

Rhodes College Digital Archives - DLynx

Minutes of the Meeting of the Board of Trustees of Southwestern at Memphis January 19, 1978

Item Type	Other
Authors	Board of Trustees
Publisher	Memphis, Tenn.: Rhodes College
Rights	Rhodes College owns the rights to the archival digital images in this repository. Images are made available for educational use only and may not be used for any non-educational or commercial purpose. Approved educational uses include private research and scholarship, teaching, and student projects. Original copies of the minutes are stored in the College Archives. For additional information please contact archives@rhodes.edu .
Download date	2025-05-15 16:00:32
Link to Item	http://hdl.handle.net/10267/7553

MINUTES OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
January 19-20, 1978
* * * * *

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 1:15 P.M. on Thursday, January 19, 1978, pursuant to written notice.

The meeting was called to order by the Chairman, Robert D. McCallum, and Dr. Maynard Fountain led in prayer.

The members of the Board present were:

<u>Synod of the Mid-South</u> Edgar H. Bailey, '78 Walk C. Jones III, '80 Robert D. McCallum, '79 M. D. Prouty, Jr., '79 S. Herbert Rhea, '79 Henry B. Strock, Jr., '80 John W. Wade, '78	<u>Elected by Trustees</u> Walter P. Armstrong, Jr., '80 Winton M. Blount, '80 Charles P. Cobb, '80 Margaret Hyde, '80 Paul T. Jones, '79 Michael McDonnell, '79 W. Neely Mallory, '79 Wayne W. Pyeatt, '78 P. K. Seidman, '80 Martin B. Sereteian, '78	<u>Synod of Red River</u> Jessie Falls, '80 W. Maynard Fountain, Jr., '79 Evelyn Landis, '79 <u>Faculty Members</u> Robert L. Amy, '79 James W. Jobes, '78 G. Kenneth Williams, '80 <u>Student Trustees</u> Wm. Ralph Jones III Mary Lee Palmer Paul Thomas Parrish
<u>Ex Officio Members</u> James H. Daughdrill, Jr., President		

Present by Invitation

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

The following members were absent:

<u>Synod of the Mid-South</u> Judith Mitchener, '78 Jere Nash, Jr., '80 Hewitt Tomlin, Jr., '80 Richard A. Trippeer, Jr., '78 Henri P. Watson, Jr., '79	<u>Elected by Trustees</u> L. Palmer Brown, '79 Stanley J. Buckman, '78 William B. Dunavant, '78 William W. Mitchell, '79 Sidney A. Stewart, Jr., '79 S. Shepherd Tate, '78 Anne Wilson, '78 Spence L. Wilson, '80	<u>Synod of Red River</u> Edward M. Carmouche, '80 G. R. Hollingsworth, '78 William C. Rasberry, '78
<u>Ex Officio Members</u> Frank M. Mitchener, Jr.		

MINUTES On motion duly made and seconded the minutes of the Board of Trustees meeting held on October 20-21, 1977, a copy of which was mailed to each member of the Board, were approved as mailed.

WEATHER The ice storm which moved across the southern states caused several out of town members to have to cancel plans to attend this meeting.

ERMA SOLOMON President Daughdrill announced that Mrs. Erma Reese Solomon died on December 30, 1977. (See Attachment A, p. 6)

MRS. PEYTON RHODES President Daughdrill announced that Mrs. Rhodes is very ill. Though she is not advised to have company, she would appreciate a card or note.

AUDIO VISUAL A new audio visual to be used for recruitment and promotion was shown.

PRESIDENT'S REPORT (See Attachment B, p.7-13) Mr. McCallum thanked President Daughdrill for his five-year summary and congratulated him on the fine job he is doing.

HONORARY DEGREES COMMITTEE REPORT Mr. Walter Armstrong, Chairman, reported that the committee had met on several occasions and considered all candidates. He reminded the Board of the confidentiality of this report.

It was moved and seconded that upon their acceptance the following persons be awarded appropriate honorary degrees:

DOCTOR OF DIVINITY

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

T. Morton McMillan, Jr., '53, Pastor, First Presbyterian Church, Tupelo,
Mississippi

DOCTOR OF FINE ARTS

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

DOCTOR OF HUMANITIES

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

DOCTOR OF CIVIL LAW

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

DOCTOR OF EDUCATION

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

Chairman McCallum encouraged all members of the Board to submit any suggestions for future degrees, particularly persons with Southwestern connections, to the Honorary Degrees Committee to add to the slate of good prospects already on file.

ADJOURNMENT The non-voting members were excused, with the exception of President Daughdrill, and the meeting went into executive session after which the Board Committees met.


Secretary, S. Herbert Rhea

FRIDAY, JANUARY 20, 1978

The Board of Trustees resumed its meeting on Friday, January 20, 1978 at 9:00 A.M. in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on campus.

The meeting was called to order by Chairman McCallum and Mr. Strock led in prayer.

Mr. Charles Cobb was asked to serve as Secretary Pro Tem in the absence of Secretary Herbert Rhea, who had to be out of the city on business.

The 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	Jessie Falls, '80
Walk C. Jones III, '80	Charles P. Cobb, '80	W. Maynard Fountain, Jr., '79
Robert D. McCallum, '79	Margaret Hyde, '80	Evelyn Landis, '79
Jere Nash, Jr., '80	Paul T. Jones, '79	
M. D. Prouty, Jr., '79	Michael McDonnell, '79	<u>Faculty Members</u>
Henry B. Strock, Jr., '80	W. Neely Mallory, '79	Robert L. Amy, '79
John W. Wade, '78	William W. Mitchell, '79	James W. Jobes, '78
	Wayne W. Pyeatt, '78	
	P. K. Seidman, '80	<u>Student Members</u>
	Martin B. Sereteau, '78	Wm. Ralph Jones III
	Spence L. Wilson, '80	Mary Lee Palmer
		Paul Thomas Parrish

Ex Officio Members

James H. Daughdrill, Jr., President

Present by Invitation

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

The following members were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Judith Mitchener, '78	Winton M. Blount, '80	Edward M. Carmouche, '80
S. Herbert Rhea, '79	L. Palmer Brown, '79	G. R. Hollingsworth, '78
Hewitt Tomlin, Jr., '80	Stanley J. Buckman, '78	William C. Rasberry, '78
Richard A. Trippeer, Jr., '78	William B. Dunavant, '78	
Henri P. Watson, Jr., '79	Sidney A. Stewart, Jr., '79	<u>Faculty Members</u>
	S. Shepherd Tate, '78	G. Kenneth Williams, '80
	Anne Wilson, '78	

Ex Officio Member

Frank M. Mitchener, Jr., Chairman, Development Council

COMMITTEE REPORTS President Daughdrill asked for a waiver of rules to omit committee reports and asked for resolutions only from committees, to allow ample time for discussion of ideas for the college Name Recognition Campaign.

BOARD DIRECTIONS AND LEADERSHIP COMMITTEE REPORT (See Attachment C. p. 14)

A motion was duly made, seconded and passed that the Board recommend to the Synod of the Mid-South re-election to the Class of 1981 the following: Edgar H. Bailey, Judith Mitchener, Richard A. Trippeer, Jr., and John W. Wade.

A motion was duly made, seconded and passed that the Board recommend for nomination for election by the Synod of Red River to serve as members of the Board of Trustees of the Class of 1981 the following: Mr. Murray RASberry, of Helena, Arkansas, and Mr. Henry Goodrich, of Shreveport, Louisiana.

Mr. Armstrong reported that the Committee, after extended consideration, recommended to the Board that a reorganization plan of the top echelon of the college be adopted as outlined by the President and that the two newly created offices reporting to the President be designated by the titles Provost and Dean of the College for Dr. Charles O. Warren and Chancellor for Mr. Ron A. Yarbrough. There was objection to the titles but not to the reorganization itself nor to the two administrators recommended to fill the positions.

Mr. Armstrong made the motion that the restructure of management of the college to place Dr. Charles O. Warren and Mr. Ron A. Yarbrough in the described leadership positions be adopted. The motion was seconded by Mr. Mallory and passed.

A motion was made, seconded, and unanimously passed that the Executive Committee be authorized to designate appropriate titles for the newly elected officers.

A motion was made, seconded and adopted that the members of the Board of Trustees express their confidence in the ability of Mr. Ron A. Yarbrough and Dr. Charles O. Warren to carry out successfully the new administrative duties and responsibilities confirmed upon them by the new reorganization plan for Southwestern.

BUILDINGS AND GROUNDS COMMITTEE REPORT A motion was made that the Chairman of the Board appoint ex officio members of the Campus Appearance Committee to act as consultants to the Committee on Buildings and Grounds in the area of landscaping on a long-range basis. Motion was seconded and unanimously passed. (See Attachment D. p. 15-16)

DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT COMMITTEE REPORT Mr. Cobb moved that Southwestern initiate and install a Board of Visitors under the supervision of an ad hoc committee chaired by Mr. Michael McDonnell. The Board of Visitors are to meet annually and to be made up of persons who are interested in the college (See Attachment E, p. 17-21)

FACULTY AND EDUCATIONAL PROGRAM COMMITTEE REPORT Dr. Wade moved that on the recommendation of the President and the Dean, the Committee recommends for tenure, beginning 1978-79,

Dr. David Y. Jeter, Assistant Professor of Chemistry
Dr. Charles C. Orvis, Assistant Professor of Economics
Dr. James M. Vest, Assistant Professor of French.

The motion was seconded and passed unanimously. (See Attachment F, p. 22)

STUDENTS AND CAMPUS LIFE COMMITTEE (See Attachment G, p. 23)


FINANCE COMMITTEE REPORT Mr. Pyeatt moved that the 1978-79 budget be approved tentatively, with final approval to be determined at the April meeting each year. The motion was seconded and passed. (See Attachment H, p. 24-33)

A motion was made, seconded and passed that the recommended budget be mailed to the Board at least one week before the April meeting.

COMMITTEE ON ADMISSIONS AND FINANCIAL AID REPORT Dr. Fountain moved that enrollment of an adequate number of financially qualified students should be made one of the highest administratively priorities of the college. The motion was seconded and passed. (See Attachment J, p. 34-38)

NAME RECOGNITION CAMPAIGN The remainder of the meeting was devoted to the question, "How can Southwestern be made better known nationally?" Many fine ideas were presented and a synopsis is attached (See Attachment K, p. 39-40)

ADJOURNMENT The non-voting members were thanked for their participation. The Board went into Executive Session at 11:20 A.M. and adjourned at 11:30 A.M.


Secretary Pro Tem, Charles P. Cobb

ERMA REESE SOLOMON

1904-1977

Erma Reese Solomon, a member of the threesome whose dedication to Southwestern nurtured the college from its first years in Memphis, died December 31. Mrs. Solomon was executive secretary to four Southwestern presidents --the late Dr. Charles E. Diehl, President Emeritus Peyton N. Rhodes, Dr. David Alexander and Dr. William L. Bowden. She retired in 1970 after serving the college for 46 years -- longer than anyone else on record. Her devotion to the welfare of Southwestern has become a legend at the college. She joined the Southwestern staff in 1924, just after her graduation from high school and one year before the college moved from Clarksville, Tennessee to Memphis.

As Southwestern struggled to survive during its early years in the city while maintaining a strict insistence on academic excellence, its livelihood depended most heavily on the dedication of Mrs. Solomon, President Diehl and college engineer John Rollow. Dr. Diehl dubbed the threesome the "Three Musketeers," a name which, among long-time Southwestern employees, has come to express the selflessness and commitment on which the Southwestern tradition is based. From her many recognitions, one statement says it best, "Erma Solomon has one cause -- Southwestern -- and one standard -- excellence -- for which she worked during her entire professional life." President Alexander went on to write in a tribute to her in 1970, "Only her encyclopedic memory and firm patience kept the college from wandering too far by presidential divagation. . . I cannot compare Erma to anyone or anything, because for me she is unique."

Dr. Rhodes once wrote, "Erma Reese Solomon must be numbered among the truly great."

The Southwestern Board of Trustees record our gratitude for her life of caring and commitment, to excellence, and to Southwestern.

Robert D. McCallum
Chairman, Board of Trustees

James H. Daughdrill, Jr.
President

TO: Southwestern Trustees
FROM: James H. Daughdrill, Jr.

We have come to the end of my first five years as President of Southwestern. It has been a difficult period for the nation's economy and for higher education. But because of the support and dedicated work of many people Southwestern is in a stronger position today than five years ago.

The accomplishments include:

- . A Budget that has been balanced each year with no deficits or serious cutbacks.
- . Reduction of the deficit accumulated during 1969-72 from \$1,200,000 to \$822,000. A reduction of nearly \$400,000.
- . Marked improvements in the appearance of the campus.
- . A reorganization of the Board of Trustees and rewriting of the college's by-laws.
- . A reorganization of the Alumni Association with vastly increased support, such as student recruiting, career seminars and Alumni Lectures.
- . Opening-up of the administrative processes to participation by the faculty and students (i.e. Budgeting, Cabinet, advisory committees)
- . Increase in faculty salaries from 87% to 101% of the national average.
- . A system of Improvement-by-Objectives to focus on improvements and results, not just activities.
- . A system of evaluating all major functions of the college including trustees, faculty and administration.
- . Purchase of a \$1/4 Million computer, even though the funds have not been given for it in the capital funds campaign.

- . Updating and increase of scientific equipment.
- . Building of the Alburty Swimming Pool.
- . Improved communications including a monthly college newspaper.
- . Revamping of the athletic program to include better fiscal management, quality varsity competition and increased participation by faculty and students.
- . Addition of a Chaplain's services for the spiritual growth of students.
- . Increase in the average SAT's of our entering classes by 10 points, while the national average has declined by 24 points.
- . Restatement of the college's Christian commitment and church relationship.
- . Increase in the number of women on the faculty.
- . Addition of student elections and faculty elections to name representatives to the Board of Trustees.
- . Providing the services of a resident nurse for the college infirmary.
- . Additions to the endowment of \$2 1/4 Million.
- . Opening of a pub on campus.
- . Increase in the annual fund of \$282,000.
- . New fiscal management system that monitors the college's cash flow and the monthly standings of every department of the college.
- . Renovation of major parts of Palmer Hall, Burrow Refectory, Mallory Gymnasium and residence hall social rooms.
- . Completed a long range planning process that resulted in 5 and 10 Year Master Plans for the college.
- . Initiated a \$20 Million Capital Fund Campaign.

Is this bragging? Yes, to a degree. But it is primarily an expression of gratitude for the hard work and generosity of many people on campus and off.

Now we come to a gear-shifting time. I have put into effect most of the things I felt strongest about. Our goal has been the pursuit of excellence. And we have gained on it!

To make further improvements we must consolidate these gains and move forward again. I have reached the limit of improvements that need much of my time and attention. I have spread myself too thin. I am involved in many areas that now need more careful planning and attention to improve further.

As we prepare for the 1980's there are several steps that I think we should take. In keeping with the "sunshine law" I am sending the recommendations to the appropriate committees. The committees have already received recommendations from ad hoc groups that I appointed to plan for the 80's. I hope that all members of the Southwestern community will send their recommendations to those committees.

1. I should spend more time working with the Trustees on the capital funds campaign.

To do this I recommend the appointment of two administrative positions: Dean Charles O. Warren to assume responsibility, in addition to the Dean's Office, for student affairs, admissions and financial aid; and Mr. Ron Yarbrough to assume responsibility, in addition to development for institutional advancement and all administrative services. They would report to the President, who in turn reports to the Board.

Board
Directions
and
Leadership
Committee

2. Beginning with the 1979-80 budget we should freeze the number of administrative and staff positions except those that might substantially increase the college's income. (This means starting now to plan needed adjustments and shifts within the administration in order to meet requests for additional positions beginning with FY '80)

Administrative
Cabinet

3. Beginning with the 1979-80 budget we should freeze the number of faculty positions until enrollment exceeds 1,200. In this way we can have higher faculty salaries and educational budgets.

(This means that we must begin now to plan needed adjustments and shifts within the faculty. This will give us a year-and-a-half to meet requests from the departments who need additional positions for Term I of 1979.)

Faculty
Executive
Committee

4. We should eliminate all unnecessary work, positions and expenses. Retraining and reassignment should take the place of additional appointments.

Budget Team

5. We should set a maximum tenure of 75% of the full time faculty.

Fac. Prof. Int.
Comm. and Gen'l
Ed. for 80's

6. The present budgets for sabbaticals and for research and creative activities have helped in faculty development. We should try to get a grant to provide services to the faculty wishing to improve their teaching. This could include closed circuit TV, consultants and workshops.

Faculty Committee
On General
Education for
the 80's.

7. We should strengthen Southwestern's life-support systems--getting students, capital funds and name recognition for the college. These should have the thrust of "campaigns." The NAME campaign should include strong varsity sports, including football, and increased public media publicity.

Administrative
Cabinet

8. The Board of Trustees should increase their leadership in the capital fund campaign. To begin, we should accomplish the one remaining step in the Board's pre-campaign preparation. That is, 100% pledge participation by the Board of Trustees.

Board Committee
on Development
and Institutional
Advancement

9. Today, virtually all knowledge, interest and experience is connected and inclusive. We should approach interdisciplinary education by asking the question of every course, "Why shouldn't it be interdisciplinary?"

Faculty
Curriculum
Committee

10. Even in the late 70's and 80's, with the increased pressures of competition, the college should try to maintain, not decrease, the present percentage of the college budget that is spent for academic programs.

Budget Team

11. The tenure system should be revised by changing the probationary period from 5 years to 7 years.

Faculty Comm. on
Gen. Ed. for the
80's.

12. We should increase the number of international students especially from the Middle East, the fastest rising economic and cultural part of the world.

Fac. Admissions
and Fin. Aid Comm.

13. In budgeting we should hold a sizable amount of money to be allocated after we know how many students enroll in the fall.

Budget Team

14. To avoid further loading the present faculty we should be reluctant to increase the overall number of courses offered. We should eliminate courses where possible to provide release time for faculty retraining or to realize the benefits of a possible faculty development grant.

Faculty
Curriculum
Committee

15. We should look for a major donor, \$25 Million or more, who will not only increase the financial security and effectiveness of the college by the kind of generous philanthropy that catapulted such schools as Duke, Rice and Vanderbilt, but who will help rename the college as well.

Board Committee
on Development
and Institu-
tional
Advancement

Conclusion

We may have to take more drastic measures than these. But I am optimistic about the future because Southwestern has a growing self-regard and confidence. Improvements can be made, but we should keep in mind that with improvement comes the pain of change. "The good is ever the enemy of the best" is a truth that brings both the pain of change and growth toward excellence.

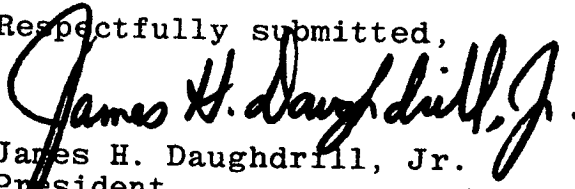
As we draw near the 1980's, we must reaffirm our present direction or make a new choice. On the one hand we can lower our relative tuition, recruit students in a small area around Memphis, and lower our entrance standards; or we can continue in the other direction, as we have for the past five years. I think we should keep to the way we are going. But it won't be easy. It means we will have to go farther to get the more sought-after students. It means competing with strong and prestigious colleges.

But it is the better way. Quality is pyramidal but excellence is the only thing worth engaging. It is the best way to maintain quality and the only way to enhance it. Besides, it's more fun to be first class!

The ideals of Southwestern are worth supporting and fighting for. Southwestern represents the ideal of free enterprise and stands against the current of government monopoly in higher education. It is an ideal worth supporting and fighting for. Southwestern represents the ideal of excellence and stands against the current of bigness. It is an ideal worth supporting and fighting for. Southwestern represents the ideal of personal caring and stands against the current of massive impersonality. It is an ideal worth supporting and fighting for. Southwestern represents the ideal of trust in God and stands against the current of disillusion. It is an ideal worth supporting and fighting for.

Let us be worthy of the trust that we hold, worthy of the opportunities that we have, and worthy of the ideals that we stand for.

Respectfully submitted,


James H. Daughdrill, Jr.
President

REPORT OF BOARD DIRECTIONS AND LEADERSHIP COMMITTEE - January 19, 1978

The meeting was called to order at approximately 3:00 P.M. in the Edmund Orgill Room, S. DeWitt Clough Hall, all members of the Committee with the exception of Judith Mitchener and Hewitt Tomlin, Jr. being present.

The first order of business was a consideration of Trustees to be recommended to the Board for nomination for election by the Synods. After discussion, it was recommended that Edgar H. Bailey, Judith Mitchener, Richard Trippeer, Jr. and John W. Wade all be recommended for nomination for re-election by the Synod of the Mid-South, and that Murray Rasberry of Helena, Arkansas and Henry Goodrich of Shreveport, Louisiana be recommended for nomination for election by the Synod of Red River.

There followed a discussion of possible candidates for election by the Board at its next meeting, but as this will not take place until April, no action was necessary or taken on this subject.

An informative discussion as to how to make Board meetings more effective ensued, but no affirmative action was taken or specific recommendations made on this subject.

President Daughdrill then put before the committee a proposed plan of reorganization of the top echelon of management and control for the college. After some discussion, this was approved, including the names suggested by President Daughdrill for the new positions created, and a new recommendation was adopted that the Board of Trustees approve the reorganization as proposed.

Finally, a number of ideas were discussed as to how Southwestern might be made better known nationally, all of which it was decided should be passed along to the Board of Trustees informally without any affirmative action.

There being no further business, the meeting adjourned at approximately 4:00 P.M.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - January 19, 1978

The Buildings and Grounds Committee of the Board of Trustees met on January 19, 1978 in Room 102E Frazier Jelke. The meeting was called to order shortly after 3:00 p.m. by Chairman Edgar H. Bailey. Members present were Edward A. Barnhardt, 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. Mr. Kepple reported that we are continuing on our deliberate pace in the planning process for the proposed Performing Arts Building. Francis Mah is now working on the very difficult problems of relating spaces, traffic flow, noise levels, building codes and energy requirements which will influence the layout of the building. We are using the following tentative schedule:

1. continued work on the building by the architects and campus committee during January, February and March with periodic review by the Performing Arts Building Committee of the Board
2. assuming an approved design by the Performing Arts Building Committee of the Board, the presentation of the design at the April Board meeting.

The on-campus committee will be meeting with Francis Mah January 27, 1978 to discuss current developments of the Performing Arts Building.

Mr. Bailey asked Mr. Jones if the architects needed any additional clarification on the budget and timetable for the building. Mr. Jones answered that the architects needed no additional clarification at this time. Dr. Barnhardt asked Mr. Jones if the architects were considering the height of the new building in relation to the telescopes on top of the Physics Tower. Mr. Jones stated that they were and that Dr. Barnhardt would be asked to review the plans, at an appropriate stage, to make sure the building would not interfere with the Physics instruments.

With relation to energy consumption and where we stand, Mr. Kepple informed the committee that energy consumption had dropped again this year. In 1976 we consumed 5,736,000 kwh of electricity versus 5,412,000 this year and 37,222,000 cubic feet of gas last year versus 32,768,300 in 1977. Unfortunately, even with a consumption drop, our cost increased over \$12,000 from 1976. Assuming Southwestern used the same amount of electricity and gas during 1977 that we did in 1970, our total bill would have been approximately \$85,000 higher in 1977.

The student energy bonus plan was extremely successful. The college saved approximately \$5000 or a 10% electrical consumption reduction during Term I. Students will receive \$2500 to apply toward their student activity fund. Although the energy bonus plan is no longer in existence, Mr. Kepple hoped that the students would continue to conserve energy.

Prior to today's meeting, John Coward, Southwestern's landscape architect sent to the committee members for their review a plan discussing proposed changes to improve the general appearance of the campus. Specific areas discussed in the plan are the Refectory Plaza, the area between the gymnasium, tennis courts and pool, the Southwestern sign located at North Parkway and University and the grounds between Palmer, Frazier Jelke and Clough. Overall the committee was very pleased with the proposed changes.

Dr. Barnhardt asked if the college could purchase a shovel attachment for the college's tractor to clear sidewalks during severe weather. Mr. Kepple said that the subject had been suggested before and that he would look into it further.

Mr. Strock asked if the students whose cars were damaged by the large tree that fell recently were covered by insurance. Mr. Kepple said that all the cars would be covered by the students individual insurance policies. The tree was apparently solid throughout as witnessed by Mr. Kepple and had not showed signs of weakness prior to the fall.

The development of a long range landscape plan was presented by Chairman Edgar Bailey. After much discussion, a recommendation will be made to the Chairman of the Board to appoint a select group of individuals as ex officio members of the Campus Appearance Committee to be consultants to the committee in the area of landscaping.

The final item on the agenda was a discussion led by Mr. Kepple concerning the Physical Plant Budget and near term developments. Prior to the next Board meeting, a report on the current conditions in the dormitories and what Southwestern plans to do will be sent to committee members. A tour of the existing situation inside Robb, White, Ellett and Voorhies dormitories will be taken at the next meeting. The maintenance budget has been increased to do more painting and superficial work, and we have received an additional \$35,000 to use on the dormitories this summer, most of which will be used on furniture. Students will be painting this summer and supervised by the college's one painter. (Painting will take approximately \$10 - 15,000 dollars, which includes salaries and paint supplies).

Terry Reagan asked Mr. Kepple what the plans were for the Refectory dishwasher. Mr. Kepple stated that money has been budgeted for the required hot water heater to remedy the existing problems.

The meeting adjourned at approximately 3:55 p.m.

REPORT OF DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT COMMITTEE - January 19, 1978

The committee began its business with a report from Mr. Michael McDonnell, who appeared as chairman of the Board's ad hoc committee to investigate the possibility of a Board of Visitors and to report on this project. As directed by the Board, the ad hoc committee has studied further the proposed Board of Visitors since the fall meeting of the Board and has developed a plan of implementation, a copy of which is attached for the minutes. After some discussion, Mr. McDonnell said that the proposed Board of Visitors is seen as an important arm of the college, that the Development Office feels a real need for establishing such a board and that the Dean of the College, in consultation with department heads, feels that such a board could be of real benefit to the academic program of the college. It was moved by Jessie Falls that the committee recommend to the Board of Trustees that a Board of Visitors be established and that work be carried on by members of the ad hoc committee together with the Dean of the College, and the Directors for Development and Institutional Advancement. The motion was seconded by Mr. McDonnell and passed. It is proposed that a meeting of the Board of Visitors be scheduled for the spring of 1979.

Mr. John Mathieu, Director of the Southwestern Fund, reported on receipts to the 1977-78 Fund as of January 19. Overall, the Fund is approximately \$50,000 ahead of progress to-date at this time last year. With \$326,268 contributed, we are about half way to our goal of \$652,000. It was pointed out that the campus campaign is within \$300 of its goal, indicating that the goal will be reached for the first time in two years.

Mr. Mathieu presented to the committee for information and consideration the possibility of the Southwestern Fund switching from a July 1 to June 30 fiscal year campaign to coincide with the calendar year. He pointed out that the current fiscal year organization is confusing to our alumni and other donors who, because they are contacted within the same calendar year, think they are being asked to give twice to the same annual fund. Mr. Mathieu pointed out that this creates not only confusion, but in some cases, ill will as well. He said that on the positive side, going to a calendar year annual fund would coincide with the tax year, make the period of the campaign clear to one and all, would conclude in December which is traditionally a time of big and often unexpected gifts, and would move the annual fund kickoff to the spring and avoid the current conflict with the fall kickoff coming at the time of the United Fund. On the negative side, he said that December would be a bad time for volunteer workers and that the Development Office staff would not have the summer to plan the year's campaign as is currently the case. Members of the committee were asked to think about this for consideration at our next meeting.

Mr. Winton Smith, Director of Estate Planning, reported that the first of a quarterly series of estate planning newsletters was developed and mailed in the fall. Its purpose is, first of all, to give alumni and friends of the college some concrete information on tax and estate planning, and secondly, to suggest ways in which their planning might benefit not only them, but Southwestern.

Mr. Smith also reported that the financial seminar for women held on campus this fall attracted 55 participants who attended all four sessions of the seminar with keen interest and enthusiasm. Twenty-five additional applicants

were turned away and will be the basis of another seminar planned for the coming fall. It is felt that these participants are candidates for further involvement with the life of the college, but are not immediate prospects for deferred giving.

As director of church relations, Mr. Smith reported that a proposal is before the major mission fund committee of the Synod of the Sun, requesting a \$25,000 grant to fund a seminar for continuing education for clergy at Southwestern. Mr. Smith urges anyone who may know members of this synod committee to contact him.

Director of Alumni Programs, Mr. Ned Moore gave a status report on activities of the Alumni Association and its executive board. With an overall goal of helping to strengthen the interest of alumni in their relationship with the college and with other alumni in their nationwide association, various programs are underway. These include Career Nights, bringing alumni and current students together; An Evening of Theatre for alumni in the Memphis area planned for early May; the initiation of the Distinguished Lecturer Series, with first speaker Mr. Carroll Cloar planned for March; Homecoming plans for October 21, 1978; and plans for an Alumni Reception at the time of commencement to honor fellow alumni who are recipients of honorary degrees. Mr. Moore showed the committee the design of the Southwestern At Memphis Alumni decal that is being developed for distribution to all alumni of the college. It was pointed out that this is a small but helpful step in the Name Recognition Campaign, and alumni throughout the country will be urged to display the Southwestern name. Mr. Moore concluded with information on the coming alumni-prospective student meetings planned for Washington, New York, Baton Rouge, New Orleans, Atlanta, Charlotte, Birmingham, Little Rock, Louisville and Lexington. Other cities are yet to be scheduled.

Mr. Loyd Templeton, Director for Institutional Advancement, reported on progress being made in building college recognition through hometown news releases. The objective of the department is three photographs with news stories on individual students to be distributed weekly. To-date, the objective is being met with a total of 74 releases mailed by the end of Term I. To accomplish this, a system involving student photographers and division of responsibility among current staff has been devised and seems to be working well.

The committee then discussed the overall question of making Southwestern better known nationally and many ideas were suggested. These include:

- Advertising in the New York Times Educational Supplement.
- Asking notable alumni (such as Shep Tate, President Elect of the American Bar Assn.) to include Southwestern At Memphis in their biographical data for introductions, etc.
- To do more promotion of nationally known alumni in college publications.
- To consider enlisting the assistance of alumni who are professional advertising and public relation professionals.

Mr. Templeton pointed out that although we must increase our efforts to get as much free publicity as possible, the time is coming when we must also consider financial resources for advertising and promotion. In the highly competitive market we find ourselves in, such vehicles as newspaper supplements, magazine and newspaper advertising in selected markets, and other promotion cannot be overlooked.

There being no further business, the committee was adjourned by Chairman Charles Cobb.

BOARD OF VISITORS OUTLINE

1. What kind of person do we want? At first, only those with some connection to Southwestern, e.g., alumni, parents, long-time friends, spouses of alumni/ae. Some may have a national or regional reputation for specific abilities. Others may have a general interest in Southwestern or a specific interest in an area at Southwestern.
2. How do we get them to accept membership on the Board of Visitors?
 - A. Individuals with recognized professional abilities in an area should be asked to give one day a year to Southwestern as a member of the Board of Visitors. The purposes of their involvement are:
 - (1) to become aware of our program in that one specific area,
 - (2) to offer suggestions and ideas for improving the program, if necessary,
 - (3) to offer suggestions on how we can do a better job of promoting the importance and strength of the program to the public, and
 - (4) by their association with the program to give it and Southwestern added stature, credibility and recognition.
 - B. Individuals with an interest in an area but who lack recognized professional experience in the area should be asked to join the Board of Visitors for these purposes:
 - (1) to become more aware of the program,
 - (2) to offer suggestions and ideas for strengthening it and,
 - (3) to offer suggestions on how we can get the word around about our program.

BOTH A. AND B. TYPES SHOULD BE ASKED TO SERVE ON A SPECIFIC COMMITTEE

 - C. Individuals with neither recognized professional ability nor a known interest in a specific area should be asked to join the Board of Visitors for these purposes:
 - (1) because they are "people who know how to get things done," they can choose a specific committee in which they have an interest and help promote that area and
 - (2) offer suggestions for doing a better job of promoting Southwestern in general.
3. Who will ask these people to join? Actual enlistment will be coordinated by the Development Office and will involve requests by trustees, faculty members and administrators.
4. When will enlistment begin? As soon as the trustees approve the program and after the "interest committees" and their faculty coordinators have been selected.
5. What will the Board of Visitors schedule be? There will be one meeting per year. A proposed agenda looks like this:

Evening Prior to the Meeting

7:30 P.M. cocktails and dinner on campus.

Day of Meeting

8:00 A.M. Breakfast, general session and opening remarks by Chairman of Board of Visitors and a report on the state of the college by Southwestern President. Committee assignments made.

9:10 - 10:00 Attendance at class
10:10 - 11:00 Coffee with Faculty
11:00 - 12:00 Introductory discussion session by committees
12:00 - 1:00 Lunch in Refectory
1:00 - 2:15 Second discussion session in committees
2:15 - 2:30 Break
2:30 - 3:15 Panel discussion format for committee reports.
(All "visitors" will come together and the "visitor" chairman of each committee and faculty chairman of each committee will report on what took place in their committees)
3:15 - 4:30 Faculty forum (panel format) and group discussion on "Value-Oriented Education" or another topic of interest (or this time could be used for a guest speaker).

6. Which departments or areas of interest should be represented? Probably no more than 8-10, but this may depend upon faculty interest. Suggested areas and discussion topics are:

Natural Sciences

Should we establish an integrated core course for non-science majors?

Behavioral Sciences

Is "sociobiology" a fad or a legitimate academic wave of the future? How do we respond? Should we establish an interdisciplinary major in this area?

Interdisciplinary Senior Seminars

Should we require such courses for all students during Term III (6 weeks) of their senior year?

Career Counseling

We believe that a concern for future careers and liberal arts education are compatible and synergistic. We have made a start. What are some other possibilities.

Continuing Education

Is there sufficient interest in intense summer "institute"-type programs with a duration of 2, 4 or 6 weeks? What about a Master of Humanities degree program? What new ways are needed to provide an "educational platform" for public issues?

Art, Music and Communication Arts

Should we put more emphasis on art in the liberal arts? How?

Other areas might be:

American Studies, Political Science, Computer Studies, Literature, Southwestern Abroad, Far Eastern Studies, etc.

7. How many members should there be on the Board of Visitors? This depends on the number of committees, but there should probably be enough members to insure an attendance of 3-5 visitors per committee.
8. How much will all of this cost? Southwestern should be prepared to pay the travel and lodging expenses of the visiting group. Experience with Trustees indicates that very few are actually reimbursed for their travel expenses. Assuming 30 out-of-towners attend with 30 Memphians and 40 college people, the budget "liability" would look like this:

Mailing and Postage		
300 pieces @ 20¢	\$	60.00
 Brochures		
200 @ 70¢		140.00
 Annual Dinner (at Southwestern)		
100 @ \$8		800.00
 Lunch (at Southwestern)		
100 @ \$3.50		350.00
 Travel Expenses		
30 @ \$150		4,500.00
		<hr/>
	\$	5,850.00

REPORT OF FACULTY AND EDUCATIONAL PROGRAM COMMITTEE - January 19, 1978

Members present: Chairman John W. Wade, Morton D. Prouty, Jr., Jack D. Farris, Milton P. Brown, Jr., James R. Morris, Emmet H. Anderson, Jr., Robert R. Llewellyn, Robert P. Ingle, Mark Christian King, and Charles O. Warren. Guests: Professors David Y. Jeter and Horst Dinkelacker.

Chairman Wade opened the meeting and welcomed all members and guests.

Dean Warren commented on the general positive attitude toward academics among both students and faculty this year. Particularly, the faculty has been impressed with the quality of the freshman class. The strong impact already made by the new computer on the educational program was mentioned.

Professor David Jeter led a discussion concerning plans and preparation for compliance with HEW requirements regarding the employment and education of the handicapped.

Dean Warren recommended that tenure be granted to Professors Jeter, Orvis, and Vest (see attached memo). * The motion carried unanimously.

Dean Warren reported on the state of the Self-Study process now underway in regard to reaffirmation of accreditation by the Southern Association of Colleges and Schools. Professor Donald Tucker has been named Director of the Self-Study. The Steering Committee and the nine principal committees have been organized and their work is underway. This committee will receive progress reports at subsequent meetings.

Professor Horst Dinkelacker, Chairman of an ad hoc committee on off-campus Term III courses, gave an excellent report concerning organizational, academic and economic aspects of such programs. Specific recommendations, contained within a report to be subsequently submitted to the Dean, were discussed.

After a discussion of 'Term III' in general, Dean Wade suggested that the success and uniqueness of this arrangement might warrant wider publicity among educational circles.

There being no further business, the committee adjourned

*MEMORANDUM FROM CHARLES O. WARREN

Date: 1/19/78

TO BOARD OF TRUSTEES COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

On behalf of President Daughdrill, it is a pleasure to recommend that tenure be granted to the following Faculty members, effective at the beginning of the 1978-79 academic session.

Dr. David Y. Jeter, Assistant Professor of Chemistry
(appointed to the Southwestern Faculty in September 1973)

Dr. Charles C. Orvis, Assistant Professor of Economics
(appointed to the Southwestern Faculty in September 1973)

Dr. James M. Vest, Assistant Professor of French
(appointed to the Southwestern Faculty in September 1973)

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - January 19, 1978

The Committee on Students and Campus Life met with the following members present: Dr. Paul Tudor Jones, Chairman; Mrs. Evelyn Landis; Professor Fred Neal; Professor Jack Streete; Mr. Dan Cogswell; Ms. Mary Palmer; Dean C. V. Scarborough; and Dean Anne Marie Williford.

Dr. Paul Tudor Jones opened the meeting by asking Dean Bo Scarborough to report to the Committee on the performance of the Pub in its first three months. Dean Scarborough reported that from October 13, 1977, to December 13, 1977 gross receipts were \$4,337.15, disbursements \$3,462.45, including some debt retirement and taxes. Drinking has been moderate, and there has been no problem with outsiders or problem drinkers. There has been an increase in the number of people enjoying the Pub during January.

Dean Anne Marie Williford informed the Committee of the studies made and steps taken leading to the development of a career counseling program at Southwestern. It is agreed that this program should be appropriate to this institution and its educational purposes and not a superficial "careerism" program. A new position of career counselor has been proposed by the Budget Committee. This person, if the position is approved by the Board at this meeting, will be responsible for this new program.

Several student residents of Robb and Ellett Residence Halls told the Committee of the furnishings that have been purchased for these halls' Social Rooms, and the pleasure and pride they feel in this. They expressed their appreciation to Mrs. Landis for her capital funds gift that made this possible.

Student Arts Council members told of organizing last year to better acquaint students with arts activities in Memphis and to bring more such activities to the campus. Some activities sponsored on campus have been: a Baroque Concert; a Madrigals Concert; a Student Photography Exhibit; Poetry Readings by Faculty; and assisting with arrangements for the Louisville Ballet. Plans for the future include another photography exhibit, a non-art majors' art show, spring poetry readings, dance of India, and a chamber music concert in Fisher Gardens. Also, a permanent calendar of events will be placed in the Student Center.

Mary Palmer, student board member, brought to the Committee a question of requirements by the Board for student membership on the Board, particularly the part of the Board statement: "holds responsible election or appointed position in Student Government or Student Affairs". The Board members on the Committee agreed that Section 7, Page 7 of the By-Laws of 1974 should hold on this matter as clarification.

Mrs. Landis asked students to express their feelings about the growing use of "SAM" as the college name. Generally it was acceptable to the students as an athletic symbol, but not beyond that, that it does not properly represent the academic nature of the college.

REPORT OF THE COMMITTEE ON FINANCE - January 19, 1978

The Committee convened at 3:00 P.M. in the Directors Room in Palmer Hall. Members present were Mr. Winton M. Blount, Mr. Wayne W. Pyeatt, Mr. Martin B. Sereteau, Professor James W. Jobs, Professor Marshall E. McMahon, Professor Thomas P. Whaley, Mr. Ralph Jones, Ms. Ruthann Ray, Mr. Joseph S. Woodley, Mr. Robert A. Mason, and Ms. JoAnn Haley.

Mr. Blount presided in the absence of Chairman Palmer Brown.

The minutes of the last meeting were distributed and approved.

Mr. Mason presented information concerning the college's investment performance and portfolio structure.

Copies of the December budget reports were distributed and an analysis was given by Mr. Mason.

The proposed budget for the fiscal year 1978-79 was presented to the Committee for approval. Details of both income and expense were reviewed, and a summary of the budgetary process was given. After discussion, the Committee voted to recommend the budget to the Board of Trustees.

Professor Jobs requested that the Committee be given the budget in advance to allow time for study before the vote is taken. Mr. Sereteau suggested that the budget be compared with those of similarly-sized institutions.

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

VAUGHAN, NELSON & HARGROVE, INC.

SOUTHWESTERN AT MEMPHIS
 INVESTMENT PERFORMANCE

9/30/77 - 12/31/77	<u>Capital Only</u>	<u>Total Return</u>
SOUTHWESTERN	-0.6%	+0.7%
Dow Jones Industrials	-1.9%	-0.3%
S&P 500	-1.5%	-0.1%
6 Months		
SOUTHWESTERN	-2.9%	-0.4%
Dow Jones Industrials	-9.3%	-6.6%
S&P 500	-5.3%	-2.9%

VAUGHAN, NELSON & HARGROVE, INC.

SOUTHWESTERN AT MEMPHIS
ASSET CATEGORIES

<u>Portfolio 2/28/77</u>	<u>Percentage</u>	<u>Yield</u>
Cash and Equivalent	13.6%	5.1%
Bonds	20.3%	7.0%
Equities	66.1%	4.7%
Total Portfolio	100.0%	4.6%

Annual Income: \$458,632

<u>Portfolio 9/30/77</u>		
Cash and Equivalent	15.4%	6.3%
Bonds	20.5%	7.4%
Equities	63.9%	3.8%
Total Portfolio	100.0%	4.9%

Annual Income: \$475,915

<u>Portfolio 1/6/78</u>		
Cash and Equivalent	20.2%	6.5%
Bonds	23.0%	7.6%
Equities	56.8%	3.9%
Total Portfolio	100.0%	5.3%

Annual Income: \$513,000

6/12=50.0

Minutes of Board of Trustees meeting held January 19-20, 1978

Page 27
Attachment H-4

	MONTH			YEAR-TO-DATE				6/12=50.0
	Budget 1/12	Actual December	Percent	6/12 Budget	Actual	Percent Actual/Budget	Annual Budget	
<u>INCOME</u>								
EDUCATIONAL & GENERAL:								
Tuition and Fees	\$256,687.48	\$25,570.06	10.0	\$1,540,124.88	\$2,012,748.50	130.7	\$3,080,250.00	65.3
Annual Support Program	45,833.32	128,204.13	279.7	274,999.92	260,675.32	94.8	550,000.00	47.4
Endowment Income	51,045.58	44,740.79	87.6	306,273.48	179,623.42	58.6	612,547.00	29.3
Church Gifts and Grants	10,833.33	18,297.31	168.9	64,999.98	55,847.71	85.9	130,000.00	43.0
Continuing Education	1,399.99	1,147.85	82.0	8,399.94	17,146.86	204.1	16,800.00	102.1
Other Income	10,095.04	26,456.97	262.1	60,570.24	110,975.04	183.2	121,141.00	91.6
TOTAL EDUCATIONAL AND GENERAL	375,894.74	244,417.11	65.0	2,255,368.44	2,637,016.85	116.9	4,510,738.00	58.5
Auxiliary Enterprises	102,472.87	46,148.61	45.0	614,837.22	1,109,961.29	180.5	1,229,675.00	90.3
Student Aid	5,749.99			34,499.94	13,361.95	38.7	69,000.00	19.4
TOTAL INCOME BUDGET	484,117.60	290,565.72	60.0	2,904,705.60	3,760,340.09	129.5	5,809,413.00	64.7
<u>EXPENSE</u>								
EDUCATIONAL & GENERAL:								
Instruction & Research	177,097.31	179,935.87	101.6	1,062,583.86	1,018,837.03	95.9	2,125,170.00	47.9
Library	21,036.66	13,491.71	64.1	126,219.96	142,467.36	112.9	252,440.00	56.4
Athletics	19,344.50	16,044.02	82.9	116,067.00	115,887.11	99.8	232,134.00	49.9
Student Services	37,239.09	38,821.03	104.2	223,434.54	253,695.55	113.5	446,870.00	56.8
Plant Operation & Main.	60,191.55	55,183.80	91.7	361,149.30	406,805.97	112.6	722,299.00	56.3
General Administration	70,009.20	65,430.41	93.5	420,055.20	260,336.75	62.0	840,111.00	31.0
TOTAL EDUCATIONAL & GENERAL	384,918.31	368,906.84	95.8	2,309,509.86	2,198,029.77	95.2	4,619,024.00	47.6
Auxiliary Enterprises	59,199.07	86,779.92	146.6	355,194.42	412,247.59	116.1	710,389.00	58.0
Student Aid	40,000.00	(250.00)	.6	240,000.00	259,327.50	108.1	480,000.00	54.0
TOTAL EXPENSE BUDGET	\$484,117.38	\$455,436.76	94.1	\$2,904,704.28	\$2,869,604.86	98.8	\$5,809,413.00	49.4
EXCESS OF INCOME OVER EXPENSE (DEFICIT)								
		<u>(\$164,871.04)</u>			<u>\$890,735.23</u>			

	1978-79 Budget	%	Changes From 1977-1978
Total Expense Budget	\$6,272,075	100.00	-0-
Music Commissions	35,000	.56	- .05%
Interest	8,171	.13	- 1.08
Insurance	49,580	.79	+ .11
Utilities	219,550	3.50	+ .60
Auxiliary Enterprises			
Bookstore	138,816	2.21	- .28
Dining Hall	445,735	7.11	- .14
Dormitories	85,388	1.36	+ .05
Total Non-competitive items	\$ 982,240	15.66	- .79
Total "negotiable" budget	\$5,289,835	84.34	+ .79

Academic Programs:

All Academic Depts.	\$2,137,307	34.08	+ .36
Library--Operating	166,994	2.66	- .26
Library--Books	88,600	1.41	- .05
Dean of College	172,558	2.75	+ .52
Total Academic Program	\$2,565,459	40.90	+ .57
Athletics	\$ 235,335	3.75	- .02
Continuing Education	\$ 20,000	.32	- 1.39

Student Services:

Admissions Office	\$ 184,231	2.94	+ .18
Financial Aid Office	42,560	.68	- .06
Registrar	48,470	.77	-0-
Infirmary	13,660	.22	- .05
Counseling Center	30,463	.49	- .05
Student Center	10,253	.16	- .06
Publications Board	24,000	.38	- .02
BSA	1,800	.03	-0-
Student Government Association	15,000	.25	- .02
Dean of Students	92,240	1.47	- .13
Chaplain	20,000	.32	+ .32
Kinney/Orientation Program	6,784	.11	- .01
Swimming Pool	17,830	.28	+ .28
Total Student Services	\$ 508,091	8.10	+ .38

General Administration:

Board Meetings	\$ 6,500	.10	-0-
President's Office	116,235	1.85	- .07
Chancellor's Office	44,800	.72	+ .72
Finance/Adm. Services	227,038	3.62	- .05
Development Office	103,583	1.65	- .56
Institutional Advancement	146,705	2.34	+ .10
Computer Center	39,324	.63	- .02
Total Gen. Administration	\$ 684,185	10.91	+ .12

Plant Operation & Maintenance:

Housekeeping	\$ 265,007	4.23	- .12
Security	105,320	1.68	- .32
Repairs & Maintenance	161,978	2.58	- .15
Building Expense	49,400	.79	+ .03
Grounds	73,560	1.17	+ .15
Trucks & Autos	500	.01	- .03
Total Plant Oper. & Main.	\$ 655,765	10.46	- .44

Student Financial Aid \$ 606,000 9.66 + 1.33

Budget Team Emer. Fund \$ 15,000 .24 + .24

	1972-73		1973-74		1974-75		1975-76		1976-77		1977-78	
	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%
Total Expense Budget	\$4,032,915	100.00	\$4,052,000	100.00	\$4,404,500	100.00	\$4,995,770	100.00	\$5,394,414	100.00	\$5,761,747	100.00
Deduct: Music Commissions	30,000	.74	30,000	.74	38,264	.87	39,220	.78	42,000	.78	35,000	.61
Interest	80,000	1.98	80,000	1.97	96,500	2.19	95,000	1.90	93,000	1.72	70,000	1.21
Insurance	45,000	1.12	36,000	.89	41,600	.95	39,668	.79	46,000	.85	39,000	.68
Utilities	65,000	1.61	67,000	1.65	82,500	1.87	156,250	3.13	165,000	3.06	167,000	2.90
Aux. Enterprises												
Bookstore)							122,691	2.46	136,050	2.52	143,523	2.49
Dining Hall)							406,060	8.13	430,600	7.98	418,000	7.25
Dormitories)	610,000	15.13	608,490	15.02	665,488	15.11	85,037	1.70	53,650	1.00	75,400	1.31
Total Non-competitive items	\$ 830,000	20.58	\$ 821,490	20.27	\$ 924,352	20.99	\$ 943,926	18.89	\$ 966,300	17.91	\$ 947,923	16.45
Total "Negotiable" Budget	\$3,202,915	79.42	\$3,230,510	79.73	\$3,480,148	79.01	\$4,051,844	81.11	\$4,428,114	82.09	\$4,813,824	83.55

Academic Program:

All Academic Depts. (ex. athletics & CEC)	1,304,446	32.35	1,334,002	32.92	1,427,467	32.41	1,599,014	32.00	1,749,695	32.44	1,942,623	33.72
Library - Operating	120,253	2.98	121,681	3.01	130,032	2.95	146,319	2.93	147,629	2.73	168,440	2.92
Library - Books	50,000	1.24	54,000	1.33	56,000	1.27	60,400	1.21	84,000	1.56	84,000	1.46
Dean of College	105,355	2.61	110,625	2.73	119,825	2.72	148,254	2.97	139,253	2.58	128,718	2.23
Total Academic Program	1,580,054	39.18	1,620,308	39.99	1,733,324	39.35	1,953,987	39.11	2,120,577	39.31	2,323,781	40.33
Athletics	169,669	4.21	158,785	3.92	189,689	4.31	187,097	3.75	195,156	3.62	217,354	3.77
Continuing Education	72,937	1.81	76,860	1.90	77,392	1.76	79,823	1.60	83,326	1.55	98,535	1.71
Student Services:												
Admissions Office	82,234	2.04	104,754	2.59	107,658	2.45	122,992	2.46	134,537	2.49	159,309	2.76
Financial Aid Office	21,525	.54	24,311	.60	31,355	.71	34,584	.69	38,713	.72	42,503	.74
Registrar	30,740	.76	31,437	.77	34,443	.78	38,965	.78	40,944	.76	44,198	.77
Infirmary	15,791	.39	18,850	.46	17,809	.41	19,586	.39	19,395	.36	15,410	.27
Counseling	30,741	.76	23,349	.58	25,635	.58	27,807	.56	28,131	.52	31,105	.54
Student Center	14,600	.36	14,600	.36	12,801	.29	13,882	.28	12,176	.23	12,992	.22
Publications Board	20,750	.52	21,000	.52	22,200	.50	22,900	.46	22,900	.42	22,900	.40
BSA	-0-		-0-		1,800	.04	1,800	.04	1,600	.03	1,600	.03
Student Government Assn.	16,000	.40	16,000	.39	15,800	.36	15,800	.32	15,800	.29	15,800	.27
Dean of Students	54,937	1.36	50,940	1.26	75,786	1.72	87,208	1.74	89,385	1.66	92,293	1.60
Kinney/Orientation	60	.00	-		-		-		-		6,786	.12
Total Student Services	287,378	7.13	305,241	7.53	345,287	7.84	385,524	7.72	403,581	7.48	444,896	7.72

General Administration:

Board Meetings	7,000	.17	4,500	.11	4,400	.10	5,000	.10	5,500	.10	5,500	.10
President's Office	95,283	2.36	71,537	1.77	85,509	1.94	120,051	2.40	114,792	2.13	110,626	1.92
Finance/Admin. Services	163,913	4.07	173,134	4.27	190,555	4.33	202,039	4.05	196,925	3.65	211,451	3.67
Development Office	91,809	2.28	105,524	2.60	103,564	2.35	114,683	2.30	116,423	2.16	127,423	2.21
Institutional Advancement	96,051	2.38	77,479	1.91	89,544	2.03	108,910	2.18	114,279	2.12	129,073	2.24
Computer Center	21,572	.53	22,109	.55	23,518	.53	26,183	.52	34,655	.64	37,386	.65
Total General Adm.	475,628	11.79	454,283	11.21	497,090	11.28	576,866	11.55	582,574	10.80	621,459	10.79

Plant Operation & Maintenance:

Housekeeping	110,070	2.73	93,810	2.32	99,741	2.27	200,807	4.02	231,687	4.29	250,480	4.35
Security	37,804	.94	83,600	2.06	84,636	1.92	108,136	2.16	109,031	2.02	115,025	2.00
Repairs & Maintenance)	205,075	5.08	141,880	3.50	151,043	3.43	139,835	2.80	142,891	2.65	157,506	2.73
Building Expense							43,200	.87	82,350	1.53	43,500	.76
Grounds	37,800	.94	38,243	.94	37,946	.86	43,669	.87	49,941	.92	58,788	1.02
Trucks & Autos	6,500	.16	7,500	.19	12,000	.27	7,900	.16	2,000	.04	2,500	.04
Total Plant Oper. & Main.	397,249	9.85	365,033	9.01	385,366	8.75	543,547	10.88	617,900	11.45	627,799	10.90

Student Financial Aid

Student Financial Aid	220,000	5.45	250,000	6.17	252,000	5.72	325,000	6.50	410,000	7.60	480,000	8.33
Budget Committee									15,000	.28		

Minutes of Board of Trustees meeting held January 19-20, 1978

INCOME BUDGET

	<u>Budget</u> <u>1977-78</u>	<u>Estimated</u> <u>1978-79</u>
Tuition	\$3,004,250	\$3,366,000
Summer School	0	30,000
Music and Special Fees	76,000	100,000
Room	474,075	505,875
Board	610,600	666,000
Annual Support Program	550,000	585,000
Endowment Income	612,547	585,000
Churches	130,000	130,000
Continuing Education	16,800	0
Bookstore	145,000	152,000
Interest and Other	73,475	83,200
Other Gifts and Grants	<u>69,000</u>	<u>69,000</u>
TOTAL INCOME	<u><u>\$5,761,747</u></u>	<u><u>\$6,272,075</u></u>

DETAILS TO INCOME BUDGET

	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
<u>Music and Special Fees</u>			
Music Commissions/Applied			
Music Fees	\$48,000	\$40,000	\$53,500
Application Fees	10,500	9,000	9,500
Extra Hours	4,000	3,000	3,000
Graduation Fees	5,000	6,000	6,000
Course Changes, incomplete grades, re-exam fees	500	500	500
Special Courses	25,000	15,000	25,000
Registration and Transcripts	<u>3,404</u>	<u>2,500</u>	<u>2,500</u>
	<u>\$96,404</u>	<u>\$76,000</u>	<u>\$100,000</u>
<u>Interest and Other</u>			
Athletic Concessions	\$ 1,000	\$ 500	\$ 1,000
Indirect Cost Recovery	10,000	10,000	10,000
Miscellaneous Income	5,000	1,000	1,000
Summer Conference Income	0	2,475	6,000
Traffic Fines	2,000	2,500	3,000
Discounts	800	1,000	1,000
Interest	70,000	50,000	45,000
Apartments	10,000	6,000	5,200
Work Orders Income	0	0	5,000
Swimming Pool	<u>0</u>	<u>0</u>	<u>6,000</u>
	<u>\$98,800</u>	<u>\$73,475</u>	<u>\$83,200</u>
<u>Other Gifts and Grants</u>			
Student Aid:			
Rozier Trust	\$15,000	\$15,000	\$15,000
Gooch Trust	30,000	30,000	30,000
Restricted Scholarship Funds	24,200	20,000	20,000
Mellon Grant	<u>0</u>	<u>4,000</u>	<u>4,000</u>
	<u>\$69,200</u>	<u>\$69,000</u>	<u>\$69,000</u>

BUDGET NOTES

	<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
<u>Enrollment</u>					
Budgeted Opening Fall Enrollment	1,025	1,075	1,075	1,010	1,015
Budgeted Full-time Equivalent	1,000	1,050	1,050	985	990
Actual Opening Fall Enrollment-- FTE	1,103	1,089	1,000	1,005	-----

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.

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	---

The opening fall enrollment projection for 1978-79 is broken down as follows:

Returning Students -- 661

Incoming Students:

Freshmen --	287
Transfers --	67
	<u>354</u>
	<u>1,015</u>

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>
	<u>4,570</u>	<u>5,020</u>	<u>450</u>	<u>9.8</u>

Budgeted Income

Tuition 990 x \$3400 = \$3,366,000
(Budgeted Full Time Equivalent)

Room

Single Occupancy--73 students x \$770 = \$ 56,210
Double Occupancy--647 students x \$695 = 449,665
\$505,875

Board

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

REPORT OF COMMITTEE ON ADMISSIONS AND FINANCIAL AID - January 19, 1978

Prior to the Committee meeting of January 19, responsibilities for leading in the discussion of important questions listed on the agenda were given to various members of the Committee by its chairman, Dr. Maynard Fountain.

At the meeting, the Chairman first called on Mrs. Mary Jo Miller, Director of Admissions, to answer the question: "What is the status of the application pool for next year's class?" Distributing a report on the January application pool at Southwestern, as compared with two previous years (see attached sheet), she pointed out that our decline in applications is part of a current national trend. "In fact, at three similar colleges," she said, "the decline is greater than at Southwestern." This does not make the situation better, but it shows we are not unique.

During the discussion which followed, three Southwestern constituent areas were identified as: (1) the Memphis area, (2) the area within a 250 mile radius of Memphis, and (3) the rest of the nation. "Do we need to clarify our goal and emphasize one of these recruiting areas, or should we try to reach more students in each area?", asked Mrs. Miller. Regardless of the answer to this question, it was agreed by all members of the Committee that both planning and adequate money to execute these plans are needed to increase the pool of applications in the near and more distant future.

Two student members of the Committee, Mr. Tom Parrish and Ms. Sarah Bailey, addressed the question: "What are the attitudes of current students concerning admissions and financial aid at Southwestern?" Southwestern students generally have a positive feeling about the admissions work on the campus--including their own involvement in writing letters to prospective students, hosting prospective students when they visit the campus for such events as the Week-end Symposium and the "Crucial Issues" Seminar in October or when no special events are held, and attending summer or Christmas parties for prospective students. They are not as positive about the "financial aid situation" on the campus. The communication gap between students and the financial aid administration tends to perpetuate such long standing but unfounded rumors as upperclassmen on financial aid are cut back in aid in favor of incoming students, and that athletes retain financial aid whether or not they make the necessary grade point average and have the financial need to retain their aid. There is a continuing need to convey to students on financial aid the reasons for changes in financial aid from one year to the next, and to inform students who are not on financial aid the various sources of aid for which they might qualify. It was also suggested that after the awarding of financial aid for the coming year, a general explanation of the distribution of that aid should be printed in The Sou'wester. It was recommended by the Committee that its student members be given the opportunity of meeting with the "Faculty" Committee on Admissions and Financial Aid to seek answers to these and others questions which students have raised, to clarify their own understanding of the financial aid process and to make further suggestions to help overcome the communications gap which exists between the student body and the financial aid office.

Another question on the agenda was, "Now can we do a better job of recruiting students in the following categories: Presbyterians? Minority students? Foreign students? Student athletes?, and other students, including scholars, with and without financial need to attend Southwestern?"

In regard to the recruitment of students from the Presbyterian Church, Dr. Fountain --in the absence of Mrs. Anne Wilson--led the discussion. The main suggestions made were:

1. The Admissions Office and the Church-Relations Office should cooperate more closely in obtaining lists of prospective students from the Presbyterian ministers, to set up meetings with prospective students and their families, and to plan for visits of Presbyterian youth to the campus.
2. Teams of Southwestern students should go to Presbyterian Church meetings in the supporting Synods, present dramas, music, and/or other programs, and talk to the students about Southwestern.
3. Faculty speakers and the Southwestern Singers should appear in Presbyterian churches as often as possible.
4. The college should bring a bus load of Presbyterian students to the campus from within the 250 mile recruiting area.
5. The college should send more Southwestern news releases to churches for their on-going publications or weekly bulletins.

The main points concerning the recruitment of minority students were as follows: (1) black students generally require more financial aid per student and we should be prepared to assume the financial responsibility if we desire more minority students; (2) well qualified minority students are sought after by many good colleges and they have more options (with financial aid) in their choice of a college; and (3) Southwestern recruiters should consult ministers about students in their churches and communities who are members of the growing number of affluent black families in the Synods.

Dr. Gordon Southard, Chairman of the Faculty Committee on Admissions and Financial Aid, reported on meetings of his committee with representatives of the Southwestern Black Student Association, as well as the work of an ad hoc committee he appointed to study the question of attracting more foreign students to Southwestern. He said that there were currently a dozen foreign students on the campus, two of whom had entered in January as a result of contacts made by Dr. Ray Allen and Mr. Ron Yarbrough on their recent trip to the Middle East. He also reported on the work of the faculty advisor to foreign students, the course he teaches entitled "English for Foreign Students," the need for more help to foreign students in their adjusting to Southwestern, a new write-up about "foreign students" planned for the next catalogue, and his recommendation that foreign students be accepted normally only if they make at least 500 on TOEFL (The Test of English as a Foreign Language). A suggestion made by one of the student members of the Committee was to encourage professors who lead in foreign study projects abroad to make the effort to contact potential students where they travel. The Committee commended the current efforts being made "to reach out" for qualified foreign students who need little or no financial aid.

Concerning student athletes, it was stated that financial aid for special achievement in athletics should and does not conflict with financial aid to non-athletic achievers, and especially with scholarships for academic achievement. The proposed budget for financial aid, however, will preclude using any funds to expand the Special Achievement Award Program, as proposed by the Faculty Admissions and Financial Aid Committee, and approved by the entire faculty in a fall meeting.

The proposed program which would have insured fifteen Special Achievement Awards for student athletes, and at least five for non-athletic achievers in the entering class will undoubtedly be forfeited.

Dr. Marshall Jones addressed himself to the question of administrative priorities. He emphasized the crucial need of maintaining a stable enrollment of qualified students. He first pointed out that whereas we have an endowment of \$10 Million and need an endowment three times that large, twenty enrolled students generate an annual income equivalent to the income of a million dollar endowment. In face of the decreasing pool of well-qualified students, the college must "swim hard up-stream just to stay where we are." He further stated that student enrollment must be our number one priority; we need an institutional approach to the attainment of our new goal of a stable number (say 1200) of qualified students. We need the staff, an adequate admissions budget, and an ever-increasing percentage in the financial aid budget. He cited efforts made by the college to attract qualified students through the new Honorary Scholarship Program instituted last year, and the ad hoc committee appointed by the President to study the "cost effectiveness of need-based financial aid to students at Southwestern." "But," he said, "we need to bring the effort to obtain a stable number of qualified students up to the level of the administrative concern for 'capital improvement'."

Some discussion also centered around the proposed increase in tuition. It was pointed out that Southwestern's tuition percentage increase (10.9%) will be twice the amount of the public sector of higher education (5.4%) next year, and that tuition at Southwestern will be more than five times greater than the in-state tuition at Memphis State University. "We may be pricing ourselves out of the market," and "Raising our tuition much faster than others may be a questionable policy" were sentiments expressed by committee members.

A motion was then made by Dr. Jones and seconded by Dr. Southard that "the Committee on Admissions and Financial Aid of the Board of Trustees recommends to the full Board that the enrollment of an adequate number of qualified students should be made administratively the highest priority of the college." The motion carried unanimously.

Finally, Mr. P.K. Seidman led the committee in a consideration of the question: "How can Southwestern make itself better known nationally?" He stated that he was not including "the Church" or "athletics" in his consideration, but offered the following suggestions:

1. Recruiting teams should be assigned to geographical areas in strategic areas of America;
2. Call upon prominent alumni; use their names, pictures, and quotations, to prepare a brochure on them, and thus take advantage of their influential position in presenting the college nationally;
3. Have an adjunct program of famous visiting professors;
4. Encourage and inspire faculty members to accept speaking engagements on their research, expertise, etc.;
5. Review the Honorary Degree program at Southwestern, "maybe bend some of the rules," and invite world figures. (Indiana University's invitation to Sadat of Egypt was cited as an example. It was also suggested that we should take advantage of the National Democratic Convention to be held here next year and possibly invite President Carter to receive a degree.);

6. Consider forming state alumni chapters (in all states possible);
7. Consider expanding Southwestern's curriculum to include an "outstanding professional school" on the campus;
8. Make better and more use of exchange student programs;
9. Encourage our president, administrative staff, and faculty members to gain more leadership in their professional associations;
10. Market such aspects of Southwestern as "The Halliburton Story" or "The Bill Mallory Story."

After Dean Ray Allen distributed and commented on a "Statement of Financial Aid at Southwestern for 1977-78," it was decided to ask the Chairman of the Board of Trustees to let the Committee on Admissions and Financial Aid make its report near the first of the plenary session on January 20, so that some of its points would be known to the Board before a consideration of the general topic of discussion: "How can we make Southwestern better known nationally?"

A REPORT ON APPLICATIONS FOR ADMISSION IN SEPTEMBER

January 7, 1976 - January 5, 1977 - January 6, 1978

	1976				1977				1978			
	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com	FRESHMAN Res	TRANSFER Com
APPLICATIONS ACCEPTED												
Men	18	7	1	0	16	9	0	0	10	2	1	0
Women	15	5	0	0	18	5	0	0	25	2	1	0
APPLICATIONS PENDING												
Men	118	24	7	2	111	9	3	3	82	6	3	0
Women	129	39	0	0	116	13	1	2	101	3	3	3
APPLICATIONS DECLINED												
Men	0	1	0	0	1	0	0	0	0	0	0	0
Women	1	1	0	0	0	0	0	0	0	0	0	0
APPLICATIONS CANCELLED												
Women	0	0	1	0	0	0	0	0	0	0	0	0

SUMMARY	MEN	WOMEN	TOTAL
Applications received January 7, 1976	178	191	369
Applications received January 5, 1977	152	155	307
Applications received January 6, 1978	104	138	242
Advance deposits received January 7, 1976	14	12	26
Advance deposits received January 5, 1977	13	11	24
Advance deposits received January 6, 1978	8	20	28

HOW CAN WE MAKE SOUTHWESTERN BETTER KNOWN NATIONALLY? . . .

Here are the suggestions from members of the Board of Trustees

1/20/78

1. Send recruiting teams into geographic areas where we want to be recognized.

I am a pretty good short term realist and I'd like to talk a little bit about geographical recruiting teams. To me the major concern is how to keep a minimum 1000-1100 students on this campus. We have been delighted to host recruiting sessions in our area, and it seems to me if that concept is expanded - that would bring immediate results which this school must have. Along that line I would propose developing recruiting teams around 25 communities where each spring we would host this sort of event - an event where there would be host of a local graduate or two, perhaps some prominent Southwestern supporter, certainly Southwestern staff and/or faculty and/or coach. I was delighted to visit with Dick Thornton last night - I think he is a great guy to use in this manner. And certainly some current students. I think we need 25 sites like this. I think a minimum of 20 students and their parents should be invited for dinner and a Southwestern presentation and obviously the visiting with this spectrum of individuals - I am convinced that out of 500, 100 to 200 could be brought into Southwestern-- a ratio of 20 to 40% success. To me this is the heart and guts of getting kids to come here, the one-on-one basis. I think we have got to go out and sell as hard as we can this fine school and do it on a one-on-one basis.

2. Call on prominent graduates who have gained recognition in economic, social and political sectors. Use their names and affiliations in brochures or recruiting material.
3. Adopt a program of visiting and adjunct professorships to gain recognition within the academic categories as well as to stimulate the educational program.
4. Encourage faculty to accept speaking invitations to establish recognition of their expertise in local, national and international areas.
5. Revisit our Honorary Degree programs. Invite world figures who can gain media coverage on important messages and who can make the news wire services. Just the other day all the newspapers carried the story about President Sadat having been invited to Indiana State University for an honorary degree. This is the type of news coverage that can project Southwestern to worldwild recognition.
6. We should increase the number and activity of our state alumni chapters.
7. Begin a Professional School on the campus. If we are going to make a jump into national and international fame, we need something along this order.

Regarding a professional school on campus, you have to take first steps first and it might be wise if the Dean and the faculty be charged with making recommendations having to do with professional schools by this

time next year. I have in mind law school--it would not be the most expensive school to operate or a first rate Business School.

I have long thought that this school is perfectly situated both geographically and otherwise for a superior school of music. I have felt this way for years and particularly since we are in the planning stage of building a building. I know absolutely nothing about music but I suspect there would at least be a possibility of having a school of music to compare to Julliard. Memphis is a pretty good town from the cultural standpoint. A superior school of music is not readily available.

If a school of music were established here - of outstanding quality - all sorts of things can go from that - like a summer seminar for outstanding high-school musicians across the country to come here. Like Cleveland Symphony does - like Oberlin does - to attract bright gifted students here. It would be a great thing to get national recognition.

What about a Journalism School. I was on a Board up in New Jersey. They had a school of journalism for high school journalists and brought in big names for two weeks in the summer time and students came from all over the country for that and it put it on the map.

8. Make more use and better use of exchange students internationally.
9. I would like to see the president and other administrators and top officials of Southwestern gain greater and more recognition in Professional Associations and each of them take a more active leadership role.
10. We have two stories on the campus in my opinion have not been fully exploited for their true value - that is the Richard Halliburton Story and the Mallory Story. I think we ought to take those and use them and attract interest in Southwestern.
11. Try to make an outstanding tennis program. We have the facilities. We have two or three fine indoor facilities in Memphis that we may be able to use. Southwestern does not give athletic scholarships, but I'm sure there are a lot of smart tennis players. I think the first step would be to contract with some outstanding tennis coach. I think a name tennis coach here would attract a number of students.
12. Athletic program for women.
13. Soccer. There isn't any school concentrating on soccer. All sorts of schools concentrate on basketball or football.
14. Exploiting Term III - What it can do on-campus and what it can do off-campus.
15. High school teachers--if you impress them, that will bring results. The campus is not extensively used in the summer. It might be possible to set up a period of say a week in which outstanding recognized college teachers in certain fields - say physics - could be brought here to talk, perhaps about methods of teaching. Charge no tuition but make available the dormitories at a cost basis. The next year do it in another field.
16. Retain a Public Relations firm for publicity and for recruiting help.