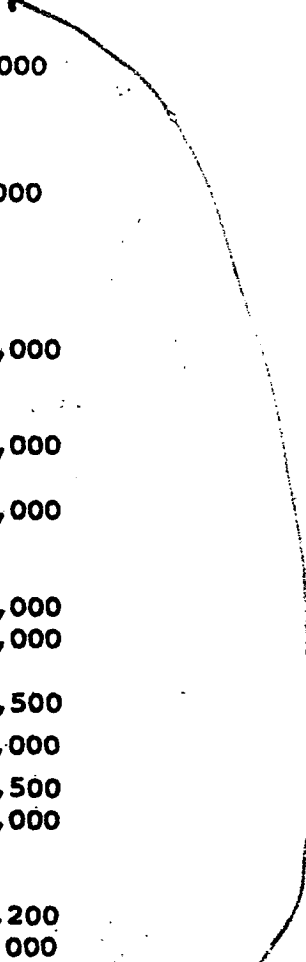
1. The Dormitory Renovation Committee will continue to plan with the architect and energy planner and will work with the Office of Administrative Services to make contracts and purchases to improve the appearance of the Robb, White & Ellett Residence Halls.
2. A Board Committee should be appointed at the April meeting to select an architectural and engineering firm in May. The loan application would be filed by September 1, 1978.

I recommend that we proceed to renovate these residence halls as fast as possible whether we get the H.U.D. loan or not. The comfort, convenience and well-being of Southwestern students are important and the present condition of these residence halls is inadequate. To renovate these residence halls over a long period of time would be much more costly.

The following schedule is reasonable with the information that we now have. We must maintain flexibility however. After we get the recommendations of the engineering and architectural firms, we will have a better idea of how to proceed. They will also advise us on such questions as: At what point would it be wise to construct a campus-wide energy facility such as coal fired boilers?

		<u>Rough Estimate of the Cost</u>
A. <u>Summer 1978</u>		
Refurbish dormitory rooms	New beds and mattresses for Robb, White and Ellett	
	New beds and mattresses for all but the basement rooms of Voorhies.	
	New desks, desk chairs, chests and bookshelves for the first floor of Voorhies.	
	Replacing bathroom hardware and tiling around the bathtubs on the first floor of Voorhies. <i>Voorhies basement *</i>	
	Reconditioning the Ellett bathrooms.	
	Cost	\$ 35,000
B. <u>Summer 1979</u>		
Voorhies Residence Hall:		
Furniture	Continued replacement	12,000
Robb, White and Ellett Residence Halls:		
Structure changes	Modify to meet all codes and handicapped regulations. Replace doors, door hardware, door frames and window hardware.	100,000
Electrical System	Install new one that will accommodate today's needs and the plans for central air and heat	150,000
Lighting	Change location as necessary for energy efficiency	1,000
Modify space use	Improve space use including vending machines, laundry facilities, lounge and storage areas	14,000
Floor	Replace tile with new surface	14,000
Fire equipment	Add cabinets for fire extinguishers and updated alarm systems.	13,500
Ceiling	Repair the Ellett ceiling	6,000
Water fountains	Replace with wall-mounted units	13,500
Exterior	Repair gutters and downspouts and roof	4,000
Windows	Remove bars from 1st floor	
	Add nonbreakable glass around White ball court	2,200
Insulation	Weather stripping and insulation	2,000
	Cost	\$332,200
C. <u>Summer 1980</u>	<i>Ellett Bathrooms</i>	<i>17,000 *</i>
1. Install central air conditioning and replace heating system (tied to natural gas) in the Robb, White, Ellett and Bellingrath Residence Halls.	Cost	\$480,000
Total Cost for 3 years		\$847,200

*see para. 6 ON
BCC Min. p.2.*



Report of Committee on Development and Institutional Advancement - April 12, 1978

The April 12, 1978 meeting was called to order by the Chairman, Charles Cobb, with Mr. Winton Smith delivering the opening prayer.

Mr. Cobb called upon Mr. Loyd Templeton, Director for Institutional Advancement, to report on spring activities. Mr. Templeton described much activity. The Annual "blitz" campaign began in March. Held in 17 cities throughout the country, blitzes bring together local alumni as well as prospective students and their parents. The theme of this year's blitzes is recruitment, since admissions has become the college's number one priority. He commended Ms. Mary Jo Miller and Mr. Ned Moore for their handling of the program and for making all guests feel welcome.

The local alumni have not been ignored during the heavy blitz schedule. The Harry McCoy Visiting Artist Program is to begin April 25 featuring noted operatic, soprano Mrs. Nancy Tatum. Selected alumni are to be invited, as well as some of the college's other friends. Mrs. Tatum and husband, Wiley, will then conduct three afternoon workshops following the opening night.

Local alumni flocked to the Cloar presentation where famed artist and alumnus, Mr. Carroll Cloar, gave a slide show presentation of selected paintings. A series of alumni presentations are planned to replace the alumni lecture series, which attracted only small audiences last year. In May, Ms. Betty Ruffin and her troop will produce a medley of drama to present to Memphis alumni. This will tie in with the college's promotion for the Renaissance Festival weekend.

Mr. Templeton outlined some further efforts designed to promote the name of Southwestern. Southwestern stickers designed for auto windows will soon be mailed to all alumni. A college tie is now on sale.

The Frank E. Seidman Distinguished Award In Political Economy now in its second year at Southwestern has been awarded to Dr. Arthur Burns, past chairman of the Federal Reserve Board. Dr. Burns, due to his heavy schedule, could not accept the award this spring, so the presentation will be staged in September.

Southwestern will run a full page advertisement in the special supplement on education in the Sunday NEW YORK TIMES. Mr. Templeton feels that this exposure will net the college a national audience at a bargain price. Locally, the COMMERCIAL APPEAL will run a feature story on the Kinney Program and student, Mr. Ralph Jones, in the Mid-South Magazine section.

Mr. Templeton mentioned the new Adult Summer Program which will replace the Summer Alumni College and the Summer Ministers conference which will run for seven days in June. The latter conference is designed to offer intellectual stimulus and spiritual guidance to pastors too busy with their congregations to grow much during the year.

Trustee, Mrs. Jessie Falls, asked about the role of athletics at the college. Alumna, Ms. Anne Caldwell, had written a letter to all trustees raising the question of "How big is Southwestern football?" Mrs. Falls said that Southwestern needs to be the best academic college in the South and that it should be careful not to get too "athletic" minded. Both Mr. Yarbrough and Mr. Templeton stated that Southwestern was more than any one area of interest, whether it be

athletics, the Kinney Program, the Renaissance Festival, Dilemma or whatever. They agreed that athletics were important, but were not usurping the college's primary function.

Mr. Cobb then asked about Coach Dick Thornton's talk show which is aired every Sunday night. Mr. Yarbrough responded that the show was independent of Southwestern, but that much good publicity was derived from the show.

Dr. Kenneth Williams, faculty representative, joined the discussion, adding that the college wants quality in all its programs, but that last year's football success could affect the administration's perspective. Mr. Edward Carmouche, Trustee, added that big time athletics cost Tulane over \$100,000 each year. Mr. Carmouche does not want athletics, particularly football, emphasized any more than it is now, but believes the college has the proper balance at present.

Mr. Winton Smith, Director of Deferred Giving, raised the question of line item budgeting from within the local church. Can Southwestern go more directly to churches in Mid-South and Red River Synod churches, bypassing the Synod? Mr. Carmouche suggested that churches can send designated, line-item gifts through the Synod to Southwestern which will satisfy both the Synod and will net more money for Southwestern. He indicated that the college should cultivate the local churches. Mr. Smith added that some big churches like to control their money and come directly to the college to take stock and make an appraisal. Mr. Carmouche reiterated that the college should go directly to these churches and should allow churches to come and see what is going on at Southwestern. In his opinion, the college will win some friends and lose some doing this, but that the net effect will be more money for the college.

A wide-ranging discussion about the college's religious position, particularly its Christian position, followed without any particular conclusions. Mr. Smith indicated that at some institutions Southwestern's stand on Christian doctrine and principles is not held in high regard. However, all present concluded that the college should contact the local churches in person. A motion was made and seconded to go to individual churches for line item budgeting and to invite them to campus. The motion was passed.

The Capital Funds Programs stands at 4.5 million. Progress is slow, but President Daughdrill is spending 50% of his time on the campaign now. Mr. Cobb added that such a campaign requires time and that the goal will not be met overnight.

Mr. John Mathieu outlined the current status of the Southwestern Fund. The bottom line of the Southwestern Fund is up \$38,000 compared with this time last year, however, the alumni campaign is significantly behind last year's total. Phonothons and another personal letter approach are planned to bring the alumni campaign back in the running before the June 30th cut-off date.

The Trustees, who did not make their goal last year, have a good opportunity to make theirs this year reported Mr. Mathieu. Several very generous Trustees have not decided how much they will give this year. Their gifts could take the division over its \$145,000 goal.

There being no other business and the hour being nigh for the convocation, the meeting was adjourned.

BOARD OF TRUSTEES

COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

April 12, 1978

Members present: Dean John Wade, Mr. Morton Prouty, Jr., Mr. Jere Nash, Mr. G. R. Hollingsworth, Professors Jack Farris, Robert Llewellyn, Milton Brown, Dean Charles Warren, and students Mark King and Robert Ingle.

Dean Wade welcomed the members of the committee. Dean Warren introduced Chris King as the new President of the SGA and Professor Robert Llewellyn as the new Associate Dean of the College.

Promotions

Professors Jeter, Orvis and Vest (see attached) were recommended for promotion from Assistant Professor to Associate Professor, effective September 1, 1978.

The motion carried unanimously.

Tenure

Dean Warren mentioned that the President will present a recommendation to the full Board this afternoon outlining a mechanism for reviewing our present policies regarding the tenure probationary period and a possible limit on the percentage of tenured Faculty. This review could have an effect on those individuals being considered for tenure this year.

Dean Warren requested authority from the committee to offer a conditional tenure to two faculty members this year (assuming a positive recommendation at the conclusion of the tenure review process) contingent upon completion of the terminal degree in question by January 1, 1979.

A motion embodying that request was made by Professor Farris, seconded and carried.

MALS Program

Mrs. Sally Thomason of the Continuing Education Center and Professor James Roper presented some background information and a progress report of an ad hoc study on the feasibility of a Master of Arts in Liberal Studies program (see attached outline), followed by questions and discussion. Ms. Thomason recorded specific suggestions made by the Trustees.

There being no further business, the committee adjourned:

April 12, 1978

MEMORANDUM

TO: Board of Trustees Committee on Faculty and Educational
Program

FROM: Charles O. Warren

With the endorsement of President Daughdrill, I am writing to recommend that the Faculty members whose names are listed below be promoted from the rank of Assistant Professor to that of Associate Professor, effective September 1, 1978.

Dr. David Y. Jeter - Assistant Professor of Chemistry

Dr. Charles C. Orvis - Assistant Professor of Economics

Dr. James M. Vest - Assistant Professor of French

Respectfully submitted,

Charles O. Warren

Proposed

Course of study for the degree of

MASTER OF ARTS IN LIBERAL SCIENCES *studies*

Required credit hours for the MALS degree: 30.

Normal program: 4 hours per week during the two long terms; 3 of these would be in class or seminar, 1 hour would be done as an individualized research project. Alternatively, the individualized study might be done in segments of 2 or 3 hours stretched over the year according to the undergraduate requirements for a Directed Inquiry (40 hours of work per credit hour, with an evaluative exam or paper or project needed). At least 6 hours of individualized study needed for the degree.

In the short term a 2-hour interdisciplinary course will be offered.

A summer term will be offered which will give the opportunity either to take a course missed during the preceding year or to advance into the coming year.

A student should be able to get a degree in 3 years. No thesis will be required.

The program structure will be divided into 4 areas of study:

- The Experience of Self and Others
- The Experience with Nature
- The Experience with the Divine
- The Creative Experience

Any student must have at least one course under each of these headings. Courses will be designed as much as possible to include a Western World view, and perhaps even Eastern, rather than narrowly compartmented treatments.

In order to provide a choice of courses each term, it will be necessary to offer at least 2 courses the first year, 3 the next, and 4 when the program reaches full stride.

Administrative:

Personnel: a full-time Director, teaching at least one course.
a perhaps part-time Associate Director, also teaching.
not more than two other teachers in any given term, to provide the remainder of the four courses required by the third year. Such additional faculty will be asked to teach on a release-time basis from the undergraduate program, and only with the consent of the department members concerned.

Matriculation: entrance requirements have not been worked out.

The program is designed with those in mind who, whatever their jobs, want to enrich their experience of the liberal arts. It should be of interest to teachers, but is not planned particularly for their needs. Applicants should have a bachelor's degree or equivalent. The question of whether Southwestern graduates should be allowed to go directly into the program is still at issue.

Evaluation: The program should be entered into only with the understanding that it is to last at least five years. Three years will be required to reach full scope, and students entering as late as the third year will need another two years to finish.

A yearly evaluation will be built into the program.

Financing: The program will be possible only if underwritten by a grant. It cannot impinge on the college's existing budget.

Procedure: Once the committee has worked out the major details the plan will be submitted to the faculty (we hope, at the May meeting) for an expression of approval in principle.

Simultaneously, a representative from the Southern Association of Colleges and Schools will be invited to consult with the committee as to how the program looks to that body.

Also simultaneously, a request for funds to pay for the program will be drawn up, to be submitted once faculty approval is received.

The original target date for beginning studies was September, 1979. This is beginning to look optimistic, though not impossible, but if all hurdles can be cleared in time this will remain the opening date.

James Roper, Chairman
MALS Committee

Report of Committee on Students and Campus Life - April 12, 1978

The first item discussed by the committee was the proposal for renovation of Robb, White, and Ellett dormitories. This proposal was simultaneously presented to the Buildings and Grounds Committee of the Board for consideration in that meeting as is appropriate to their committee. This committee was to view it in the light of the needs of student life. The three-step plan was reviewed and approved by all present. There was some concern expressed by Mr. Henry Watson about the delicacy and expertise needed in securing a HUD loan, and he urged that the college seek someone with special knowledge of the internal procedure of HUD to act as advisor to us in the securing of this loan.

Ms. Bonnie Allen, president of the Honor Council, 1977-78, and Mr. Philip Mischke, president of the Honor Council, 1978-79, presented to the Committee for its information material concerned with the history and procedures of the Honor Council. They further reported on the substantive matters dealt with by the Council this year. They spoke to the privileges enjoyed by students under an honor system and the necessity for all members of the community to support this ideal. It was stated that the Honor Council tries to uphold the system but, at the same time, to be therapeutic and concerned for the individual who has made a mistake. The members of the committee expressed support for the honor system and a high regard for its purposes and spokesmen.

Dean Bo Scarborough reported on upcoming student activities for third term, which included Student Center Weekend, various concerts and parties, and the Renaissance Festival.

ORRICK METCALFE

1905 - 1978

WHEREAS, The Trustees of Southwestern At Memphis desire to record their deep sorrow at the death of a former colleague, Mr. Orrick Metcalfe, who served as a trustee of the college from 1958 to 1973;

RESOLVED, That the Board of Trustees of this Corporation hereby gives formal expression of its loss of a good friend, and does hereby note in its records the passing from this life of a man who was esteemed by his associates, loved by his friends and respected by all;

RESOLVED FURTHER, That a copy of this resolution be forwarded to his family as a humble expression of the Board's heartfelt sympathy.

S. Herbert Rhea, Secretary

Robert D. McCallum, President