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Minutes of the Meeting of the Board of Trustees of Southwestern at Memphis October 20, 1976

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MINUTES OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
October 20 and 21, 1976

* * * * *

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, October 20, 1976, pursuant to written notice.

The meeting was called to order by the Chairman, Mr. Robert D. McCallum, and Dr. Paul T. Jones led in prayer.

President Daughdrill introduced the following new members:

Dr. W. Maynard Fountain, Jr., '47, representing the Synod of Red River (Class of 1979).

Mr. S. Herbert Rhea, representing the Synod of the Mid-South (Class of 1979)

Mr. Henri P. Watson, Jr., '41, (not present), representing the Synod of the Mid-South (Class of 1979).

Dr. Robert L. Amy, Professor of Biology, faculty-elected trustee to the Board (Class of 1979).

Ms. Katherine Ann Bullard, a senior from Little Rock, Arkansas;

Ms. Joellyn Forrester, a senior from Meridian, Mississippi;

Mr. John William Harkins III, a senior from Atlanta, Georgia,
are the student-elected members of the Board for this year.

Mr. McCallum welcomed all the new members to the Board and urged their participating in Board discussions and activities.

Mr. Hewitt Tomlin was asked to serve as secretary pro-tem. Mr. S. Shepherd Tate was unable to attend due to an out-of-town speaking engagement of long standing.

The members of the Board of Trustees present were:

Synod of the Mid-South

Walk C. Jones III, '77
Robert D. McCallum, '79
William H. Mitchell, '77
Judith Mitchener, '78
Jere B. Nash, Jr., '77
M. D. Prouty, Jr., '79
S. Herbert Rhea, '79
Hewitt P. Tomlin, Jr., '77
Richard A. Trippier, '78
John W. Wade, '78
Henri P. Watson, Jr., '79

Life Trustees

Edmund Orgill

Elected by Trustees

Walter P. Armstrong, Jr., '77
L. Palmer Brown, '79
Charles P. Cobb, '77
Jefferson Davis, '77
Margaret R. Hyde, '77
Paul Tudor Jones, '79
Michael McDonnell, '79
W. Neely Mallory, '79
William W. Mitchell, '79
Wayne W. Pyeatt, '78
Sidney A. Stewart, Jr., '79
Anne Wilson, '78
Spence L. Wilson, '77

Synod of Red River

Edward M. Carmouche, '77
W. Maynard Fountain, Jr., '79
G. R. Hollingsworth, '78
Evelyn Landis, '79
Kenneth G. Phifer, '77
William C. Rasberry, '78

Faculty Members

Robert L. Amy, '79
James W. Jobes, '78
Charles O. Warren, '77

Student Members

Katherine Ann Bullard
Joellyn Forrester
John William Harkins

ex officio members

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

Present by Invitation

Robert G. Patterson	Loyd C. Templeton
Ray M. Allen	Anne Marie Williford
Josephine Hall	Ron A. Yarbrough
Paul Hallock	P.K. Seidman (stayed only through his presentation
Tom P. Kepple	

The following members were absent:

Synod of the Mid-South

Edgar H. Bailey, '78

Elected by Trustees

Stanley J. Buckman, '78
William B. Dunavant, '78
David H. Edington, Jr., '77
Martin B. Seretean, '78
S. Shepherd Tate, '78

On motion duly made and seconded the minutes of the Board of Trustees meeting held on April 29 and 30, 1976, a copy of which had been mailed to each member of the Board, were approved.

On motion duly made and seconded the minutes of the Executive Committee of the Board of Trustees of June 23, 1976 and July 6, 1976, a copy of each having been mailed to each member of the Board, were approved.

The Chairman recognized President Daughdrill who asked that a moment be taken to honor the memory of two former members of the Board of Trustees: Mr. S. Toof Brown (Attachment A, p. 9) and Mr. Sidney W. Farnsworth (Attachment B, p. 9) By unanimous consent, the memorial resolutions were made part of the minutes.

President Daughdrill introduced Mr. P. K. Seidman, who was asked to tell a little of the background of his vision and his generous funding of an endowment which will be a perpetual recognition of the best scholarship in the world in the field of interest to him, the Frank E. Seidman Award. Mr. Seidman explained that the Award is in honor of his brother who was a CPA but who had majored in economics. He was particularly interested in the political and social economics of the world. Mr. Seidman gave a thumbnail sketch of the particulars of the award. He said that he is pleased that Southwestern has agreed to serve as host institution for the award.

A motion was duly made by President Daughdrill and seconded by Mr. Rasberry that Mr. Spence Wilson's name be added as Southwestern's representative to the Selection Committee of the P. K. Seidman Award. The motion carried.

President Daughdrill was asked to make his annual report. (Attachment C, pp. 10-12)

Chairman McCallum thanked President Daughdrill for the report and congratulated him on the job that he is doing and asked him to thank and congratulate the Administrative Cabinet and the Faculty for their efforts.

President Daughdrill and Chairman McCallum brought to the attention of the Board the need for a January meeting of the full Board. Several reasons stated by Chairman McCallum were 1) Nominees for Synod-elected members of the Board need to be made before the April meeting because the Synod nominating committees meet in early spring; 2) the college budget must be approved; and 3) Honorary degree candidates need to be voted on. President Daughdrill suggested that late January is timely because that is when Board action is needed for college business. It was suggested that the discussion be postponed until later in the meeting.

Dean Anne Marie Williford introduced Dean C.V. (Bo) Scarborough, the Assistant Dean of Students and Director of the Student Center. Dean Scarborough discussed the Commons Program (Attachment D, pp. 13-14), a new program whereby the town students and the dormitory students would be grouped or based around residential areas, therefore giving the town students a sense of community on campus. His report was supplemented, and the Commons program supported, by several students and by Professor James Jobes.

President Daughdrill introduced Mrs. Mary Jo Miller, Director of Admissions, who talked on recruiting, giving a synopsis of what is involved in locating qualified students and their recruitment to Southwestern. She also stated that she had just returned from a National Admissions meeting and was pleased to discover that, even though most colleges have declining SAT scores, class ranks, etc., Southwestern is holding its own. Our SAT scores are the same this year as last, which were slightly higher than the year before. Our grades are better than last year. The number of schools that we are drawing students from is increasing which is a positive sign. She asked the Board for suggestions or criticisms concerning the recruitment of students.

Ms. Miller outlined a system designed to get more information on Southwestern to prospective students, and described how the churches and alumni in the area within which Southwestern recruits can play an important part.

Mr. Walter Armstrong suggested that the Board decide on whether to have a winter meeting before the committees went into session rather than wait until the Board meeting on the following morning. After a full discussion, Mr. Armstrong moved that the next meeting be set for January 20 and 21. The motion, after being amended by Mr. Neely Mallory, was seconded by Mr. Charles Cobb, and passed.

Chairman McCallum asked Mr. William H. Mitchell to serve as Chairman of the Finance Committee in the absence of Mr. William W. Mitchell.

The meeting recessed at 3:00 P.M. in order for the Standing Committees to meet.

Mr. Armstrong asked for the floor for a personal privilege, which was granted. He said that he and Mrs. Armstrong were looking forward to having the members and their spouses to their home that evening around 7:00 P.M.

The Board of Trustees resumed its meeting on Friday, October 22, 1976 at 9:15 A.M. in the Edmund Orgill Room (Room 200) of S. DeWitt Clough Hall on the campus. The meeting was called to order by the Chairman, Mr. Robert D. McCallum, and Dr. Kenneth Phifer led in prayer.

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., '77	Edward M. Carmouche, '77
Walk C. Jones III, '77	L. Palmer Brown, '79	W. Maynard Fountain, Jr., '79
Robert D. McCallum, '79	Charles P. Cobb, '77	G. R. Hollingsworth, '78
William H. Mitchell, '77	Jefferson Davis, '77	Evelyn Landis, '79
Judith Mitchener, '78	Margaret R. Hyde, '77	Kenneth G. Phifer, '77
Jere B. Nash, Jr., '77	Paul Tudor Jones, '79	
M. D. Prouty, Jr., '79	Michael McDonnell, '79	
S. Herbert Rhea, '79	W. Neely Mallory, '79	
Hewitt P. Tomlin, Jr., '77	William W. Mitchell, '79	
John W. Wade, '78	Wayne W. Pyeatt, '78	
Henri P. Watson, Jr., '79	Anne Wilson, '78	

ex officio members

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

Present by Invitation

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

Faculty Members

Robert L. Amy, '79
James W. Jobes, '78
Charles O. Warren, '77

Student Members

Katherine Ann Bullard
Joellyn Forrester
John William Harkins

The following members were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Richard A. Trippeer, Jr., '78	Stanley J. Buckman, '78	William C. Rasberry, '78
	William B. Dunavant, '78	
	David H. Edington, Jr., '77	
	Martin B. Seretean, '78	
	Sidney A. Stewart, Jr., '79	
	S. Shepherd Tate, '78	
	Spence L. Wilson, '77	

Chairman McCallum introduced Mr. Henri Watson to the Board.

Chairman McCallum, on behalf of the Board, thanked Mr. Armstrong for the very nice party they had for the Board. He said Mrs. Armstrong deserved special thanks since she had spent the previous week in the hospital.

Chairman McCallum called on Mr. Frank Mitchener to give the Development report. Mr. Mitchener first asked Mr. Yarbrough to introduce his new staff. Mr. Yarbrough introduced Mr. John Mathieu as the Director of the Southwestern Fund (the annual giving program). He stated that the program had been stepped-up considerably. One example is that last year 800 alumni were personally solicited; this year 2100 are to be personally solicited. He will be working with the alumni division: Mr. Jere Nash (Trustee Division); Mr. Sam Weintraub (Memphis Community Campaign); Professor James Roper (Faculty-Staff Campaign); Mr. Bill Bruce and Mr. Bob Sharpe (Parents' Campaign). Mr. Yarbrough then introduced Mr. Robert F. Sharpe, Jr. (Bob), a native Memphian who attended MUS and Vanderbilt and is doing a splendid job assisting Mr. Mathieu in all phases of annual giving, and particularly as staff chairman of the Parents' Campaign. Mr. Yarbrough then introduced

Mr. Winton Smith, an alumnus of Southwestern, who received a degree from Princeton Seminary and the University of Tennessee Law School. He has recently joined Southwestern as Legal Counsel to the Development Office, and Director of Church Relations and Estate Planning.

Mr. Mitchener made a motion that Southwestern adopt a \$20 Million Capital Funds Campaign beginning January 1, 1977 through December 31, 1981. Mr. Cobb seconded the motion. (He stated that this passed the Development Committee unanimously at its meeting on the preceding day.)

Mr. Mitchener reported that there was already \$2.1 Million in the campaign fund, with commitments from 15 out of the 41 Trustees who have given a total of \$1,058,000.

After a full discussion the motion was unanimously carried. It was agreed that publicity would be held until January 21, 1977, when a full scale announcement would be made. The present 5-year Master Plan will be followed in allocating capital gifts with additions as needed and approved by the Board.

Chairman McCallum called on Mr. Charles Cobb to give the report for the Committee on Development and Institutional Advancement which was received. (Attachment E, pp. 15-16)

Chairman McCallum called on Mr. Walter Armstrong, Chairman of the Committee on Board Directions and Leadership, to give his Committee's report.

Mr. Armstrong, on the recommendation of his Committee made a motion that the official name of the institution be changed to The College of Southwestern At Memphis. The motion was seconded.

After a long discussion a motion to table the above motion and refer it back to the Committee for further discussion was made, seconded and passed unanimously.

A motion was made, seconded and unanimously passed that the following changes in the By-Laws be made. But, since the required 30 days written notice was not met, it will be necessary to vote on these same amendments at the January meeting of the Board.

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

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

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

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

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

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

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

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

Mr. Armstrong stated that the above motions were the only items requiring Board action. (Attachment F, pp. 17-18)

Mr. Walk Jones was called on to give the report of the Committee on Buildings and Grounds. Mr. Jones called on Mr. Robert Lee Browne, Architect, who made a presentation on the Alburty swimming facility.

Upon the recommendation of the Buildings and Grounds Committee, Mr. Walk Jones made a motion that we proceed with the swimming pool project. The motion was seconded and unanimously passed.

Mr. Walk Jones noted that the Executive Committee of the Board had moved the Performing Arts Building to the 5-Year Master Plan at an estimated cost of \$2.8 Million. Mr. Jones asked that Mr. Ron Jerit, of Bolt, Beranek and Newman, Inc., Mr. Wells Awsumb and Mr. Carl Awsumb, architects for the building, be recognized for preliminary presentations, after which members of the Board expressed their ideas and suggestions.

After a full discussion, a motion to put into the 5-Year Master Plan an enlarged facility estimated at \$4.2 Million was tabled until it can be considered by the administration and a recommendation be made at the next meeting of the Board.

Mr. Walk Jones, upon the recommendation of his Committee, moved that the Rathskeller be located in the Lynx Lair and that a designer with appropriate qualifications be retained to make the space more appealing. The motion was seconded and unanimously passed. The above motion does not give authority to proceed with construction but to proceed with obtaining a cost estimate to be presented to the Board at its next meeting.

Mr. Walk Jones, upon the recommendation of the Buildings and Grounds Committee, moved that earthquake insurance be secured through E.H. Crump & Co., the low bidder, for the maximum of \$10,000,000, with the deductible amount of \$250,000 being borne by the college and the difference up to \$10,000,000 by the insurance company. The annual premium is \$6,115.00. The motion was seconded. After a full discussion Mr. Charles Cobb moved that it be amended to be referred to the Administrative Cabinet. The motion to amend was seconded, and the amended motion duly carried.

The remainder of the Buildings and Grounds Committee report was received by the Board as information. (Attachment G, pp. 19-25)

Dr. John Wade gave the Faculty and Educational Program Committee report. Upon the recommendation of the Committee, Dr. Wade moved that insurance fringe benefits be extended to Professor James D. Witherspoon during his leave of absence, with the understanding that he will reimburse the college for actual costs. The motion was seconded and passed unanimously. Copies of the Committee's report were given to each member of the Board (Attachment G, pp. 26-30)

Chairman McCallum called on Mr. William H. Mitchell to give the report of the Finance Committee. Mr. Mitchell stated that it is recommended by the Committee that the following plan descriptions for the college's fringe benefit programs be adopted by the Board of Trustees:

- (1) T.I.A.A. Group Major Medical Insurance
- (2) T.I.A.A. Group Life Insurance
- (3) T.I.A.A. Group Total Disability Insurance
- (4) T.I.A.A. Reliance Group Travel Accidental Death and Dismemberment Insurance
- (5) Reliance Voluntary Group Accidental Death and Dismemberment Insurance

Mr. Mitchell moved that the above plan descriptions for the college's fringe benefit programs be adopted by the Board of Trustees. The motion was seconded and passed unanimously.

Mr. Mitchell reported that Mr. Hallock said that the General Fund deficit of \$1,229,000 incurred 1969-73 has been reduced by approximately \$200,000. The General Fund deficit remains in excess of \$900,000. The deficit has been cared for by borrowing from other funds of the college earmarked for certain purposes but in limbo pending use by the college for the intended purposes. Also the deficit has been funded from time to time by borrowings from Memphis banks. The college has a line of credit in each of the three national banks of up to \$400,000. It is the thinking of Mr. Hallock and Mr. William W. Mitchell that the prospective Capital Fund Campaign should contain an allocation of \$1,000,000 for the General Fund to eliminate this old deficit and to save the interest costs.

After discussion by the Board, it was suggested by Chairman McCallum with the concurrence of President Daughdrill that the above recommendation be given priority consideration when the 5-Year Master Plan is reconsidered. The change was deferred to be considered along with other future changes.

The remainder of the Finance Committee report was received (Attachment I, pp. 31-43)

Dr. Paul Tudor Jones gave the Report of the Committee on Students and Campus Life which was received. (Attachment J, pp. 44-45)

Mr. Hewitt Tomlin moved that the list of degrees which were approved by the Faculty Committee on Curriculum, Standards and Standing and granted by the College on June 1, 1976 and August 31, 1976 be appended to these minutes. The motion was seconded and passed. (Attachment K, pp. 46-53)

President Daughdrill stated that in order for the college to receive Federal Surplus Property, it is necessary that the Board of Trustees authorize certain persons to represent the college in acquiring such property. Rather than authorize several persons it was moved and seconded and passed unanimously

That the President of the College be authorized to act for the Governing Board of the Institution in acquiring Federal Surplus Property and in entering into agreements, certifications, and covenants of compliance concerning the use of Federal Surplus Property; and

That he be authorized to re-delegate this authority in writing to the Tennessee Educational Agency for Surplus Property, to any employee of

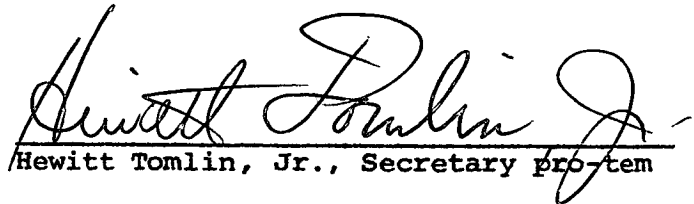
the institution or organization for the purpose of a single transaction in carrying out these responsibilities or for the purpose of multiple transactions in carrying out these responsibilities and that the number of transactions be so designated on the AUTHORIZED REPRESENTATIVE CERTIFICATION.

The President stated that the forecast of increases for the 1976-77 session are \$300 for tuition and \$100 for room and board. These figures are not final as the increase for tuition and room and board will be presented to the Board at the January meeting as part of the Budget report.

The President distributed a chart listing a group of colleges chosen at random by the Association of American Colleges which gives Southwestern's standing in regard to rating, tuition and fees, faculty compensation, endowment, etc. (Attachment L, p. 54)

The President stated that the Honorary Degrees Committee would meet immediately following the adjournment of the full Board meeting. The report will be appended to these minutes (Attachment M, p. 55)

A motion was made to adjourn the full Board at 11:40 A.M. in order for the voting members to meet in executive session.


Hewitt Tomlin, Jr., Secretary pro-tem

In Memoriam

S. Toof Brown

Mr. S. Toof Brown died on August 20, 1976. Mr. Brown served on Southwestern's Executive Committee from September 1942 to October 1966. He was the first member to be designated an honorary member of the Executive Committee. Appreciation for his services to Southwestern was expressed in a letter to him on November 21, 1966:

For the past twenty-four years your attendance at stated and called meetings has been an example for all other members of the Committee. Your faithfulness in this regard has acquainted you with the continuity of the problems and progress of the college, and has directed your thinking to wise decisions. Your openmindedness, cooperative spirit, and clear vision have stimulated the most progressive thinking for the stabilization and future development of Southwestern, and your commitment to progress has provided the Committee with a vital sense of balance.

Even after his retirement, his interest in Southwestern never waned. He will be missed.

ATTACHMENT B

In Memoriam

Sidney W. Farnsworth

1895-1976

Churchman, businessman, soldier and friend of Southwestern At Memphis.

Upon graduation from Yale University, Mr. Farnsworth entered the world of real estate investment in Memphis. As a member and officer of Second Presbyterian Church he, along with Dr. Moore Moore, Sr., was instrumental in keeping the cause of Christian education before the membership as a major emphasis in benevolence.

When patriotic duty called, both in World War I and World War II, he was among the first to respond. He served in World War II in England with the British Air Ministry in London, a division of the Air Force.

Upon his demobilization he was immediately pressed into the chairmanship of Southwestern's successful \$2,000,000 endowment and building fund campaign. During this time he also served as Chairman of the Board of Directors of the College.

Increasing ill health resulted in his retirement from the Board in 1960, but his long time interest in the welfare and progress of Southwestern never wavered or weakened. His death on July 25, 1976 was not only a release from sickness but an ill sustained loss to the community and the college.

REPORT TO BOARD OF TRUSTEES
October 21, 1976James H. Daughdrill, Jr.
President
Southwestern At Memphis

Mr. Chairman, members of the Southwestern Board of Trustees, the faculty and administration of the college are strong and are making noticeable progress in problem areas.

I. FACULTY

The Academic Program (Dean Bob Patterson) Programs that have been initiated or improved include increased opportunities for student internships, increased numbers of women on the faculty (both as teachers and as role models in the disciplines that have not been traditionally associated with women), a recently completed successful summer program that included both continuing education and undergraduate study, initiation of a major in Sociology and an interdisciplinary major in Psycho-biology. Ms. Marnee Harding was named acting Director of Continuing Education and three successful programs were held in the Futures Institute. The Burrow Library was refurbished, the card catalog was arranged, and we joined Solinet, the Library consortium. Another consortium arrangement made the program of the Gulf Coast Marine Laboratory available to Southwestern students. Last but not least a successful Humanities Symposium entitled "American Values in Crisis: Personal Identity in a Changing Society" was held in the spring under the leadership of Professors James Lanier and Michael McLain.

II. ADMINISTRATION

The Finance Division (Mr. Paul Hallock) The college is in the black! We were able to reduce by about \$300,000 the \$1,200,000 deficit that has been carried forward since 1972. All departments of the faculty and administration (approximately 50) now receive monthly budget status reports. This has helped with forecasting and money management. The college's budgeting process has been simplified and made more efficient and accurate in forecasting income and expenses.

Administrative Services (Mr. Tom Kepple) Substantial renovations have been made during the year. Progress has been made in the appearance of the grounds. A landscape architect, Mr. John Cowart, has been employed. His expertise will add to the quality of what is already a beautiful campus. An Administrative Handbook, just as intimidating but just as necessary as the Faculty Handbook, is near completion.

Student Affairs (Dean Anne Marie Williford) Ideas that work are continually being generated to improve student services and to strengthen programs with high and enthusiastic student participation. Dr. Dennis Heitzmann, the college counselor, has moved his offices from Stewart Hall to the Briggs Student Center where his contacts are more natural and more effective. The Kinney Program is even stronger this year than last year. The Commons Program was begun and athletics has been rejuvenated.

Admissions and Financial Aid (Dean Ray Allen) Several steps have been taken to overcome the problem of declining enrollment. Financial aid will be awarded sooner because the work has been clearly divided between Committee and staff. A program of non-need scholarships should help attract outstanding and well rounded students. Mrs. Mary Jo Miller has been appointed Director of Admissions.

Institutional Advancement (Mr. Loyd Templeton) The recently reorganized Alumni Association continues its momentum of interest and support of the college. SOUTHWESTERN TODAY, our monthly publication, is the best all-round communication vehicle of any college that I know.

Development (Mr. Ron Yarbrough) Mr. John Mathieu has been employed as Director of the Southwestern Fund. Based on the belief that people make things happen, I predict that we will reach the goal increased by 10% over last year's annual fund. After last year's success, we are delighted that Charles Cobb will serve as Chairman again. He has good leadership for the Southwestern Fund. I was pleasantly surprised that several other people who led divisions of last year's campaign wanted to serve again this year. Mr. Winton Smith has been employed to head Southwestern's effort in planned giving and church relations. He is a graduate of Southwestern, Princeton Seminary and The University of Tennessee Law School. A Capital Funds Campaign is first a spiritual matter, second a financial matter, and third a legal matter. With Winton Smith's experience, the college is equipped to help provide counsel in all three areas!

Overall Southwestern is doing well. I am grateful to make this report of progress on behalf of my colleagues and associates.

The role of the college president is a topic of spirited discussion in the current literature of higher education. Articles say that the power of the presidency is limited. I could have told them that three-and-a-half years ago! However, the "power" of persuasion and visibility is important. It provides opportunity to choose and to highlight a few areas among the many things we need to do, and I have followed that practice:

In 1972-73 - we emphasized administrative organization and turning the fiscal corner (from red to black).

In 1973-74 - we emphasized improving campus appearance and to developing a Master Plan.

In 1974-75 - we emphasized improving the budgeting process, increasing alumni involvement, and increasing the number of internships available to Southwestern students.

During the year 1975-76 we emphasized improving internal reporting, rejuvenating athletics, and making possible opportunities for faculty development.

In 1976-77 we will emphasize three new areas.

1. One is a major Capital Funds Campaign which we desperately need.
2. The second is to seek funding by the Tennessee Legislature for the Student Assistance Program, a much needed Program but one that must focus on differences between public and private higher education.
3. The third is to develop a "Plans and Strategies for the 80's." For 300 years education has expanded. There have been more students and more dollars. Beginning in 1980 the number of 18 year-olds in Tennessee and in the United States will decline for a 10-year period. The Tennessee enrollment projection for higher education between 1980 and 1985 will drop by 5.1%, about 1% per year. That figure would be even more drastic except for the fact a higher percentage of 18 year-olds will be going to college. From 1985 to 1990, it drops off another 10.3%, about 2% per year. When I was in the carpet business I remember well being alarmed at projected downturns in Housing Starts. But I found that our business fluctuated more from our sales efforts and new ideas than it did in response to a national projection of housing starts. I think this may well be the case and the opportunity for Southwestern.

I have asked three ad hoc groups to develop "Plans and Strategies for the 80's" in specific areas. One of these is in the area of recruitment and retention. Maintaining enrollment is vital. We cannot continue "business as usual." I believe that competition for students will increase many-fold because of the decline in numbers of students. In anticipation of such competition, Southwestern must maintain a sharply-focused and college-wide student recruiting program. The goal of this group is attracting and keeping at Southwestern 1200 students during the 1980's. The group will be chaired by Mr. Loyd Templeton.

A second ad hoc group, chaired by Dean Bob Patterson, will work in the area of strategies for the faculty. The leveling-off period in higher education means identifying and answering problems having to do with 1) Job security for the faculty 2) Flexibility to meet the changing needs of students in a steady-state budget situation, and 3) Plans to support the faculty in keeping intellectually alive in a period of relative immobility.

A third ad hoc group, chaired by Mr. Tom Kepple, will look at effectiveness in administration in order to see what might be cut, what can be made more productive or show a better return-on-investment, and what can be simplified or made more efficient without compromising effectiveness.

I predict that we will not simply survive the 80's, but that the college will emerge stronger. At Southwestern there is no appeal to those who would settle for mediocrity. We should beware of taking too much satisfaction in our accomplishments and strengths just because things have gone well for us the last few years. David Matthews, Secretary of HEW, said the other day that education in this country started as a movement but it is now a bureaucracy. We want Southwestern to move, to be a continual movement toward excellence. You were not chosen to serve on this Board because you are maintenance-minded. We are more than caretakers. So let us work toward excellence while maintaining perspective and a sense of humor. Our work together is important, and it will be exciting, for we know that God is God when we succeed, and even if we fail.

Mr. Chairman, that is my brief report and a preview of the days ahead.

COMMONS AT SOUTHWESTERN

A Common at Southwestern will be a small social and educational community of 200 to 300 individuals. Four such communities will evolve over the next three years:

Townsend Common:	Utilizing Townsend and Voorhies Halls
Robb Common:	Utilizing Robb, White, Ellett, Neely and Bellingrath Halls
University Common:	Utilizing University, Trezevant, and Evergreen Halls
New Common:	Utilizing New Women's Residence and Glassell Halls

These Commons will be co-educational and these combinations of residence halls represent a fair balance between men and women students. The Commons system will include all students, giving each student the opportunity to become involved in this aspect of the college's social program. The system will in no way become restrictive, limiting a student's involvement in other campus organizations. Rather, this is an attempt to lend diversity to social life on campus within a system which will be open to all students.

Commons are primarily an attempt to deal with some of the problems of commuting students. Commuting students presently attending Southwestern will be given the opportunity to join a Common and new commuting students will be assigned a Common just as resident students are now assigned a residence hall. In three years each commuting student will be included in one of these four smaller social units on campus. There, if in no other group, the commuting student will be encouraged to participate in the intramural program of the college, in a number of social events, and in extracurricular activities on behalf of his or her Common. There will also be faculty members with special advisory relationships to each Common. This will give the commuting student another opportunity to know a faculty member in something other than a purely academic relationship.

Presently each Common is guided by the representative Dorm Presidents and Resident Advisors. To that number we are adding one male and one female commuting student as representatives. Commuting students thereby play a major role in determining the program of their Common. The relationship of a commuting student to the Common will be similar to the relationship of a resident student to his or her residence hall. The commuting student might at last have a place here at Southwestern. It would be both a geographical point of contact with resident students and a common group identity shared with resident students. This should improve the quality of life and the sense of responsibility in these residential areas. We also hope to make physical improvements in these areas, particularly in the Common social rooms.

A Common can give many students a new opportunity to take positions of responsibility and leadership in smaller groupings. It can be a forum for the interests of smaller groups of students. It can allow students to experiment with programs and ideas on this smaller scale and, perhaps, create a more imaginative and creative environment at Southwestern.

The Commons concept might also have great long range significance for the college. These might become units for experimentation and diversity in the academic, or total, life of the college. Each Common might have its own distinct approach to the liberal arts and sciences while we remain a very close and unified community of scholars. We might be a small liberal arts and sciences college that offers a prospective student the kind of options and possibilities that no other small college can offer. This is only a possibility to be considered in the future but I feel it is an exciting possibility.

This September we began the long process of turning this concept into a reality. After much discussion two Common social rooms were chosen for refurbishing. All new students were assigned to a Common. Intramural teams were organized for men and women in each Common. There were social gatherings and organizational meetings. And, the process is continuing. The progress to date can be briefly summed up in this manner; one Common floundering, two Commons struggling with some success, and one Common being far more successful than we could have imagined.

Robb Common is the success story. These students have turned an unused social room into a used and pleasant reading and meeting room. They have begun a bi-monthly newsletter. They have organized coffees and evenings of film. More importantly they are developing some sense of community that has included a number of commuting students. Robb Common has the advantage of geographical unity, but the credit for its success belongs to the students and faculty who have been willing to work creatively with what was only an idea and a yearly budget of two hundred dollars.

It took two and a half years to make a reality of "Dilemma", a student sponsored symposium, at Southwestern. It will certainly take three or four years to make a reality of "Commons". But, now, the process has begun. There are already rewards.

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT
October 21, 1976

The committee was called to order by Chairman Charles Cobb with a full membership in attendance. Mr. Cobb introduced the student representatives to the committee and the new members of the staff of the Development Office, including Mr. John Mathieu, Director of the Southwestern Fund; Mr. Winton Smith, Director of Estate Planning and Church Relations; and Mr. Robert F. Sharpe, Jr., Assistant Director of the Southwestern Fund.

Mr. Mathieu reported on the campaign organization and goals for the Southwestern Fund for 1976-77. General Chairmen of the Fund for the current year are Mr. Charles Cobb and Mr. C. Whitney Brown who successfully led the '75-'76 Fund to its over-the-goal completion. The over-all goal for '76-'77 is \$665,000 which represents a 10% increase over last year's goal. Other divisions of the Southwestern Fund with chairmen and goals are as follows:

Alumni Chairman	- Mr. Fred K. Beeson	\$200,000
Trustee Chairman	- Mr. Jere Nash	160,000
Parent Chairman	- Mr. William Bruce	36,000
Faculty/Staff	- Prof. James Roper	13,000
Memphis Community Campaign	- Mr. Sam Weintraub	200,000
Corporations and Foundations		56,000

Mr. Mathieu pointed out that several changes will be implemented in the '76-'77 Fund, particularly in the area of the alumni campaign. As opposed to being organized by area as has been the case in the past, this year the alumni campaign is being organized by graduating class so that an alumnus will be called upon by a member of his class regardless of where he may live. Among the benefits seen in this class organization include stimulating competitive giving by class, making it easier to identify prospects who can give at higher levels, enabling personal calls to be made on approximately 2,000 alumni as opposed to the 800 calls made last year. Mr. Mathieu also mentioned that over-all fund co-chairman Whitney Brown is developing a plan to call on major prospects within the Memphis area with a special presentation.

Mr. Robert Sharpe commented on the Parents' Campaign noting that the goal of \$36,000 represents a 29% increase over last year. This campaign is being organized in a much more comprehensive manner than ever before and involves ten area chairmen who will recruit additional workers in areas around the country. It is anticipated that 580 sets of parents of full tuition paying students will be called on in the course of the campaign.

Mrs. Anne Wilson suggested that the term "living endowment" is a highly appropriate one for annual giving. It was agreed that this was a simple and to-the-point communication and should be used in our campaigning.

In reporting on the college's Estate Planning Program, Mr. Winton Smith said that an important task has been accomplished in updating files and printed materials with current statistical and legal information for distribution to attorneys and individuals who inquire about aspects of estate planning. As an attorney himself, Mr. Smith intends to maintain his ties with the legal profession, particularly with the estate planning counsel here in Memphis. It is felt that personal communication with professionals within the field can be important bridges to

potential benefactors. Mr. Smith also said that the college plans three mailings this year as well as monthly advertisements in Southwestern Today, and that all responses will receive personal follow-ups. In addition, six clinics on wills are planned in cooperation with ministers of local churches. These will be offered as a public service and may in turn lead to additional contacts for the Estate Planning Program.

In the area of the college's relationship with the church, Mr. Smith said that his first area of emphasis would be to work to increase awareness of Southwestern by helping to supply pastors for local pulpits and by encouraging ministers and laymen to visit the campus throughout the year. Mr. Rasberry pointed out that Arkansas College was carrying on a program of sustained cultivation in the northwestern Louisiana area and there is a need to rekindle interest there in Southwestern.

Mr. Frank Mitchener reported on the Capital Funds campaign to-date, noting that \$2,138,000 in capital campaign gifts have already been received by the college prior to any public announcement of a major campaign. With this encouragement, with the Master Plan in hand, and with the enthusiastic endorsement of the President, Mr. Mitchener moved that the committee recommend to the Board of Trustees that a Five-Year Twenty Million Dollar Capital Funds Campaign be launched January 1, 1977 to be concluded by December 31, 1981.

The motion was seconded by Mr. Rasberry and with the consensus of the committee being that the time is right for Southwestern to move forward with its capital campaign, the motion was passed unanimously.

Reporting for Institutional Advancement, Mr. Loyd Templeton said that this department faces two major assignments this year: 1) working in cooperation with the Development Office in the development of campaign strategy, collateral materials, and cultivation for the capital campaign's effort and, 2) working in cooperation with the Admissions Office to develop a comprehensive marketing program for the successful recruiting of students in the coming years. Mr. Templeton pointed out that these are major assignments in addition to regular programs carried on by the Office of Institutional Advancement and that additional staff support is indicated in the future.

In reference to future enrollment needs of the college, Mr. Palmer Brown suggested that an opportunity presents itself in the form of a new and imaginative continuing education program for the adult student market. Given the growing number of adults returning to college for study, it was suggested that Southwestern consider various alternatives including a degree-granting program. Mrs. Wilson commented on the success some institutions have had with "winterum" programs, academic sessions of about six weeks in length held in the winter. It was noted that many people are less involved in recreational and other activities at this time of year and might be interested in enrolling in an educational program.

There being no further business, the meeting was adjourned.

REPORT OF THE COMMITTEE OF BOARD DIRECTIONS AND LEADERSHIP - October 21, 1976

The meeting convened at approximately 3:00 P.M. on October 21, 1976 in Room 200, Clough Hall, all members with the exception of Mr. William B. Dunavant being present. Mr. S. Herbert Rhea and Professor Robert L. Amy were introduced as new members, the latter being the faculty representative on the Committee.

The first order of business after the approval of the minutes of the April 29, 1976 meeting of the Committee was the consideration of evaluation forms for members of the Board of Trustees for the Class of 1977. Of these, seven had been received anonymously from Committee members evaluating the twelve members of that class. Mr. Rhea stated that he had not undertaken an evaluation as being too new a member to have a considered judgment and the Chairman stated that he had also abstained as one of the class in question. After considerable discussion, it was determined that while obviously some replacements should be made, in view of the fact that the next meeting of the Board of Trustees had been set for January 20-21, 1977 the actual nomination of trustees and officers could be deferred until that time. With this in view, a special meeting of the Committee was set for 3:00 P.M. on Wednesday, December 8, at Southwestern.

President Daughdrill then reported on the Recreation and Rehabilitation Program for Presbyterian Ministers. While he stated that there had been very little utilization of the program, he recommended that it be continued at least for the time being.

A suggestion was then considered that the Honorary Degrees Committee be merged with this Committee, but after discussion the suggestion was rejected, the functions of the two Committees being basically different.

The possibility of changing the name of the institution to The College of Southwestern At Memphis was then considered and a resolution was adopted recommending to the Board of Trustees that this be done, there being one negative vote and the Chairman abstaining. The ground for this recommendation was that the proposed name more accurately reflects the true nature of the institution.

It was then decided that the matter of whether or not the Committee would recommend that there be a spring meeting of the Board of Trustees in 1977 should be placed upon the agenda for the Committee's January 1977 meeting.

President Daughdrill then proposed several "housekeeping" amendments to the By-Laws primarily designed to bring titles and practices therein provided into line with those in actual use. A copy of these is attached hereto. Upon motion duly made, seconded and adopted it was resolved to recommend to the Board of Trustees that these be adopted.

There being no further business, the Committee adjourned at approximately 4:45 P.M.

Items that need to be changed or amended at the October Board meeting:

1) ARTICLE V (Page 11)

Section 2. Regular Meetings. In addition to the annual (spring) meeting, there shall not be less than two (2) other regular meetings of the Board, one in the fall and one in the winter at dates and times fixed by the Executive Committee after consultation with the President of the college.

change to:

Section 2. Regular Meetings. In addition to the annual meeting, there shall not be less than one (1) other regular meeting of the Board at such date and time as fixed by the Executive Committee after consultation with the President of the College.

2) ARTICLE VI (Page 16)

Section 7. Committee on Students and Campus Life. Paragraph 5:

The Deans of Men and Women shall serve as administrators and secretaries of this Committee.

change to:

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

3) ARTICLE VI (Page 18)

Section 8. Committee on Finance. Paragraph 10:

The Vice President for Financial Affairs shall serve as the administrator and secretary of this standing Committee and the Committee on Investments.

change to:

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

4) ARTICLE VI (Page 18)

Section 9, Committee on Buildings and Grounds. Paragraph 5:

The Business Manager shall serve as the administrator and secretary of this Committee.

change to:

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

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE - October 21, 1976

The meeting was called to order by Chairman Walk Jones at 3:05 P.M. Members present were Mr. Jefferson Davis, Ms. Margaret Hyde, Professor Edward A. Barnhardt, Professor Robert G. Mortimer. New members Ms. Emily Ann Abernathy and Mr. Paul Adams Brantley were introduced by the Chairman. Ex officio members present were Mr. Roy R. Twaddle and Mr. Thomas R. Kepple.

There was considerable discussion of the proposed performing arts building. The following major points were agreed upon:

- a. The departments of music and communication arts are inadequately housed. Their lack of facilities are apparent in respect to teaching, performing, and attracting students to their programs.
- b. Stewart Hall, even after recent structural upgrading, needs further basic repairs after which it would still be a substandard building.
- c. Hardie Auditorium, even with substantial renovation, cannot adequately serve the needs of both departments.
- d. Construction costs have plateaued, thus providing maximum value for the construction dollar. (This point will be reevaluated prior to letting bids.)
- e. There is some potential for increased income from campus events.
- f. The new building would provide a symbol for the Capital Funds Campaign.

The Committee voted to recommend to the Board that the construction of the performing arts building be moved to the first five years' portion of the Master Plan.

There was a discussion and visual presentation of the proposed swimming pool and grateful acknowledgment of the Alburty gift. The vote was unanimous to recommend that the College accept the gift.

Dean Bo Scarborough was introduced to the Committee to present a new proposal for the Rathskeller which was discussed at the Committee's last meeting. Chairman Jones explained that he and Dean Scarborough have spent considerable time exploring possible sites for the Rathskeller. After lengthy discussion the Committee unanimously voted to recommend that the Rathskeller be located in the Lynx Lair and that a designer with appropriate qualifications be retained to make the space more appealing.

Mr. Kepple informed the Committee that bids for earthquake insurance had been requested from several local agents. He reported that the low bid was submitted by E.H. Crump Companies, Inc., and proposed that the insurance be bound under the following schedule:

Limit: \$10,000,000 Deductible Amount: \$250,000 Annual Premium: \$6,114

The Committee voted without dissent to recommend that the Board approve Mr. Kepple's proposal.

There was brief discussion of Mr. Kepple's report on buildings and grounds which had been mailed to the Committee members and which is submitted as an addendum to these minutes. Several members expressed approval of the scope and content of the paper. There was brief discussion of chronic problem areas which, it was agreed, need future Committee attention.

There being no further business, the meeting was adjourned at 4:20 P.M.

Since October, 1975, when the overall supervision of buildings and grounds became my responsibility, I have had an opportunity to consider where we are in this area and where we ought to be. The following paper combines my views with a number of other sources including the views of the Director of Maintenance and the Director of Housekeeping, the Ten Year Master Plan, Board of Trustees Resolutions, this year's departmental objectives, and the recommendations of the physical plant consultant who visited Southwestern in October of 1974. Rather than a document "carved in stone," this paper is intended as basic information presented to the committee for question, criticism, comment, and advice.

I. GOALS IN PERSONNEL, PLANNING, AND SPACE UTILIZATION

- A. Obtain the best possible replacements for terminating personnel and upgrade the level of management.

Since July, 1975, we have made more personnel changes in Maintenance, Housekeeping and Grounds than have been made in any other recent fifteen-month period. Two carpenters, a plumber, and a painter have been hired to replace terminated employees in Maintenance. In each case substantial improvements in skills were made. An additional mechanic has been hired for night duty. In Housekeeping careful selection of new housekeepers, the introduction of new personnel policies and the elevation of two housekeepers to working supervisors have made significant difference in the quality of work and the level of attendance. To improve management communication, the Director of Housekeeping, who previously reported to the Director of Maintenance, now reports directly to the Director of Administrative Services. In addition, effective November 1 of this year, Mr. Jim Pharis, currently the Assistant Director of Security, will be transferred to the Housekeeping staff as Assistant Director of Housekeeping. The Grounds department has a new supervisor. Effective September 30, Mr. John Coward joined the staff of Southwestern. Mr. Coward, who holds a Bachelors of Landscape Architecture from Mississippi State University, brings to his new position both talent in design and experience in management supervision and planning.

All of this will be accomplished within our regular maintenance budget which includes a \$10,000 discretionary fund.

- B. Developing management systems to assist in supervision and planning.

Since we have limited resources to use in Maintenance, we must make every effort to develop easily managed systems to assist us in using these resources to their maximum potential. The following are the basic systems that will have to be introduced or modified:

1. Budgeting to accurately reflect priorities. With the help of the Finance Office we made a giant step forward last year in breaking the Maintenance budget down into 8 main categories and

- 129 subcategories from 26 categories in past years. From last year's experience we will be much more informed on how our funds were spent and we will refine and adjust this year's budget to better reflect priorities. In addition, the responsibility for appropriate areas of the budget has been transferred to the Director of Housekeeping, the Director of Maintenance, and the Supervisor of Grounds where the most effective decisions can be made.
2. Development of a maintenance year planning calendar. By placing major required maintenance projects on a calendar, we will be better able to smooth out the level of work throughout the year.
 3. Work order system will be modified to decrease paper work while providing the information for maintenance scheduling, budget and calendar. The new work order will provide estimated costs and completion dates for department requests.
 4. Development of a systematic schedule for Housekeeping activities. The Director of Housekeeping has already begun developing precise daily schedules for individual housekeepers. This process will continue until each housekeeper has a clearly written check list of the daily functions he or she is to perform.
 5. Establishing a meaningful maintenance planning system. With the addition of a maintenance secretary last year, the Director of Maintenance was freed to spend more time on planning. The Director of Maintenance completed a campus-wide preventive maintenance schedule for mechanical systems. This year we plan to develop schedules for such areas as painting, roofing, and structural maintenance.
 6. A computerized maintenance program we are currently developing will assemble basic information which can be recalled in various formats. For example, by using information gathered on painting, we will be able to project future painting requirements. This system will (a) remind us of needs that could have previously been overlooked and (b) help us in adjusting our maintenance schedule to reflect budget restrictions and the availability of maintenance personnel.
- C. Contract outside consultants for finding solutions to difficult problems. Two of the problems which need attention are the Frazier-Jelke leaks and the energy consumption problem.
- D. Review existing storage and maintenance work areas to use them more efficiently. With the prospects of major renovation and construction projects in the near future we must be prepared to handle additional burdens on this space.

The establishment of a scheduled maintenance program as discussed previously assumes that the buildings are in a reasonable state of repair. Sections II and III describe how we intend to upgrade our buildings.

II. GOALS FOR THE RESIDENCE HALLS

- A. Develop a damage deposit policy to help reduce malicious damage by students. Last year, through the assistance of the Dean of Students, we initiated a dorm damage form and inspection procedure. In the fall each student fills out a form describing the condition of his/her room. In the spring the room is inspected for malicious damages and the responsible student is charged appropriately. In the 77-78 academic year we hope to have a damage deposit on hand to facilitate this process. Currently it is difficult to obtain adequate compensation from seniors and/or non-returning students. The overall goal of the damage deposit policy is not to penalize students but to hold down damage so we can concentrate our resources on renovation rather than damage repair. In addition, the form has pointed out problems that we were previously unaware of.
- B. Carefully plan for the renovation of Robb, White and Ellett, one of the major funding goals of the first years of the master plan.
 - 1. Develop a Residence Hall Renovation Committee to identify the needs, develop alternatives, and establish priorities. The committee which has already been formed includes fifteen members. It is broadly representative including five students, three faculty members, and administrators from the Dean of Students' Office, Maintenance, Housekeeping, and Administrative Services.
 - 2. Careful selection of architects, interior designers and contractors to assure quality workmanship and design.
 - 3. Careful review of the heating, ventilation, air conditioning, electrical and other energy systems to provide the most economical repairs and replacements.
 - 4. Review our existing inventory of excess furniture and equipment. Remove those items of marginal value and tag items that can be economically refinished or rebuilt.
- C. Plan for the immediate period following the Robb/White/Ellett renovation.
 - 1. Begin a scheduled maintenance program as already outlined.
 - 2. The Residence Hall Renovation Committee will also address problems in other residence halls. High priority problems will be attacked through the regular maintenance budget and through gifts.
 - 3. Develop a plan for the orderly refinishing or replacing of a reasonable amount of residence hall furniture each year. Begin an inventory of all newly purchased and refinished residence hall furniture.

III. GOALS FOR EXISTING ACADEMIC BUILDINGS

- A. Repair Frazier-Jelke leaks.

Through the efforts of the Buildings and Grounds Committee the Board of Trustees has committed twenty thousand dollars this year

for the project. Mr. Roy Twaddle, Mr. Walk Jones and I are currently working to formulate the most resourceful way of using the funds. At present we expect to bid the project in April and begin the first phase of repair next summer.

B. Renovation of Palmer Hall.

Goal Number 26 of the Five Year Master Plan Goals is the renovation of Palmer Hall. Already progress toward this goal has been made. The first floor east renovation was completed in 1974 and the first floor west renovation was completed in 1975. This summer a "face lift" for all the second floor classrooms included new carpentering, blinds, and painting. However, substantial work remains to be done.

Hardie Auditorium. Until the design of the performing arts building is completed we are not sure what function Hardie will serve. If the new building contains both a music concert hall and a theatre, Hardie Auditorium will be available for other uses. If the new building does not contain two performing spaces, it is generally felt that Hardie will be upgraded to serve the needs of the Music Department.

Faculty Offices. Faculty offices located on the second, third, and fourth floors of Palmer will be upgraded. In several cases space adjustments will be made to add space to particularly small offices or to carve out entirely new office space.

Kinney Room. As a memorial to Dr. Lawrence Kinney, one classroom will be converted into a seminar room. Specifications for the room include audio visual equipment, seating for approximately 27, built-in tables, and storage.

Electrical systems. The builders of Palmer Hall had no idea that one day Palmer would house electric typewriters, a computer, accounting equipment, air conditioners, and calculators. Consequently, over the years sporadic electrical wiring and equipment add-ons have rendered the system inadequate. To provide an electrical system for today's needs and future additions, much of the existing system will be replaced with safe and efficient wiring and equipment.

Heating and Air Conditioning. Currently four heating systems, six central air conditioning systems, and twenty-four window units are used in Palmer. To reduce the maintenance requirements and to increase the efficiency of the performance, one electronically controlled HVAC system will be installed. At the same time Palmer will be surveyed to determine what other improvements could be made to reduce heating and cooling costs.

IV. THE MARGINAL BUILDINGS

Our definition of a marginal building is one whose general condition makes the replacement of major systems or other significant expenditures for upgrading the structure uneconomical. Generally these buildings have an expected life of less than twenty years. The category includes Evergreen,

University, Stewart, the Maintenance-Security building, and the McLean apartments. In each case maintenance on these buildings must be done with the life expectancy and possible resale value in mind.

Stewart. Approximately \$23,000 was spent shoring up the structural system of Stewart this summer. The work was done not to permanently solve the building's structural problems but rather to extend the life of Stewart until a replacement is built. In addition, inexpensive carpeting was added to the halls in the Music wing to lower the noise level and to generally "spruce up" the living conditions.

Maintenance-Security Building. This building houses the departments of Maintenance, Housekeeping, Security and the Black Students Association. Both esthetics and life expectancy must be considered in this case. As you know, the building is the last one on the main campus which does not conform to the "Southwestern architectural style." To make matters worse, it lies in the path of a major entrance to the campus. The cost of a replacement structure may be prohibitive; however, as the planning for the new performing arts building continues, several alternatives are being considered. The most promising proposal is to house the Maintenance and Housekeeping departments in Tuthill when the Music Department moves to the new building. The natural need for security in a performing arts building has generated a tentative plan to include the Security Office there.

The other buildings in the marginal category -- University Hall, Evergreen, and the McLean apartments -- are in better condition. Our future planning will include alternatives for replacing the structures should their need continue.

V. GOALS FOR CAMPUS APPEARANCE

A. Improved supervision.

With the addition of a new Supervisor of Grounds we hope to achieve more imaginative solutions to our campus appearance problems. Specifically, how to accent our buildings, what new equipment is available for grounds maintenance, what landscaping is necessary to improve the appearance of hard-to-plant areas, and how to reestablish the almost-forgotten Southwestern Arboretum -- all are questions which need attention.

B. Develop campus appearance plans for specific areas.

Last year we initiated a policy of developing comprehensive plans for the improvement of specific areas. The attached exhibits indicate the progress that has been made on each plan. (Harris Gate Lodge/Fisher Gardens Area, Gym/Tennis Courts Area, Voorhies/Clough Area.)

This year the new Supervisor of Grounds will develop plans for the following areas:

1. Refectory entrance/Refectory-Glassell quadrangle.
2. Maintenance Building/Traffic Island/Fraternity Row Entrance.

C. Develop overall campus appearance priorities.

Among the items that need attention are the following:

1. Replanting in many areas.
 2. Replacement of dead trees and plants.
 3. Additional plantings, particularly around the tennis courts, gymnasium, New Dorm, Physics Tower, Stewart, University, Evergreen, and the Frazier-Jelke terrace.
 4. Land contouring to improve both drainage and appearance.
 5. The storm drain system: updating in several areas and completing in others.
 6. Additional sidewalks, particularly around the Gymnasium, tennis courts, and Tuthill Hall.
 7. Completion of sidewalk system along the main campus section of University Avenue.
 8. Replacement of yellow wooden road posts.
- D. Work closely with a number of academic departments to make the grounds a teaching tool. This is specifically applicable to biology and to the architecture course currently offered through the Art Department.

V. GOALS FOR HEALTH, SAFETY AND COMPLIANCE
TO FEDERAL, STATE AND LOCAL SAFETY REGULATIONS

- A. Place management responsibility under one person. The Director of Maintenance, the Director of Campus Safety and Security, and the Manager of Purchasing have formerly shared the responsibility for determining if conditions on campus meet various safety rules and regulations. In order to remove two overlapping duties, all responsibility has been assumed by the Director of Campus Safety and Security. Because of his experience in facilities planning and safety administration, Mr. McQuown is by far the most qualified manager on campus for this position.
- B. Implement changes on the most economically feasible schedule. When possible, changes to meet various local, state and federal codes will be made during major renovations to reduce cost. When changes are necessary and renovation is not planned, the appropriate maintenance budget funds will be allocated.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - October 21, 1976

The Committee was called to order by Chairman John W. Wade at 3:00 P.M. Present were: Trustees Jere Nash, Jr., Kenneth G. Phifer, Morton D. Prouty, Jr., G. R. Hollingsworth; Faculty members E. H. Anderson, Jr., Jack D. Farris, Jack U. Russell and Charles O. Warren. Ms. May Maury Harding, Acting Director of the Meeman Continuing Education Center, was invited to sit with the Committee.

Dean Patterson reported new appointments to the faculty and statistics on current faculty. (See attached)

The following recommendation relating to Professor James D. Witherspoon passed unanimously:

That insurance fringe benefits be extended to Professor James D. Witherspoon during his leave of absence, with the understanding that he will reimburse the college for actual costs.

Dean Allen reported statistics on the 1976 fall enrollment. (see attached)

Ms. Harding reported current programs and plans of the Continuing Education Center.

The Committee gave preliminary consideration to questions relating to the character and educational role of Southwestern, and recommended that forty-five minutes be docketed for further considerations of these questions at the next meeting. It was suggested that position papers might be prepared and circulated before the committee actually meets.

The Committee adjourned at 5:00 P.M.

1976-77 FACULTY

New appointments, full-time

William M. Jones Ph.D. Candidate, Duke Permanent position, King College	International Studies	Replace Likes, 1976-77
Barry Latzer Ph.D. Candidate, Univ. Mass.	Political Science	Replace Sweetser, 1976-77 Replace Kirby, 1977-78 (prob.)
Gregory C. Leavitt Ph.D., Univ. of Nebraska	Sociology	Permanent position
John Mugaas Ph.D., Washington State Univ.	Biology	Replace Witherspoon, 1976-79
Khalil Rizk Ph.D. Candidate, Indiana Univ.	Arabic	Replace Darlene May, 1976-77

New Appointments, part-time

Julia Alissandratos M.A., Chicago Univ.	Russian	Replace Barrett During Term II
Marguerite Cooper Ph.D., Memphis State Univ.	Chemistry	Sabbatical replacement, Mellon Funds
Rosemary Doherty B.A., Memphis Academy of Arts	Weaving	Permanent position quarter-time
Mason Granger M.S., Columbia Graduate School of Journalism	Communication Arts	Course in broadcasting
Joyce Stone M.S., Memphis State Univ.	Biology	Sabbatical replacement, Mellon Funds
Betsy Thornton M.A., Memphis State Univ.	Communication Arts	Stage movement course in Term III

3-YEAR COMPARATIVE STATISTICSFull-time faculty

Full-time officers of instruction,
including those on sabbatical Term I
Number on sabbatical
Full-time as percentage of total faculty

<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
77	78	82
3	7	6
91.1%	92.0%	90.4%

+4

Part-time faculty

Off-campus part-time faculty, headcount
Administrators teaching p.t., headcount
Total part-time, headcount
Part-time, reckoned as full-time equiv.
Part-time as percentage of total faculty

<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
21	21	24
6	5	1
27	26	25
7½	6 ¾	8 ¾
8.9%	8.9%	9.6%

+2

Total faculty, f.t.e.

Total teaching faculty, f.t.e.

<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
84½	84 ¾	90 ¾
100%	100%	100%

+6

Student-faculty ratio

Student-faculty ratio

<u>1974-75</u>	<u>1975-76</u>	<u>1976-77</u>
1100:84½	1090:84.75	1005:90.75
=13.0:1	=13.0:1	=11.1:1

Total faculty (for tenure reckoning)

As indicated above, f.t.e.
Leave without pay, expected to return
Total (for tenure reckoning)

<u>1974-75</u>	<u>1976-77</u>
84½	90 ¾
1	2
85½	92 ¾
100%	100%

Total tenured f.t. faculty

Active or sabbatical
Leave without pay
Total tenured (not including
administrators)
Tenured as percentage of total

<u>1974-75</u>	<u>1976-77</u>
57	63
1 (Lunz)	1 (Witherspoon)
58	64
67.8%	69.0%

Total non-tenured faculty

Full-time, non-tenured (tenure track)
Full-time, non-tenured (non-tenure track)
Part-time, as f.t.e.
Total non-tenured (f.t.e.)
Non-tenured as percentage of total

<u>1974-75</u>	<u>1976-77</u>
19	16
1	4
7½	8 ¾
27½	28 ¾
32.2%	31.0%

Tenured faculty as a percentage of f.t. tenure-track faculty positions

<u>1974-75</u>	<u>1976-77</u>
58 out of 77, =75.3%	63 out of 79, =79.7%



NON-TENURED FULL-TIME FACULTY MEMBERS (TENURE TRACK)

	<u>Full-time Appointment</u>	<u>Adm. decision by spring meeting Trustees</u>	<u>Official action by Trustees, Fall meeting</u>	<u>Tenure automatic if following contract extended</u>
McMahon, Econ.	Sept. '72	Done	1976	1977-78
Wagner, Biol.	Sept. '72	Done		
May, Arabic	Jan. '73	Done	(Presently on leave without pay)	
Jeter, Chem.	Sept. '73	1977	1977	1978-79
Orvis, Econ.	Sept. '73	1977	1977	1978-79
Vest, French	Sept. '73	1977	1977	1978-79
Ekstrom, Anthr.	Sept. '74	1978	1978	1979-80
Eckert, Music	Sept. '74	1978	1978	1979-80
Garner, Music	Sept. '74	1978	1978	1979-80
Lemond, Psych.	Sept. '74	1978	1978	1979-80
Randle, Pol.Sci.	Sept. '74	1978	1978	1979-80
Legge, Acctng.	Sept. '75	1979	1979	1980-81
D. Morris, Edu.	Sept. '75	1979	1979	1980-81
Ramsey, Music	Sept. '75	1979	1979	1980-81
Grinspan, Econ.	Jan. '76	1979	1979	1980-81
Leavitt, Socio.	Sept. '76	1980	1980	1981-82

FULL-TIME FACULTY MEMBERS NOT ON TENURE TRACK

William Jones, International Studies	(one year appointment)
Barry Latzer, Political Science	(one, or two, year appointment)
John Mugaas, Biology	(three year appointment)
Khalil Rizk, Arabic	(one year appointment)

RETIREMENTS BY AGE EXPECTED WITHIN FIVE YEARS

To retire as of May 31, 1977	--	None
To retire as of May 31, 1978	--	None
To retire as of May 31, 1979	--	None
To retire as of May 31, 1980	--	Granville Davis
To retire as of May 31 1981	--	None

1976				1975			
	#	%	Total		#	%	Total
I. Full-time students			998	I. Full-time students			1,082
Men	547	54.7		Men	585	54.0	
Women	451	45.2		Women	497	46.0	
A. Resident students			705	A. Resident students			734
Men	366	51.9		Men	364	49.6	
Women	339	48.1		Women	370	50.4	
B. Commuting students			293	B. Commuting students			348
Men	181	61.8		Men	221	63.5	
Women	112	38.2		Women	127	36.5	
C. Former students		67.2	671	C. Former students		67.0	725
D. Incoming Students		32.7	327	D. Incoming Students		33.0	357
1. Freshmen	262			1. Freshmen	298		
Men	141			Men	169		
Women	121			Women	129		
Resident Men	109			Resident Men	133		
Resident Women	96			Resident Women	113		
	205				246		
Commuting Men	32			Commuting Men	36		
Commuting Women	25			Commuting Women	16		
	57				52		
2. Transfers	65			2. Transfers	59		
Men	33			Men	33		
Women	32			Women	26		
Resident Men	20			Resident Men	11		
Resident Women	13			Resident Women	10		
	33				21		
Commuting Men	20			Commuting Men	22		
Commuting Women	12			Commuting Women	16		
	32				38		
II. Special students			31	II. Special students			20
Men	5			Men	7		
Women	26			Women	13		
III. Full-time equivalent			1,005	III. Full-time equivalent			1,089
IV. Total number of students			1,029	IV. Total number of students			1,102
V. Consortium students				V. Consortium students			
A. Attending Southwestern	7			A. Attending Southwestern	19		
From C.B.C.	5			From C.B.C.	12		
From Memphis Academy of Arts	2			From Memphis Academy of Arts	7		
B. From Southwestern	1			B. From Southwestern	7		
Attending LeMoyne Owen	1			Attending C.B.C	1		
				Memphis Academy of Arts	6		

REPORT OF THE COMMITTEE ON FINANCE - October 21, 1976

The Committee convened at 3:30 P.M. in the Board of Director's Room of Palmer Hall. Members present were: Mr. William W. Mitchell, Chairman, Mr. William H. Mitchell who presided over the meeting, Mr. Wayne W. Pyeatt, Mr. James W. Jobes, Mr. Richard A. Trippeer, Jr., Mr. Sidney A. Stewart, Jr., Mr. Charles C. Orvis, Mr. Tom Smith Charlton, Mr. Stephen R. Collins, Miss Katherine E. Maddox, and Mr. Paul L. Hallock.

Chairman Mitchell brought to the attention of the Committee the names of the new student Committee members who are Katherine Maddox, Stephen Collins, and Tom Charlton, and also, the names of the new Trustee Committee members who are Sidney A. Stewart, Martin B. Seretean, and Henri P. Watson.

Chairman Mitchell reviewed matters affecting the operation of the Finance Committee that were approved at the June 23, 1976 Executive Committee meeting:

- (1) the procedure of handling personnel policies by the Finance Committee, and
- (2) the responsibility of the securing of an annual audit.

The Finance Committee received plan descriptions for the following fringe benefit programs:

- (1) T.I.A.A. Group Major Medical Insurance
- (2) T.I.A.A. Group Life Insurance
- (3) T.I.A.A. Group Total Disability Insurance
- (4) T.I.A.A. Reliance Group Travel Accidental Death and Dismemberment Insurance
- (5) Reliance Voluntary Group Accidental Death and Dismemberment Insurance

These plan descriptions were presented to the Finance Committee by the Administrative Services Office and have been reviewed by the College's legal counsel. After discussion, Mr Pyeatt made a motion that was seconded by Mr. Trippeer, that the plan descriptions be recommended for adoption by the Board of Trustees. The motion was passed unanimously by the Committee.

Mr. Paul L. Hallock, Director of Finance, discussed the Audited Financial Statements dated June 30, 1976. Mr. Hallock also discussed a plan of action for a revised budget projection for the Fiscal Year 1977. Mr. Hallock then reviewed the operating history of the current fund-unrestricted of Southwestern At Memphis for the period June 30, 1966 to the present. He recommended that a Master Plan Goal be established for the elimination of the current fund-unrestricted fund balance (deficit) and the providing of a minimal amount of working capital.

William W. Mitchell made the motion which was seconded by Katherine Maddox that a Master Plan Goal of the Capital Funds Campaign in the amount of \$1,000,000 be established to eliminate the current fund-unrestricted fund balance (deficit). The Committee approved this recommendation and recommends its adoption by the Board of Trustees.

The Committee received as information the Monthly Budget Report for September, 1976, and the Endowment Performance Report through September 30, 1976.

The relationship between the Investment Committee and the Finance Committee was explained.

A concern was voiced by the student representatives of the Committee regarding the effect of possible tuition, room and board increases for the Fiscal Year 1978 on the composition of the student body of Southwestern At Memphis.

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

- (1) Audited Financial Statements dated June 30, 1976
- (2) Fringe Benefit Plan Descriptions

There being no further business, the Committee adjourned.

SUBJECT: TIAA Group Major
Medical Insurance

SECTION: 12.1 PAGE: 1 OF 2

ISSUED BY: Administrative Services

EFFECTIVE DATE: 8/1/74

This Plan Announcement together with the Certificate of Insurance, which you received when you became insured, provides you with a Summary Plan Description of the Group Major Medical Expense Insurance plan adopted by Southwestern At Memphis on August 1, 1958, and as amended through August 1, 1974, underwritten by the Teachers Insurance and Annuity Association (TIAA). Information regarding plan eligibility, enrollment, cost and the procedure for applying for benefits is contained in this Plan Announcement. The Certificate of Insurance includes a description of benefits under the plan and the conditions under which these benefits are available to insured individuals.

Classes of Employees Eligible for the Plan

The following classes of employees are eligible for the plan: Class 1. All active full-time employees (except temporary employees). For the purpose of eligibility for this plan, non-faculty employees who work less than 32 hours per week will not be considered full-time employees. Class 2. All active employees (except temporary employees) who are members of the non-academic staff and who work at least half-time but less than full-time. For the purpose of eligibility for this plan non-faculty employees who work less than 20 hours per week will not be considered half-time employees.

When an Employee Becomes Eligible for Insurance

Each employee who enters an eligible class becomes eligible for insurance under the plan as of the first day of the month coinciding with or next following the completion of six (6) months of service for Class 1 and three (3) years of service for Class 2. If an employee is absent from work on the day he or she would otherwise become eligible, the employee will become eligible on the day he or she returns to work. The waiting period is waived for new employees in an eligible class who, within three months prior to their employment, were insured through their previous employer under a group policy providing Major Medical benefits.

When an Employee Becomes Eligible for Dependent Insurance

Each employee shall become eligible for dependent insurance on the later of (a) the day he or she becomes eligible for employee insurance, or (b) the day an insured employee first acquires an eligible dependent. The definition of the dependents eligible for coverage under this plan appears in the Certificate of Insurance.

Enrolling in the Plan

An employee and his or her dependents will become insured on the date of first eligibility. No medical examination is necessary.

Enrollment forms, which should be completed promptly, may be obtained from the plan administrator, the Director of Administrative Services, located in Room 101 Palmer Hall. Additional information about enrollment

procedures may also be obtained from this office. Questions about enrollment and participation, and service of legal process on issues arising from such questions, and other administrative matters should be directed to the plan administrator.

The Cost of the Plan

Southwestern At Memphis pays the entire cost of this plan. July 31 marks the end of the plan year. Periodically, generally near the end of a plan year, TIAA reviews the adequacy of premiums charged for the plan and advises Southwestern At Memphis whether existing premium rates will be continued or whether adjustments will be made for the coming plan year.

Applying for Benefits

The appropriate forms for applying for benefits, and assistance in the completion of these forms, may be obtained from the office of the plan administrator. The forms when completed will be forwarded by the plan administrator to TIAA.

Notice and proof of claim should be made promptly. Details on the applicable time limits for submitting benefit applications may be found in the Certificate of Insurance which each insured employee receives, as well as in the Group Policy maintained in the office of the plan administrator. Upon receipt by TIAA of the application for benefits and supporting documentation, valid claims will be paid promptly. In the event that an application for benefit is denied, a participant or beneficiary will receive written notice from TIAA through the Plan Administrator giving the reasons for denial. A participant may request in writing a review of a denial of a claim, and may review pertinent documents and submit issues and comments in writing to TIAA. TIAA shall provide in writing a decision upon such request for review of a denial of a claim, within sixty (60) days of receipt of the request. Similar procedures apply to claims directed to the plan administrator. An insured employee's rights are protected by law under the Group Policy. For further recourse, service of legal process may be directed to TIAA at 730 Third Avenue, New York, New York 10017.

Employer Identification Number 620476301

Plan Number 501

Supplement to TIAA Group Major Medical Expense Insurance Policy

The Director of Administrative Services shall be the Administrator for this plan, and as such, shall have the authority to control and manage the operation and administration of the plan, subject to the provisions of the Group Insurance Policy. The Administrator may designate in writing other persons to carry out duties under the plan.

The Board of Trustees reserves the right to modify or discontinue the plan at any time. Such modification or discontinuance must be effected in accordance with the terms of the group insurance contract.

SUBJECT: TIAA Group Life
Insurance

SECTION: 12.2 PAGE: 1 OF 2

ISSUED BY: Administrative Services

EFFECTIVE DATE: 1/1/76

This Plan Announcement together with the Certificate of Insurance, which you received when you became insured, provides you with a Summary Plan Description of the Group Life Insurance plan adopted by Southwestern At Memphis on July 13, 1958, and as amended through January 1, 1976, underwritten by the Teachers Insurance and Annuity Association (TIAA).

Information regarding plan eligibility, enrollment, cost and the procedure for applying for benefits is contained in this Plan Announcement. The Certificate of Insurance includes a description of benefits under the plan and the conditions under which these benefits are available to insured individuals.

Classes of Employees Eligible for the Plan

The following classes of employees are eligible for the plan: Class 1. All active full-time employees (except temporary employees). For the purpose of eligibility for this plan, non-faculty employees who work less than 32 hours per week will not be considered full-time employees. Class 2. All active employees (except temporary employees) who are members of the non-academic staff and who work at least half time but less than full-time. For the purpose of eligibility for this plan non-faculty employees who work less than 20 hours per week will not be considered half time employees.

When an Employee Becomes Eligible for Insurance

Each employee who enters an eligible class becomes eligible for insurance under the plan as of the first day of the month coinciding with or next following the completion of six (6) months of service for Class 1 and three (3) years of service for Class 2. If an employee is absent from work on the day he or she would otherwise become eligible, the employee will become eligible on the day he or she returns to work. The waiting period is waived for new employees in an eligible class who, within three months prior to their employment, were insured through their previous employer under a group policy providing Life Insurance Benefits.

Enrolling in the Plan

An employee will become insured on the date of first eligibility. No medical examination is necessary.

Enrollment forms, which should be completed promptly, may be obtained from the plan administrator, the Director of Administrative Services, located in Room 101 Palmer Hall. Additional information about enrollment procedures may also be obtained from this office. Questions about enrollment and participation, and service of legal process on issues arising from such questions, and other administrative matters should be directed to the plan administrator.

The Cost of the Plan

SECTION: 12.2 PAGE: 2 OF 2

Southwestern At Memphis pays the entire cost of this plan. July 31 marks the end of the plan year. Periodically, generally near the end of a plan year, TIAA reviews the adequacy of premiums charged for the plan and advises Southwestern At Memphis whether existing premium rates will be continued or whether adjustments will be made for the coming plan year.

Applying for Benefits

The appropriate forms for applying for benefits, and assistance in the completion of these forms, may be obtained from the office of the plan administrator. The forms when completed will be forwarded by the plan administrator to TIAA. Notice and proof of claim should be made promptly. Details on the applicable time limits for submitting benefit applications may be found in the Certificate of Insurance which each insured employee receives, as well as in the Group Policy maintained in the office of the plan administrator. Upon receipt by TIAA of the application for benefits and supporting documentation, valid claims will be paid promptly. In the event that an application for benefit is denied, a participant or beneficiary will receive written notice from TIAA through the Plan Administrator giving the reasons for denial. A participant may request in writing a review of a denial of a claim, and may review pertinent documents and submit issues and comments in writing to TIAA.

TIAA shall provide in writing to the participant a decision upon such request for review of a denial of a claim, within sixty (60) days of receipt of the request. Similar procedures apply to claims directed to the plan administrator. An insured employee's rights are protected by law under the Group Policy. For further recourse, service of legal process may be directed to TIAA at 730 Third Avenue, New York, New York 10017.

Employer Identification Number 620476301

Plan Number 503

Supplement to TIAA Group Life

The Director of Administrative Services shall be the Administrator for this plan, and as such, shall have the authority to control and manage the operation and administration of the plan, subject to the provisions of the Group Insurance Policy. The Administrator may designate in writing other persons to carry out duties under the plan.

The Board of Trustees reserves the right to modify or discontinue the plan at any time. Such modification or discontinuance must be effected in accordance with the terms of the group insurance contract.

SUBJECT: TIAA Group Total
Disability Insurance

SECTION: 12.3 PAGE: 1 OF 2

ISSUED BY: Administrative Services

EFFECTIVE DATE: 10/1/75

This Plan Announcement together with the Certificate of Insurance, which you received when you became insured, provides you with a Summary Plan Description of the Group Total Disability Benefits Insurance plan adopted by Southwestern At Memphis on October 1, 1970, and as amended through October 1, 1975, underwritten by the Teachers Insurance and Annuity Association (TIAA). Information regarding plan eligibility, enrollment, cost and the procedure for applying for benefits is contained in this Plan Announcement. The Certificate of Insurance includes a description of benefits under the plan and the conditions under which these benefits are available to insured individuals.

Classes of Employees Eligible for the Plan

The following classes of employees are eligible for the plan: all active full-time employees (except temporary employees). For the purpose of eligibility for this plan, non-faculty employees who work less than 32 hours per week will not be considered full-time employees.

When an Employee Becomes Eligible for Insurance

Each employee who enters an eligible class becomes eligible for insurance under the plan as of the first day of the month coinciding with or next following the completion of twelve (12) months of service in such class. If an employee is absent from work on the day he or she would otherwise become eligible, the employee will become eligible on the day he or she returns to work.

Enrolling in the Plan

An employee will become insured on the date of first eligibility. No medical examination is necessary.

Enrollment forms, which should be completed promptly, may be obtained from the plan administrator, the Director of Administrative Services, located in Room 101 Palmer Hall. Additional information about enrollment procedures may also be obtained from this office. Questions about enrollment and participation, and service of legal process on issues arising from such questions, and other administrative matters should be directed to the plan administrator.

Applying for Benefits

The appropriate forms for applying for benefits, and assistance in the completion of these forms, may be obtained from the office of the plan administrator. The forms when completed will be forwarded by the plan administrator to TIAA.

Notice and proof of claim should be made promptly. Details on the applicable time limits for submitting benefit applications may be found in the Certificate of Insurance which each insured employee receives as well as in

SECTION: 12.3 PAGE: 2 OF 2

the Group Policy maintained in the office of the plan administrator. Upon receipt by TIAA of the application for benefits and supporting documentation, valid claims will be paid promptly. In the event that an application for benefit is denied, a participant or beneficiary will receive written notice from TIAA through the Plan Administrator giving the reasons for denial. A participant may request in writing a review of a denial of a claim, and may review pertinent documents and submit issues and comments in writing to TIAA. TIAA shall provide in writing to the participant a decision upon such request for review of a denial of a claim, within sixty (60) days of receipt of the request. Similar procedures apply to claims directed to the plan administrator. An insured employee's rights are protected by law under the Group Policy.

For further recourse, service of legal process may be directed to TIAA at 730 Third Avenue, New York, New York 10017.

Employer Identification Number 620476301

Plan Number 502

Supplement to Group Total Disability Benefits Insurance Plan

The Director of Administrative Services shall be the Administrator for this plan, and as such, shall have the authority to control and manage the operation and administration of the plan, subject to the provisions of the Group Insurance Policy. The Administrator may designate in writing other persons to carry out duties under the plan.

The Board of Trustees reserves the right to modify or discontinue the plan at any time. Such modification or discontinuance must be effected in accordance with the terms of the group insurance contract.

SUBJECT:	Reliance Group Travel Accidental Death and Dismemberment Insurance	SECTION: 12.4	PAGE: 1 OF 2
ISSUED BY:	Administrative Services	EFFECTIVE DATE:	1/1/76

This Plan Announcement provides you with a Summary Plan Description of the Group Travel Accidental Death and Dismemberment Insurance plan adopted by Southwestern At Memphis on January 1, 1973, and as amended through January 1, 1976, underwritten by the Reliance Insurance Company. Information regarding plan eligibility, enrollment, cost and the procedure for applying for benefits is contained in this Plan Announcement.

Benefits provided under this plan:

Loss of Life	\$50,000.00
Double Dismemberment	\$50,000.00
Single Dismemberment	\$25,000.00
Loss of Thumb and Index Finger	\$12,500.00

Double dismemberment means the loss by accidental means of both hands, both feet, the sight of both eyes or any combination of two or more such losses.

Single dismemberment means the loss by accidental means of one hand, one foot or the sight of one eye.

This protection is provided only while traveling on business for Southwestern from the time you leave your home or place of employment (whichever occurs last) and continues in force until you return to your home or place of employment (whichever occurs first).

The only exclusions are the following:

1. Suicide or self inflicted injury
2. Illness, disease, heart attack, pregnancy
3. Participation in a felony or engaging in civil disobedience
4. War, declared or undeclared, or participation in the Armed Forces
5. Flying in an aircraft owned by Southwestern or serving as a crew member of any aircraft

The maximum amount payable for any one accident, regardless of the number of employees involved, is \$1,000,000.00.

Benefits paid under this policy will be reduced by any amounts paid under the voluntary plan of accidental death and dismemberment.

While this Plan Announcement describes the features of the plan in general terms, it is not to be considered the contract of insurance. All claims are subject to the provisions as set forth in the master policy. The master policy is available for your review in the Administrative Services Office, Room 101 Palmer Hall.

Classes of Employees Eligible for the Plan

All employees of Southwestern who are under 70 years of age are covered at no cost to the employee for accidental death and dismemberment while traveling on College business.

When an Employee Becomes Eligible for Insurance

Each employee becomes eligible for insurance under the plan on the first day of employment.

Enrolling in the Plan

An employee is automatically enrolled on the date of employment. No medical examination is necessary.

Applying for Benefits

The appropriate forms for applying for benefits, and assistance in the completion of these forms, may be obtained from the office of the plan administrator. The forms when completed will be forwarded by the plan administrator to Reliance Insurance Company. Notice and proof of claim should be made promptly. Details on the applicable time limits for submitting benefit applications may be found in the Group Policy maintained in the office of the plan administrator. Upon receipt by Reliance Insurance Company of the application for benefits and supporting documentation, valid claims will be paid promptly. In the event that an application for benefit is denied, a participant or beneficiary will receive written notice from Reliance Insurance Company through the Plan Administrator giving the reasons for denial. A participant may request in writing a review of a denial of a claim, and may review pertinent documents and submit issues and comments in writing to Reliance. Reliance shall provide in writing to the participant a decision upon such request for review of a denial of a claim, within sixty (60) days of receipt of the request.

Similar procedures apply to claims directed to the plan administrator. An insured employee's rights are protected by law under the Group Policy. For further recourse, service of legal process may be directed to Reliance Insurance Companies National Headquarters, 4 Penn Center Plaza, Philadelphia, Pennsylvania 19103.

Employer Identification Number 620476301

Plan Number 505

Supplement to Group Travel Accidental Death and Dismemberment Insurance Plan

The Director of Administrative Services shall be the Administrator for this plan, and as such, shall have the authority to control and manage the operation and administration of the plan, subject to the provisions of the Group Insurance Policy. The Administrator may designate in writing other persons to carry out duties under the plan.

The Board of Trustees reserves the right to modify or discontinue the plan at any time. Such modification or discontinuance must be effected in accordance with the terms of the group insurance contract.

SUBJECT:	Reliance Voluntary Group Accidental Death and Dismemberment Insurance	SECTION: <u>12.5</u>	PAGE: <u>1 OF 1</u>
ISSUED BY:	Administrative Services	EFFECTIVE DATE: <u>1/1/76</u>	

As a supplement to the no cost Group Travel Accidental Death and Dismemberment Insurance Plan (See SECTION 12.4) Southwestern offers a Voluntary Group Accidental Death and Dismemberment Insurance Plan through a payroll deduction program. For costs, benefits and eligibility see the following brochure entitled "Group Voluntary Accident Insurance Program" or inquire in the Administrative Services Office Room 101 Palmer Hall.

SOUTHWESTERN AT MEMPHIS

INVESTMENT PORTFOLIO

<u>DATE</u>	<u>ADDED OR WITHDRAWN AMOUNT</u>	<u>STANDARD & POORS ADJ. FOR INCOME</u>	<u>DOW JONES ADJ. FOR INCOME</u>	<u>VALUE OF THE ACCOUNT</u>	<u>NUMBER OF UNITS</u>	<u>TOTAL VALUE PER UNIT</u>	<u>INCOME SINCE INCEPTION</u>	<u>INCOME VALUE /UNIT</u>	<u>PRINCIPAL VALUE /UNIT</u>
2/31/75	9,168,628.82	90.19	852.41	9,168,628.82	91,686.29	100.00	.00	.00	100.00
1/15/76	(4,125.00)	96.76	926.05	9,566,355.13	91,646.77	104.38	24,456.47	.27	104.11
1/31/76	(25,743.14)	101.17	978.46	9,676,642.38	91,403.61	105.87	25,456.47	.28	105.59
2/15/76	(1,000.00)	100.13	963.08	9,552,511.02	91,394.04	104.52	43,010.11	.47	104.05
2/29/76	(37,026.82)	100.32	978.76	9,570,568.01	91,041.81	105.12	63,363.29	.69	104.43
3/15/76	(880.00)	100.55	982.09	9,658,338.43	91,033.52	106.10	112,293.21	1.23	104.87
3/31/76	(48,929.92)	103.68	1,008.67	9,784,589.16	90,580.55	108.02	115,416.61	1.26	106.76
4/15/76	(3,123.40)	101.73	991.22	9,660,211.50	90,551.27	106.68	142,389.58	1.56	105.12
4/30/76	(26,972.97)	102.85	1,009.10	9,637,986.65	90,298.55	106.73	156,839.58	1.72	105.01
5/15/76	(14,450.00)	102.70	1,006.37	9,570,261.99	90,162.41	106.14	165,989.42	1.82	104.32
5/31/76	(21,509.84)	101.71	990.62	9,482,446.00	89,958.35	105.41	179,229.42	1.97	103.44
6/15/76	(880.00)	103.14	1,002.84	9,589,975.28	89,950.10	106.61	224,910.29	2.48	104.13
6/30/76	(45,680.28)	106.11	1,021.22	9,689,862.62	89,528.03	108.23	224,910.29	2.48	105.75
7/15/76	-0-	107.18	1,017.46	9,893,345.18	89,528.03	110.51	248,899.04	2.75	107.76
7/31/76	(23,988.75)	105.59	1,006.31	9,812,272.68	89,309.69	109.87	250,149.04	2.76	107.11
8/15/76	349,035.00	106.56	1,013.45	10,199,878.40	92,474.11	110.30	266,418.01	2.94	107.36
8/31/76	(32,771.47)	105.38	998.68	10,166,817.18	921.77	110.30	291,885.51	3.22	107.08
9/15/76	(92.50)	106.84	1,005.85	10,191,375.44	92,093.41	110.66	338,440.30	3.73	106.93
9/30/76	(46,554.79)	108.03	1,018.33	10,187,912.27	91,674.49	111.13	339,340.30	3.74	107.39

MONTHLY BUDGET REPORT SOUTHWESTERN AT MEMPHIS

Month (through) June 1976

	MONTH			YEAR TO DATE			ANNUAL	
	1/12 Budget	Actual June	Percent Actual/Budget	12/12 Budget	Actual	Percent Actual/Budget	Annual Budget	Percent Actual/Budget
<u>INCOME</u>								
EDUCATIONAL & GENERAL:								
Tuition and Fees	\$225,729.17	\$ 10,473.69	4.6	\$2,708,750.00	\$2,748,102.54	101.5	\$2,708,750.00	101.5
Annual Support Program	37,758.33	59,986.19	158.9	453,100.00	550,875.19	121.6	453,100.00	121.6
Endowment Income	35,916.67	133,379.58	371.4	431,000.00	457,065.21	106.0	431,000.00	106.0
Church Gifts and Grants	13,750.00	17,115.89	124.5	165,000.00	154,979.77	93.9	165,000.00	93.9
Continuing Education	833.33	501.08	60.1	10,000.00	14,068.52	140.7	10,000.00	140.7
Other Income	11,250.00	17,837.19	158.6	135,000.00	168,069.14	124.5	135,000.00	124.5
TOTAL EDUCATIONAL AND GENERAL	\$325,237.50	\$239,293.62	73.3	\$3,902,850.00	\$4,093,160.37	104.9	\$3,902,850.00	104.9
Auxiliary Enterprises	\$ 87,326.67	\$ 6,368.36	7.3	\$1,047,920.00	\$1,062,418.89	101.4	\$1,047,920.00	101.4
Student Aid	3,750.00	-0-		45,000.00	49,702.85	110.5	45,000.00	110.5
TOTAL INCOME BUDGET	\$416,314.17	\$245,661.98	59.0	\$4,995,770.00	\$5,205,282.11	104.1	\$4,995,770.00	104.2
<u>EXPENSE</u>								
EDUCATIONAL & GENERAL:								
Instruction & Research	\$145,353.33	\$151,485.77	104.1	\$1,744,240.00	\$1,761,588.49	101.0	\$1,744,240.00	101.0
Library	17,226.58	17,225.68	100.0	206,719.00	204,627.58	99.0	206,719.00	99.0
Athletics	15,591.43	20,672.28	132.6	187,097.00	215,165.21	115.0	187,097.00	115.0
Student Services	32,127.00	34,762.23	108.2	385,524.00	394,268.99	102.3	385,524.00	102.3
Plant Operation & Maint.	52,985.58	101,167.03	190.9	635,827.00	618,134.25	97.2	635,827.00	97.2
General Administration	69,527.08	102,890.07	147.7	834,325.00	783,061.32	93.9	834,325.00	93.9
TOTAL EDUCATIONAL & GENERAL	\$332,811.00	\$428,203.06	128.7	\$3,993,732.00	\$3,976,845.84	99.6	\$3,993,732.00	99.6
Auxiliary Enterprises	56,419.83	28,481.23	50.5	677,038.00	683,093.82	100.9	677,038.00	100.9
Student Aid	27,083.34	(20,573.07)	(76.0)	325,000.00	311,909.53	96.0	325,000.00	96.0
TOTAL EXPENSE BUDGET	\$416,314.17	\$436,111.22	104.8	\$4,995,770.00	\$4,971,849.19	99.5	\$4,995,770.00	99.5
EXCESS OF INCOME OVER EXPENSE (DEFICIT)	\$ -0-	\$(190,449.24)		\$ -0-	\$ 233,432.92		\$ -0-	

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - October 21, 1976

The Students and Campus Life Committee of the Board of Trustees, Southwestern At Memphis, met with all members present except Mr. Shepherd Tate.

The Committee heard reports from the following groups:

1. Dilemma, reported by Mary Crawford, co-chairperson

Mary Crawford reported that Dilemma is a student sponsored symposium completely organized and run by students. All funds for the program are raised by the students, primarily from members of the Memphis community. Board members are frequently generous in their financial support of Dilemma. Not all donations are cash. A local car dealer supplies cars for transportation of the speakers. One board member provides assistance with motel accommodations.

The theme this year will be "The South, Heritage and Promise." Robert Coles, Wilma Dykeman, Kirkpatrick Sayle have agreed to come. Many others have been contacted, such as David Lillianthal and Eudora Welty. It was pointed out that one of the difficulties found by the Dilemma students is choosing a speaker who will be interesting to the Memphis community.

2. Honor Council, reported by Bill Harkins, president

Bill Harkins related to the Board his concern for an Honor System in this time of nationwide disclosures of failures of Honor Systems in many institutions. The results of a campus survey this fall disclosed much support for the system at Southwestern but a general student desire to be provided more information about the judicial aspect of the Honor Council's activities. Mr. Harkins feels that the Honor System at Southwestern is healthy and will continue to be an integral part of the students' life.

3. Social Regulations Council, reported by Brian Sudderth, president

Brian Sudderth related for the committee the role and history of the Social Regulations Council. The council serves primarily as a judicial body, concerning itself with "socially offensive behavior," and takes the position that attendance at Southwestern and residence in the dormitories is a privilege and not a right. Anyone who intrudes on the rights of others by offensive behavior is subject to action by the Social Regulations Council. Last year four students were suspended from the residence halls for a term. The Council hopes to develop a higher sense of responsibility in students and a concern for the rights of others.

Mr. Sudderth, co-chairman of Kinney, also reported on the very successful start the Kinney program has made this year with many students involved in this service program.

Dean Anne Marie Williford reported on the use and effect of the \$10,000 allocated by the Board to dorm renovation in this fiscal year. Mattresses were purchased for Townsend, Robb, White, and Ellett Residence Halls. Social Room furniture for Townsend Hall has been on order since July but has not arrived.

White Hall Social Room is the designated reading room for the Robb Common. For that room two sofas have been completely rebuilt, a refectory type bench has been reconditioned, and two, as yet undelivered, lounge chairs and two lamps have been ordered. The refurnishing of this room cost about \$1300. Dean Williford and Dean Scarborough related to the committee the important beneficial impact of this small expenditure on the lives of the students in that area.

Dean Williford reported that the Athletic program is off to a good start with active enthusiasm and competent new staff members. The primary goal of this department is a development of a broad program that will involve all the students in physical activity.

Joellyn Forrester stated that it is very important that this committee continue to see that the program is directed at the interests of all the students, that the recreational and physical education aspects continue to grow and to be enthusiastically supported by the athletic staff.

Dean Scarborough presented a drawing of the proposed swimming pool, an addition to the facilities. All were pleased with the design and features of this pool.

The meeting adjourned at 4:30 P.M.

DEGREES CONFERRED ON JUNE 1, 1976

BACHELOR OF ARTS

Patricia Marie Adams	Nashville, Tennessee
Paul Stephen Adams	North Little Rock, Arkansas
Lynn Aitchison	Memphis, Tennessee
Kristin Lee Allbright	Edina, Minnesota
Julia Wellford Allen	Memphis, Tennessee
Walter Richard Allen	Spartanburg, South Carolina
Jonathan Douglass Andrews	Nashville, Tennessee
Polly Jane Austin	St. Louis, Missouri
Elizabeth Ford Bailey	Shreveport, Louisiana
Leonard Hanser Ballard	Shelbyville, Kentucky
Karen Deborah Barclay	Selmer, Tennessee
Ann Speight Barksdale	Memphis, Tennessee
Ouida Elizabeth Bass	Jackson, Mississippi
*Jimmie Dale Batton	Blytheville, Arkansas
Virginia Lynne Beard	Little Rock, Arkansas
Paula Anne Beck	Little Rock, Arkansas
Celia Kay Bee	Pulaski, Tennessee
#Jerre Eugene Birdsong	Pulaski, Tennessee
Karen Elizabeth Boggess	Little Rock, Arkansas
James Davis Bonham	Montgomery, Alabama
Gwendolyn Faye Bowman	Memphis, Tennessee
Debra Lynn Boyd	Memphis, Tennessee
Mary Ann Bradley	Pleasant View, Tennessee
Roxanne Woods Bradow	Memphis, Tennessee
Andrew Criddle Branham	Gallatin, Tennessee
John Edwin Brejot	Memphis, Tennessee
#Frank Oliver Brown	Atlanta, Georgia
Frances Cameron Bryant	Charlotte, North Carolina
Rebecca Elizabeth Carroll	Little Rock, Arkansas
Vera Parkes Casselbury	Memphis, Tennessee
Charles Whitman Cato II	Memphis, Tennessee
#Ann Mitchell Chamberlain	Atlanta, Georgia
Otto Martin Chapman, Jr.	Memphis, Tennessee
*Wei-Wong Robert Chiong	Kuching, Sarawak, Malaysia
*Robert Calvin Chumney	Memphis, Tennessee
Priscilla Diane Coe	Marietta, Georgia
#Leslie Ann Copeland	Lake Charles, Louisiana
Jon Paul Crowder	Lawrenceburg, Tennessee
Michael Leighton Culler	Clarksville, Tennessee
John Thompson Daniel	Charlotte, North Carolina
#Andrian Ross Daniels	Memphis, Tennessee
James Kilbourne Dart	St. Francisville, Louisiana
Charles Edwin Dawson	Scottdale, Georgia
Herman Brister DeCell, Jr.	Yazoo City, Mississippi
Dayna Frances Deck	Memphis, Tennessee
Barbara Vickers Demetrio	Memphis, Tennessee
Pamela Yvette Dickson	Montgomery, Alabama
Mary Davant Dodson	Clarksdale, Mississippi
*Robert Lindsey Donnell	Albany, Georgia
Mary Leslie Doster	Nashville, Tennessee

#Phi Beta Kappa
*In Absentia

Bachelor of Arts (Continued)ATTACHMENT K-2

Michael Bartlett Dowell	Athens, Alabama
David Michael Dudley	Starkville, Mississippi
Lynn Forrest Dunavant	Union City, Tennessee
Theodore Everett Eastburn III	Memphis, Tennessee
John Campbell Edmunds	Atlanta, Georgia
Carol Louise Ellis	Decatur, Georgia
Debra Lorain Ellis	Memphis, Tennessee
Laura Jean Ellis	Driver, Arkansas
Mary Claudia Louise Etling	Birmingham, Alabama
#Jane Elise Fahey	Covington, Louisiana
Terri Ann Fairley	Osceola, Arkansas
Robert Downer Fentress	Memphis, Tennessee
Raymond Edward Fitzgerald	Little Rock, Arkansas
Jerry Edward Foreman	Memphis, Tennessee
Dorothy Anne Fox	Memphis, Tennessee
George Spence Fricke II	Lake Village, Arkansas
Richard Keith Fulwood	Memphis, Tennessee
Thomas Clayton Gattas	Memphis, Tennessee
Elizabeth Melick Geary	Cincinnati, Ohio
William Kevin Gooch	Kettering, Ohio
Marva Lewis Gossett	Memphis, Tennessee
George Herbert Gunn	Atlanta, Georgia
Robert Guy Hamilton	Memphis, Tennessee
Robert Mattison Hamilton, Jr.	Little Rock, Arkansas
Mary Ellen Harris	Jackson, Mississippi
Gail Susan Hartmann	Covington, Louisiana
James Charles Hawkins	Houston, Mississippi
Lee Castles Henwood	Collinsville, Oklahoma
Cynthia Leigh Hickman	Little Rock, Arkansas
George Franklin Higgs	Germantown, Tennessee
Carl Benard Hill	Memphis, Tennessee
*Joseph Chi-Chung Ho	Kowloon Hong Kong
Louis Burton Hobson, Jr.	Memphis, Tennessee
#David Warren Holyfield III	Memphis, Tennessee
Anne Alexander Hooper	Memphis, Tennessee
Daniel Morgan Hougland	Louisville, Kentucky
Nanolyn Beth Howell	Sherman, Texas
Bennie Duane Howie	Memphis, Tennessee
#Susan Leigh Huddleston	Nashville, Tennessee
Robert Hester Walker Hummel	Memphis, Tennessee
Walter Ray Inscoe	Morganton, North Carolina
Jane Ann Jegley	Little Rock, Arkansas
#Maureen Anne Johnson	Atlanta, Georgia
Martha Suzanne Johnston	Germantown, Tennessee
Daniel Ray Jones	Memphis, Tennessee
Nancy Elizabeth Jordan	Atlanta, Georgia
David Benjamin Kabakoff	Memphis, Tennessee
#Lauren Paige Key	Memphis, Tennessee
Amy Teresa Kidd	Ripley, Tennessee
Kendall Davis Kitchings	Jackson, Mississippi
Kathryn Ann Klinke	Memphis, Tennessee
Ludwick Joseph Knecht, Jr.	Olive Branch, Mississippi
Sarah Elizabeth LaCour	Meridian, Mississippi
William Wylly Lamar	Memphis, Tennessee
*Lola Lynn Langdon	Jackson, Tennessee

#Phi Beta Kappa

*In Absentia

Bachelor of Arts (Continued)ATTACHMENT K-3

Lisa Ann Lanier	Johnson City, Tennessee
John Joseph Lawson	Memphis, Tennessee
Cynthia Ann Leonard	Decatur, Alabama
Carol Elizabeth Leslie	Shreveport, Louisiana
Derek Van Lohrey	Memphis, Tennessee
William Green Lyle, Jr.	Clarksville, Tennessee
Laurie Wilkinson Lyons	Shreveport, Louisiana
Steven Earl McAmis	Cleveland, Tennessee
#Marian Carter McCain	Little Rock, Arkansas
Kim Sanford McCord	North Little Rock, Arkansas
Georgia Smith McGehee	Nashville, Tennessee
James Franklin McLellan III	Pine Bluff, Arkansas
James Radford Martin, Jr.	Memphis, Tennessee
Virginia Harrison Martin	Memphis, Tennessee
Bonnie Bright Martindale	Ashland, Mississippi
#Julia Claire Mathias	Hamilton, Alabama
Daniel Allan Matics	Covington, Virginia
Emmanuel Ebot Mbi, Jr.	Cameroon, West Africa
Laurie Kay Mercier	Wesson, Mississippi
James Lester Meyers	Mobile, Alabama
Harvie Pennelton Miller	Memphis, Tennessee
James Edward Mitchell	Pine Bluff, Arkansas
Susan Wheeler Mitchell	Griffin, Georgia
Mark Allen Moll	Malden, Missouri
Lynn Howell Moore	Memphis, Tennessee
Royce Franklin Morris	Lindale, Georgia
Jeanne Ann Mullen	Starkville, Mississippi
Elizabeth Strupe Nelson	Maryville, Tennessee
Diane Margaret Nesbett	Celina, Tennessee
James Robert Newsom III	Memphis, Tennessee
#Helen Elizabeth Nix	Memphis, Tennessee
Jack Ramer Oliver	Nashville, Tennessee
Donald Wayne Park	Memphis, Tennessee
Terry Tsuya Patterson	Memphis, Tennessee
#Janet Patrice Peery	Meridian, Mississippi
Louis Middleton Phillips	Baton Rouge, Louisiana
Philip Lee Pindzola	Tulahoma, Tennessee
Jon Lee Pouncey	Crawfordsville, Arkansas
Mary Lucinda Strawn Proctor	Memphis, Tennessee
James Graves Ramsey	Chattanooga, Tennessee
Laurel Hume Redding	Memphis, Tennessee
Anne Scott Remmers	Memphis, Tennessee
#Marinelle Grace Ringer	North Little Rock, Arkansas
Mary Arden Ritter	Columbia, Tennessee
Randall Ball Robertson	Jackson, Mississippi
Margaret Elizabeth Robinson	Pine Bluff, Arkansas
Michael George Ross	Miami Beach, Florida
James Henry Rossner	Memphis, Tennessee
Amanda Blackwell Ruffin	Memphis, Tennessee
William Fletcher Sams	Fayetteville, Georgia
Mary Elizabeth Sanders	Knoxville, Tennessee
Patrick Layton Sanders, Jr.	Memphis, Tennessee
Charles Rhys Scholes	Decatur, Georgia
Donald Eugene Schulze	Atlanta, Georgia
Johnnette Shane	Louisville, Kentucky

#Phi Beta Kappa

*In Absentia

Bachelor of Arts (Continued)

ATTACHMENT K-4

Marshall Lamar Shanks	Decatur, Alabama
Andrea Yvette Simpson	Memphis, Tennessee
Sara Jeanette Sims	North Little Rock, Arkansas
Rebecca Joy Skillern	Stone Mountain, Georgia
Patricia Gail Smith	Dallas, Texas
Jennifer Ann Smoot	Memphis, Tennessee
Alexander Hal Stanbery	Denver, Colorado
#Kathleen Stevenson	Pulaski, Tennessee
Jeffrey Alan Strack	Arkadelphia, Arkansas
Rik Kevin Talley	Memphis, Tennessee
Mark Andrew James Terry	Orlando, Florida
Charles Carlisle Thomson	Little Rock, Arkansas
Judy Ellen Tyler	Winter Haven, Florida
Jane Ruth Wallace	Memphis, Tennessee
Sandra Denise Waller	Memphis, Tennessee
*Gordon Estes Watkins	Greenville, Mississippi
Richard Henry Watson	Memphis, Tennessee
Jan Knight Taylor Weeks	Clarksdale, Mississippi
Linton Stone Weeks	Memphis, Tennessee
Albert Fitzgerald White	Memphis, Tennessee
Betty Kay White	Louisville, Kentucky
Charles George Whitener, Jr.	Dalton, Georgia
Howard Allen Whitsitt III	Memphis, Tennessee
Deborah Lynn Williams	Murfreesboro, Tennessee
Stephen Henry Williford	Memphis, Tennessee
Carol Paige Wilson	Nashville, Tennessee
Linda Anne Wilson	Memphis, Tennessee
#Anne Walker Womack	Stone Mountain, Georgia
#George Michael Wong	Savannah, Georgia
Mary French Workman	Nashville, Tennessee
Randall Gary Wright	North Little Rock, Arkansas
Joe Willie Yates	Memphis, Tennessee
Mark Scott Young	Little Rock, Arkansas

BACHELOR OF SCIENCE

Charles Wilson Bagley	Elora, Tennessee
Charles Daniel Bellott	Memphis, Tennessee
John Russell Berry	Memphis, Tennessee
Robert Andrew Bradley	Rome, Georgia
Helen Susan Broom	North Little Rock, Arkansas
Marilyn Ann Buford	Pattison, Texas
Robert Jeffery Chugden	Metairie, Louisiana
Sallie Brooks Clark	Jackson, Tennessee
Mark William Collins	Memphis, Tennessee
Robert Harold Eklund	Memphis, Tennessee
Robert Samuel Escue	Memphis, Tennessee
Lane Hartney Friendman	Birmingham, Alabama
#Lilly Marie Gardner	Memphis, Tennessee
Gary Paul Gehrki	North Little Rock, Arkansas
Nancy Lynn Gould	Memphis, Tennessee
Karen Ann Hempson	Deer Park, New York
John Charles Henry	Little Rock, Arkansas
#Biram Clyde Hicks	Gerald, Missouri

#Phi Beta Kappa

*In Absentia

Bachelor of Science (Continued)

Martha Lynn Hortenstine	Florence, Alabama
Deborah Clair Hoy	Forrest City, Arkansas
Janice Louise Hyatt	Memphis, Tennessee
David Drewry Jervey	Radford, Virginia
Penn Quork Joe	Memphis, Tennessee
#Arthur Lodge Kellermann	South Pittsburg, Tennessee
Thomas Benda Kibby	Richmond, Virginia
Henry Cargile Kinslow	El Dorado, Arkansas
Anne Barrett Mathes	Memphis, Tennessee
Joseph William Mobley	Memphis, Tennessee
Evan William Murray	Memphis, Tennessee
Eugene Rosamond New	Lake Village, Arkansas
Robin Lee Rice	Memphis, Tennessee
Rosemarie Christine Rosell	Little Rock, Arkansas
Jerome Peter Rosenfeld	Little Rock, Arkansas
Janet Griffiths Smyrl	Oak Ridge, Tennessee
Jane Elise Thomas	Little Rock, Arkansas
#Barry Michael Wall	Memphis, Tennessee
Stanley DuVall Yates	Little Rock, Arkansas
Laura Yeates	Memphis, Tennessee

BACHELOR OF MUSIC

Mary Ellen Cain	Warren, Arkansas
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DEGREES CONFERRED ON AUGUST 31, 1976

BACHELOR OF ARTS

Lewis Daniel Anderson, Jr.	Memphis, Tennessee
Stephen Lee Dreher	Paducah, Kentucky
#Thomas Moncure Flexner	Memphis, Tennessee
David Holt Fryant	Jackson, Mississippi
Lisa York Gill	Memphis, Tennessee
Christine Marie Haley	Jacksonville, Florida
Stephen Orson Harris	Hope, Arkansas
David Park Holder	Nashville, Tennessee
Jeffery Martin Hudgins	Nashville, Tennessee
#Leslie Irene Leeker	Memphis, Tennessee
William Benthall Nunn, Jr.	Memphis, Tennessee
Paula Ann Schweig	Little Rock, Arkansas
Clarence Edward Walker	Memphis, Tennessee

BACHELOR OF SCIENCE

James Blakley Chamblee, Jr.	Dalton, Georgia
Roy Elton Crowder, Jr.	Ripley, Tennessee
Ann Gentry Lowe	Clarksville, Tennessee

#Phi Beta Kappa

GRADUATED WITH HONORS* AND/OR DISTINCTION

Patricia Marie Adams	Psychology
Paul Stephen Adams	Economics
Kristin Lee Allbright	History
Julia Wellford Allen	Religion
Polly Jane Austin	Communication Arts and Psychology
Elizabeth Ford Bailey	Spanish
Karen Deborah Barclay	Anthropology and Art
Ouida Elizabeth Bass	Anthropology
Celia Kay Bee	English and French
Charles Daniel Bellott	Biology
John Russell Berry	Biology
Robert Andrew Bradley	Biology
Roxanne Woods Bradow	Music History & Literature
Andrew Criddle Branham	Communication Arts and Religion
John Edwin Brejot	Political Science
Helen Susan Broom	Chemistry
Frank Oliver Brown	Economics and Business Administration
Marilyn Ann Buford	Biology
Mary Ellen Cain	Music Education
Vera Parkes Casselbury	Psychology
Ann Mitchell Chamberlain	Art
Otto Martin Chapman, Jr.	Political Science
Robert Jeffery Chugden	Biology
Sallie Brooks Clark	Biology
*Priscilla Diane Coe	Mathematics
Leslie Ann Copeland	English
*John Thompson Daniel	Political Science
*Adrian Ross Daniels	History
*James Kilbourne Dart	Art History
Dayna Frances Deck	Religion
Robert Lindsey Donnell	Art
Mary Leslie Doster	Psychology
Michael Bartlett Dowell	Communication Arts
Lynn Forrest Dunavant	Psychology
Theodore Everett Eastburn III	Chemistry
Robert Harold Eklund	Biology
Carol Louise Ellis	History
Debra Lorain Ellis	Communication Arts
Laura Jean Ellis	English
Jane Elise Fahey	Religion
Terri Ann Fairley	History
*Robert Downer Fentress	International Studies
Raymond Edward Fitzgerald	Economics and Business Administration
*Thomas Moncure Flexner	Economics
Dorothy Anne Fox	English
George Spence Fricke II	Political Science
Lilly Marie Gardner	Biology
Gary Paul Gehrki	Biology
Nancy Lynn Gould	Biology

Christine Marie Haley	Communication Arts
Robert Guy Hamilton	English
James Charles Hawkins	English
John Charles Henry	Biology
Cynthia Leigh Hickman	Psychology
Byram Clyde Hicks	Chemistry
Joseph Chi-Chung Ho	Chemistry
David Warren Holyfield III	English
Anne Alexander Hooper	Spanish
Martha Lynn Hortenstine	Biology
*Nanolyn Beth Howell	International Studies
Susan Leigh Huddleston	Psychology
Jane Ann Jegley	Psychology
Penn Quork Joe	Biology
*Maureen Anne Johnson	Psychology
Daniel Ray Jones	Chemistry
David Benjamin Kabakoff	Psychology
Lauren Paige Key	Spanish
Arthur Lodge Kellermann	Biology
Thomas Benda Kibby	Biology
William Wylly Lamar	Anthropology-Biology Bridge
*Lisa Ann Lanier	International Studies
Carol Elizabeth Leslie	English
*Derek Van Lohrey	International Studies
Laurie Wilkinson Lyons	Psychology
Marian Carter McCain	English
Kim Sanford McCord	English
Georgia Smith McGehee	Music
James Franklin McLellan III	Biology
Virginia Harrison Martin	Business Administration
*Anne Barrett Mathes	Chemical Biology
Julia Claire Mathias	English
#*Daniel Allan Matics	English
*Emmanuel Ebot Mbi, Jr.	International Studies
Laurie Kay Mercier	History
Harvie Pennelton Miller	Psychology
Susan Wheeler Mitchell	Art Museumship
Joseph William Mobley	Biology
Mark Allen Moll	Economics
*Royce Franklin Morris	Political Science
Evan William Murray	Biology
Elizabeth Strupe Nelson	Anthropology
James Robert Newsom III	Economics/Political Science Bridge
Helen Elizabeth Nix	Classics
William Benthall Nunn, Jr.	Psychology
Jack Ramer Oliver	Economics and Business Administration
Terry Tsuya Patterson	French
Janet Patrice Peery	French and German
Louis Middleton Phillips	American Studies
Philip Lee Pindzola	Political Science
Mary Lucinda Strawn Proctor	German
James Graves Ramsey	Economics and Business Administration

Laurel Hume Redding

Robin Lee Rice

Marinelle Grace Ringer

Margaret Elizabeth Robinson

James Henry Rossner

Amanda Blackwell Ruffin

Donald Eugene Schulze

Marshall Lamar Shanks

Sara Jeanette Sims

Rebecca Joy Skillern

Patricia Gail Smith

Jennifer Ann Smoot

*Kathleen Stevenson

Charles Carlisle Thomson

Judy Ellen Tyler

*Barry Michael Wall

Jan Knight Taylor Weeks

Linton Stone Weeks

*Albert Fitzgerald White

Howard Allen Whitsitt III

Stephen Henry Williford

Carol Paige Wilson

Linda Anne Wilson

*Anne Walker Womack

George Michael Wong

Randall Gary Wright

*Joe Willie Yates

Mark Scott Young

Economics and Business
Administration

Biology

English

French

Business Administration

Religion

Economics-Mathematics

Joint Major

History

Psychology

Psychology-Religion Bridge

Anthropology

French

Music and Psychology*

Anthropology-Psychology Bridge

Spanish

Psychobiology

Psychology

English

International Studies

Economics and Business

Administration

Communication Arts

Biology

Foreign Languages

Psychology

Music History and Literature

Political Science

International Studies

Biology

LIBERAL ARTS COLLEGES I (Participants in annual AAC Statistical Survey)	(1)	(2)	(3)	(4)	(6)			(7)	(8)	(9)	(10)	(11)
	STATE	RATING (College Rater)	TUITION & FEES 1976-77	ROOM, BOARD and OTHER EXPS. 1976-77	AVERAGE FACULTY COMPENSATION BY RANKS 1975-76			ENDOWMENT 1974-75	ENDOWMENT INCOME	FTE STUDENTS 1975-76	ENDOWMENT PER STUDENT	ENDOWMENT PER STUDENT
Allegheny College	PA	691	\$3050	\$1280	\$24,1	\$19,1	\$14,6	\$ 8,822,915	\$ 441,146	1880	\$ 4,693	\$ 235
Augustana College	IL	566	2538	2048	24,1	19,1	15,7	4,437,550	221,877	2247	1,975	99
Carleton College	MN	783	3275	1325	24,9	18,6	15,8	35,313,215	1,765,661	1636	21,585	1,079
Colorado College	CO	686	3100	1200	25,2	19,6	16,4	20,897,758	1,044,888	1924	10,862	543
Davidson College	NC	707	2880	2180	25,5	20,4	16,2	20,460,172	1,023,009	1278	16,010	800
Hamilton College	NY	773	3375	1525	25,4	19,2	14,9	27,590,716	1,379,536	994	27,757	1,388
Kalamazoo College	MI	749	2990	1416	27,2	21,7	15,7			1450		
Kenyon College	OH	778	3376	1478	25,4	18,9	14,6	7,440,000	372,000	1412	5,269	263
Macalester College	MN	714	3400	1900	22,7	17,3	14,6	19,162,602	958,130	1600	11,977	599
Mount Holyoke College	MA	747	3400	2700	25,2	19,8	15,5	41,364,100	2,068,205	1900	21,771	1,088
College of New Rochelle	NY	574	2550	2475	23,0	18,1	16,1	1,038,000	51,900	834	1,245	62
Oberlin College	OH	777	3838	1990	27,3	20,3	16,8	77,616,979	3,880,849	2700	28,747	1,437
Randolph Macon Woman's College	VA	539	3050	2225	21,1	16,2	12,7	5,978,851	298,943	698	8,566	428
Reed College	OR	782	3920	1820	25,1	18,7	15,6	6,154,801	307,740	1074	5,731	287
Ripon College	WI	604	3250	1740	22,8	16,5	13,3	3,649,350	182,467	900	4,055	203
Rosemont College	PA	522	2820	2250	-	17,8	14,2	369,494	18,475	590	626	31
St. Olaf College	MN	645	2800	1250	25,5	20,0	15,4	4,804,647	240,232	2757	1,743	87
Salem College	NC	573	2150	1750	18,4	16,1	13,8	5,342,652	267,133	646	8,270	413
Southwestern At Memphis	TN	707	2750	1755	21,7	17,2	13,3	10,407,528	520,376	1082	9,619	481
Washington and Lee University	VA	758	2940	1800	24,4	19,2	15,4	18,789,047	939,452	1583	11,869	593
Wells College	NY	678	3260	2290	20,9	17,1	13,4	8,423,818	421,191	462	18,233	912
Westminster College	MO	573	2470	1730	19,0	14,2	12,8	2,732,521	136,626	709	3,854	193
Wheaton College	IL	625	2610	2235	20,2	17,2	15,0	12,407,618	620,381	2255	5,502	275
Whitman College	WA	690	2910	1700	25,1	19,2	15,5	27,854,672	1,392,734	1057	26,353	1,318
Williams College	MA	804	3755	2545	27,8	20,4	15,8	62,322,000	3,116,100	1833	34,000	1,700
Average		685.40	\$3028.58	\$1864.28	\$23,8*	\$18,4+	\$14,9	\$18,057,542**	\$902,877**	1420	\$12,096**	\$605**
Southwestern's % to Avg.		103.15%	90.80%	94.13%	91.17%	93.47%	89.26%	57.60%	57.60%	76%	79.50%	79.50%
Adjusted to 103.15%			\$3124	\$1923	\$24,5	\$19,0	\$15,4	\$18,626,354	\$931,318	1465	\$12,477	\$624
Increase Needed			\$ 374	\$ 168	\$ 2,8	\$ 1,8	\$ 2,1	\$ 8,218,826	\$410,942	383	\$ 2,858	\$143

**Kalamazoo omitted from average

REPORT OF HONORARY DEGREES COMMITTEE - October 21, 1976

The Honorary Degrees Committee of Southwestern At Memphis met at approximately 12:00 P.M. on October 21, 1976 in Room 200, Clough Hall, and considered a number of possible nominees for honorary degrees for the coming year. However, in view of the fixing of the next meeting of the Board of Trustees for January 20-21, 1977, it was decided that it was unnecessary to make a final report to the present Board meeting but that such a report could be made to the Board of Trustees at that time. Accordingly, the meeting adjourned at approximately 12:30 P.M.