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Minutes of the Meeting of the Board of Trustees of Southwestern at Memphis October 18, 1979

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MINUTES OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
October 18 & 19, 1979

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79-10-1 The fall meeting of the Board of Trustees of Southwestern At Memphis was called to order on Thursday, October 18, 1979, at 1:00 P.M., by Chairman Robert D. McCallum. The meeting was opened with prayer by President Daughdrill. The roll was called by Acting Secretary Pro Tem, Hewitt Tomlin, Jr.

79-10-2 The following were present:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '81	Walter P. Armstrong, Jr., '80	Jessie Falls, '80
Walk C. Jones III, '80	L. Palmer Brown, '82	Henry Goodrich, '81
Robert D. McCallum, '82	Charles P. Cobb, '80	Murray O. Rasberry, '81
Judith Mitchener, '81	Margaret Hyde, '80	Robert H. Seal, '82
Jere Nash, Jr., '80	Paul T. Jones, '82	
M. D. Prouty, Jr., '82	Michael McDonnell, '82	<u>Student Trustees</u>
Hewitt Tomlin, Jr., '80	William B. Rudner, '82	Mary E. Anderson
John W. Wade, '81	John M. Tully, '81	H. Graves Hearnberger
Henri P. Watson, Jr., '82	Norfleet R. Turner, '82	Merrill S. Wise
	John C. Whitsitt, '82	
<u>Faculty Members</u>	Anne Wilson, '81	<u>Ex Officio Members</u>
Bernice White, '81	Spence L. Wilson, '80	James H. Daughdrill, Jr.
		Frank M. Mitchener, Jr.
<u>Present by Invitation</u>		<u>Life Trustees</u>
Ray M. Allen	Don Lineback	Peyton N. Rhodes
Peggy Arnold	Robert Llewellyn	Loyd Templeton
Jo Hall	Robert Mason	C.V. (Bo) Scarborough
Tom Kepple	Mary Jo Miller	Ron Yarbrough

9-10-3 The following were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
S. Herbert Rhea, '82	Winton M. Blount, '80	Edward M. Carmouche, '80
Henry B. Strock, Jr., '80	William B. Dunavant, '81	Robert B. Smith, '82
Richard A. Trippeer, Jr., '81	Wayne W. Pyeatt, '81	
	P. K. Seidman, '80	
	Martin B. Seretean, '81	
	S. Shepherd Tate, '81	

79-10-4 The minutes of the meeting of April 18 & 19, 1979, were presented to the Board for consideration. In addition thereto, three amendments to the minutes were proposed by the acting secretary, prior to action on the minutes. The first of those was that under Item 79-4-23, under "exceptions," the words "the date of this action" where it appears in two places should be deleted and the date April 18, 1979 inserted in lieu thereof. Next, the roll call reflected that Dr. Marshall P. Jones had been elected by the faculty to the Board of Trustees to replace Dr. Jack Russell. This should read that he was elected to replace Dr. Robert Amy, who is on sabbatical.

Lastly, following Item 79-4-11, the following language should be inserted into the minutes: "79-4-12 A motion was made, seconded and passed that the following be adopted:"

A motion was made, seconded and carried that the minutes, as amended, be approved.

79-10-5 Chairman McCallum then introduced new members of the Board of Trustees: Mr. John Whitsitt, Mr. Norfleet R. Turner, Mr. William B. Rudner, and Mr. Robert H. Seal; student members Mr. Graves Hearnberger, Miss Mary Anderson, and Mr. Merrill S. Wise. Dr. Peyton N. Rhodes, Acting Dean, was recognized with appreciation for the services that he has and is rendering.

79-10-6 President Daughdrill then presented his annual report, consisting of two parts: one, a "look back." The report, although submitted to the Board in writing, noted the effect upon the college of the absence of Deans Anne Marie Williford and Charles O. Warren. President Daughdrill also touched upon the renovation of the four dorms of Robb Common and the restructuring of the administration of the college. The second part of the report was entitled, "The Marketing Plan for the '80's." This was covered in detail by Mr. Loyd Templeton, who elaborated upon the plans of Southwestern to go into new areas of the South where the college is strong, with a new, vitalized recruiting program.

Mrs. Mary Jo Miller also spoke on the subject, assuring the Board that the effort that had been carried on in the past in smaller cities would be continued.

79-10-7 Dr. Walter Armstrong discussed prospective recipients of honorary degrees and commencement speakers. He submitted the order of choice of the committee. Motion was made, seconded and carried that President Daughdrill be authorized to use this list as a basis for inviting the commencement speaker for the spring, 1980 commencement.

79-10-8 Mr. Graves Hearnberger invited the Trustees to meet with interested students in the East Lounge immediately following Board standing committee meetings.

79-10-9 Thereafter, the meeting went into executive session, and thence into respective committee meetings for the balance of the day.

FRIDAY, OCTOBER 19, 1979:

79-10-10 The Board of Trustees of Southwestern At Memphis met at regular session assembled on Friday, October 19, 1979, at 8:45 A.M. The meeting was opened with prayer by Dr. Paul Tudor Jones.

79-10-11 Acting Secretary Pro Tem, Hewitt Tomlin, called the roll. The following were present:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Edgar H. Bailey, '81	Walter P. Armstrong, Jr., '80	Jessie Falls, '80
Robert D. McCallum, '82	L. Palmer Brown, '82	Henry Goodrich, '81
Judith Mitchener, '81	Charles P. Cobb, '80	Murray O. Rasberry, '81
Jere Nash, Jr., '80	Margaret Hyde, '80	Robert H. Seal, '82
M. D. Prouty, Jr., '82	Paul T. Jones, '82	Robert B. Smith, '82
Henry B. Strock, Jr., '80	Wayne W. Pyeatt, '81	
Hewitt Tomlin, Jr., '80	William B. Rudner, '82	<u>Student Trustees</u>
Richard A. Trippeer, Jr., '81	John M. Tully, '81	Mary E. Anderson
John W. Wade, '81	Norfleet R. Turner, '82	H. Graves Hearnberger
Henri P. Watson, Jr., '82	John C. Whitsitt, '82	Merrill S. Wise
	Anne Wilson, '81	
<u>Faculty Members</u>	Spence L. Wilson, '80	<u>Ex Officio Members</u>
Bernice White, '81		James H. Daughdrill, Jr.
		Frank M. Mitchener, Jr.

Present by Invitation

Ray M. Allen	Don Lineback	Peyton N. Rhodes
Peggy Arnold	Robert Llewellyn	Loyd Templeton
Jo Hall	Robert Mason	C. V. (Bo) Scarborough
Tom Kepple	Mary Jo Miller	Ron Yarbrough

79-10-12 The following were absent:

<u>Synod of the Mid-South</u>	<u>Elected by Trustees</u>	<u>Synod of Red River</u>
Walk C. Jones III, '80	Winton M. Blount, '80	Edward M. Carmouche, '80
S. Herbert Rhea, '82	William B. Dunavant, '81	
	Michael McDonnell, '82	
	P. K. Seidman, '80	
	Martin B. Seretean, '81	
	S. Shepherd Tate, '81	

79-10-13 Chairman McCallum introduced and welcomed Dr. Robert Smith, new trustee from the Synod of Red River.

79-10-14 Prior to hearing the committee reports, President Daughdrill gave an additional report on several matters; the first being the availability of a new toll-free number for admissions prospects outside the state to use; and secondly, the development of admission prospect cards. President Daughdrill also noted the deaths of Father Gerard F. Yates and Dr. A. Theodore Johnson (Ex. A. p. 7)

79-10-15 Report of the Board Directions and Leadership Committee - Dr. Walter Armstrong, Chairman. (Ex. B. pp.8-12)

79-10-16 A motion was made, seconded and carried that the January Board meeting and its format should be rearranged in such a way schedulewise so as to permit more discussion with the students.

79-10-17 A resolution was unanimously adopted, paying tribute to the late Anne Marie Williford, and the President was instructed to send a copy of the resolution to her family. (See page 8)

79-10-18 Item 6, regarding the attendance of at least one faculty member at every Executive Committee meeting, was ratified by the Board of Trustees.

79-10-19 REPORT OF COMMUNICATIONS COMMITTEE: (see pp. 9-10)

A report of the Communications Committee was made, with the following changes: Item I, regarding the employment of a consultant, was deleted at the recommendation of the Communications Committee by unanimous vote, in its entirety. Also the President would not be a member of the Committee, but would appoint two members from the administration to represent him. The balance of the report was accepted as information.

79-10-20 Regarding the resolution of the faculty to the Board of Trustees, asking that faculty members of the Board of Trustees be granted full privileges, Dr. Armstrong stated that it was a committee recommendation that because of the provisions in the by-laws, no action could be taken and that the matter be studied and his committee report back in January.

79-10-21 The committee noted that the faculty should be requested to appoint two additional members of the faculty to the Board of Trustees as soon as possible to bring their representation up to full strength. Thereafter the Board heard comments by Mr. Walter Howell of the Alumni Association regarding certain aspects of the Communications Committee report. A motion was made, seconded and carried that the present Communications Committee should be brought up to full strength as soon as possible.

79-10-22 Upon motions made, seconded and carried, the proposed changes in the by-laws and the request for full status for faculty trustees were deferred for further study by this committee, to be acted upon and reported to the full Board at the January meeting.

79-10-23 The resolution (see p. 11) regarding the channel of authority, responsibility and accountability of the college was made, seconded and adopted.

79-10-24 REPORT OF THE COMMITTEE ON ADMISSIONS AND FINANCIAL AID - Mrs. Anne Wilson, Chairman. (Ex. C. pp. 13-14)

Mrs. Mary Jo Miller, Director of Admissions, gave a supplemental report regarding the status of admissions for this year as compared to others.

79-10-25 REPORT OF THE FACULTY AND EDUCATIONAL PROGRAM COMMITTEE - Dr. John Wade, Chairman. (Ex. D. pp. 15-31)

A highlight of this committee's report was a recommendation contained therein to the effect that faculty tenure ordinarily be given to the Vice President and Dean of the College. Upon motion duly made, seconded and carried, the proposal regarding faculty tenure for the Vice President and Dean of the College as proposed in its report (see pp. 16-17) was adopted.

79-10-26 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS: Mr. Edgar Bailey, Chairman. (Ex. E. pp. 32-34)

A motion was made, seconded and carried that Southwestern purchase the Zeta Tau Alpha Sorority house for the sum of \$45,000, payable in four quarterly installments, noting that the Finance Committee had approved the purchase, the funds to come from undesignated capital funds.

79-10-27 REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT:
Mr. Charles Cobb, Chairman, (Ex. F. p. 35)

79-10-28 Upon motion made, seconded and adopted, the resolution (p. 35) of the Board of Trustees to the Synod of Red River regarding its relationship to Southwestern was adopted.

79-10-29 REPORT OF THE FINANCE COMMITTEE L. Palmer Brown, Chairman,
(Ex. G. pp. 36-40)

Motion was made, seconded and carried that the use of funds be authorized to pay off the balance of Southwestern's old debt.

79-10-30 A motion was made, seconded and carried that \$32,000 in expenses for the Capital Fund Campaign for the year be approved.

See 81-10-6

79-10-31 A motion was made, seconded and carried that a one-year extension for two members of the administration, Mr. Frank Faux and Mrs. Hazel Bihm, for retirement be granted.

79-10-32 There followed a discussion regarding the use of Master Charge and Visa as a means to contribute to the Annual Fund. A motion was made, seconded and carried that an amendment to the motion be deleted so that the one-year program to use the Commerce Union Bank alone be adopted. (see p. 37)

79-10-33 The next item for consideration by the Board was the proposed contract of employment between Southwestern At Memphis and President James H. Daughdrill, Jr. It was noted that the financial aspects of the contract had been approved by the Finance Committee. The contract itself was then read and submitted to the Board for its consideration and action. Upon motion made, seconded and carried, the contract in its form as drawn up by college counsel was ratified by the Board.

79-10-34 Mr. Bill Rudner made a report for the Investment Committee.

79-10-35 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE: Mr. Spence Wilson reporting for Chairman Paul Tudor Jones, (Ex. H. pp. 41-42)

79-10-36 He announced the receipt of a petition requesting that the newest residence hall be named for Dean Anne Marie Williford, with a resolution from the faculty to the same effect. A motion was made, seconded and unanimously carried that the newest residence hall be named for Dean Anne Marie Williford, and that the dedication thereof be set for the April Board meeting.

79-10-37 A request from this committee that student voting members of the Board of Trustees' standing committees be restored to their former highest number was referred to the Committee on Board Directions and Leadership for study and recommendation.

This concludes committee reports.

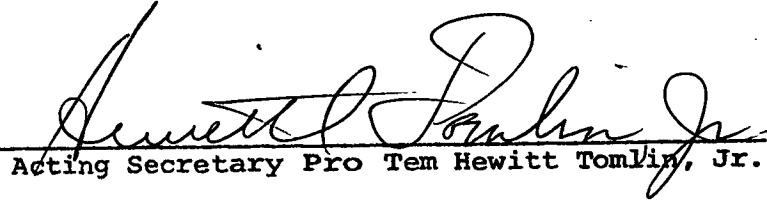
79-10-38 NEW BUSINESS: By motion, a resolution of appreciation regarding Mr. Snowden Boyle for the outstanding services that he has rendered in the past to Southwestern as Chairman of the Investment Committee, after being seconded, was unanimously adopted. (Ex. I, p. 43)

79-10-39 President Daughdrill discussed the restructuring of the President's Cabinet, as per his memorandum previously sent to members of the Board of Trustees. He pointed out that this was in conformity with the recommendations of the report from the Southern Association of Colleges and Schools. Upon motion duly made, seconded and carried, the restructuring plan was duly adopted. (Ex. J. p. 44-45)

79-10-40 President Daughdrill announced that a special convocation would be held on October 31, 1979, to present Mr. Brian Thompson, a Southwestern senior, an award for a prize-winning essay sponsored by The Federal Union.

79-10-41 The Board went into executive session.

79-10-42 The meeting adjourned at 11:45 A.M.


Acting Secretary Pro Tem Hewitt Tomlin, Jr.

GERARD F. YATES

(telegram sent to Georgetown University on September 13, 1979)

Many friends of Father Gerard F. Yates join with Georgetown University in the sense of loss of and appreciation for the distinctive service rendered both institutions over many years of scholarly and dedicated service. His place will not be one easily filled for he was a scholar and gentleman of the first magnitude. It is a source of regret that he did not live to participate in the dedication of the structure you are so appropriately naming in his honor. We at Southwestern will miss his presence on our campus.

/s/ James H. Daughdrill, Jr., President

A. Theodore Johnson

Dr. Johnson was a member of the faculty from 1926-1961. He served as Chairman of the English Department from 1929-1934 and as Dean of the College from 1934-1955. From 1955 until his retirement, he held the Thomas K. Young Chair of English Literature.

He was a teacher and guide of even temper, kindly spirit, sound scholarship, and kindly patience. He was one of the "Southwestern originals" who came to Memphis to form the nucleus of that early faculty who set the standards of excellence for which the College is still known. It has been truly said of him that "he built much of himself into Southwestern. . ." We are grateful for his presence with us.

(Dr. Johnson died on October 3, 1979)

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - October 18, 1979

The Committee met at approximately 2:45 P.M. on October 18, 1979 in Room 200 S. DeWitt Clough Hall, all members with the exception of S. Herbert Rhea being present.

The first order of business was a report on the action of the Synods on the nominations of the Board of Trustees for board members. It was reported that Robert D. McCallum, Morton D. Prouty, Jr., S. Herbert Rhea, and Henri P. Watson, Jr., had all been duly re-elected by the Synod of the Mid-South.

Next President Daughdrill gave a report upon the implementation of the recommendations contained in the report of the SACS Visiting Committee. He reported that all of these recommendations had been referred to the appropriate individuals or groups, and that a number of, but not yet all, replies had been received indicating that the recommendations were being implemented. He stated that the matter would be pursued to a conclusion.

There followed a discussion of the format for the next meeting of the Board of Trustees (January 17-18, 1980) which resulted in the recommendation that the afternoon of the first day be devoted to committee meetings and meetings of the members of the Board with students and faculty members who indicated that they had matters for discussion, and that the Board convene for its regular session on the morning of the second day and continue in session if necessary into the afternoon of that day in order to complete its agenda.

A memorial resolution to the late Anne Marie Williford was then presented to the committee and recommended by it for adoption by the Board of Trustees, with copies to be sent to the members of Dean Williford's family. This resolution reads as follows:

"Anne Marie Williford's untimely death triggered pain in all of us who had the special privilege of knowing her. A recent alumna speaks for all of us in a letter received this summer. Mrs. Anne Stein McCanless, '77 wrote:

'As young as she was, Dean Williford had become an 'institution' there: her name was synonomous with those three words, Southwestern At Memphis. She devoted her life to the betterment of Southwestern and was succeeding. Her drive and zeal for the college was admirable. . .

'Her days at Southwestern were not what you'd call easy 8:00 - 5:00 days, but were often weekends, weeknights, and midnights, and the reasons for her odd hours can be attributed to the students. I share the anger, loss and emptiness that you who are there on campus must feel. . .'

"Anne Marie Williford had an abiding concern for the welfare and growth of Southwestern students, and she combined a warm caring with an unflinching instinct for quality -- a rare balance. Her pervading humane qualities included the courage to say "No" when necessary and the strength not to compromise with mediocrity wherever she found it.

"Her keen mind, disciplined ways, and warm and open personality will be celebrated by all who knew her."

Next Dr. Bernice White presented a report upon the efforts of the Vice President Dean Search Committee to find an acceptable candidate to recommend for that position. She states that 140 applications had been received, out of which five candidates had been selected for personal interviews, with the possibility that more might follow. Of these five, two are scheduled for reinterview. She declined to make any estimate as to when the Committee's work would be completed, stating that the Search Committee considered it far more important to be certain of reaching a proper result than to meet any time schedule, a view in which the committee wholeheartedly concurred.

Members of the Communications Committee then met with the Committee and presented their report which, after deletion of the first recommendation (which was done by the Communications Committee prior to adoption of the reprint by it) contains the following recommendations:

"Communications Committee

We recommend that a Communication Committee be established. This group shall consist of the following: Two representatives each from the Board of Trustees, the administration, faculty, students and alumni, with the President being one of the two administration representatives. The other members are to be elected by their respective bodies. We conceive of this committee as a de-fusing mechanism, the primary purpose of which would be to identify potential problems and provide a forum for open discussion. We urge that this committee be established no later than the end of November 1979. Until this committee is organized, we recommend that the present Communications Committee serve this function. It is hoped that this group of ten will act as a sounding board for all sides to any issue brought before the group by any member. This group would serve as a vehicle for the exchange of ideas among all parties in one central forum.

Students, Faculty, and Trustee Interaction

There appears to be a strong desire on the part of both students and faculty to have more direct contact with the Board of Trustees. The Communications Committee feels this is certainly appropriate and recommends that structured programs be established to assure face to face interaction between trustees, students and faculty. During the course of the college year, such meetings could be coordinated through the offices of the academic Dean and Dean of Students.

Timing of Actions

It is the strong feeling of the Committee that all interested groups (Board, administration, faculty, students and alumni) should exercise a high degree of discretion before taking actions which might be inflammatory to other interested parties. This suggestion is not to say that actions needed for the good of the college should not be taken, but that an acute sense of timing is especially important at this time. As a specific example, the Communications Committee has asked the Board (through the Committee on Board Directions and Leadership) to defer action on certain portions of an amendment recently suggested by the Executive Committee. The use

of the phrase 'subject to the approval of the Chief Academic Officer and the President' in this amendment is currently viewed with apprehension by many of the faculty and students. The Committee feels that this phrase could be better stated or modified, after meaningful three-party conversations among the Executive Committee, President and faculty. Although the SACS report recommends that 'the lines of authority and responsibility set forth in the Bylaws and the Organizational Chart be clarified,' the Communications Committee believes the resolution of the differences which exist between the President and Faculty is of a higher priority (as stated on page 60, V. 1. in the SACS report) than moving at this time to remove certain inconsistencies in the Bylaws. This conclusion is based on the Committee's perception of a potential heightening rather than resolution of "differences" that exist if the amendment is passed without additional three-party conversations among the Executive Committee, President, and faculty.

Selection of New Dean

Although the point may seem obvious, the Communications Committee strongly recommends that the new academic dean be an individual with the full support of alumni, students, the faculty, administration and the Board of Trustees.

Although selection of such an individual may prove difficult, the Communications Committee feels that the selection of the proper individual is absolutely essential to improved communication within the Southwestern community in the future.

The Communications Committee understands that the Executive Committee of the Board is presenting to the Board of Trustees a resolution asking that at least one of the three faculty members elected to the Board of Trustees be present at every Executive Committee meeting. The Communications Committee applauds this recommendation and urges passage of this measure as a whole by the Board.

The Communications Committee further understands that the President has reorganized his administrative staff with the effect that four areas of the college now report directly to him. The Communications Committee also applauds this move since the reorganization expands the number of upward and downward communication channels."

The Committee received and approved the report with the following exceptions:

- 1.) As to the establishment of a permanent Communications Committee, the Committee felt this to be unnecessary if the present Ad Hoc Committee was willing to continue to serve at least until the end of the current academic year, which the members present agreed to do. Nor does the Committee believe that the President should serve as one of the administrative members of the Communications Committee, as he might be put in the position of voting on recommendations that go to him. The Committee therefore recommends that the present Ad Hoc Communications Committee be brought up to full strength by the filling of existing vacancies, including the appointment of

administrators by the President; and that the present Ad Hoc Committee be continued until the end of the present academic year.

2.) As to the proposed amendment to the Bylaws intended to clarify the line of authority, responsibility and accountability between the trustees and the faculty, the committee recognizes that the proposed language approved by the Executive Committee and circulated to the Trustees prior to the present meeting of the Board has been the cause of some concern to the faculty, and that substitute language has been proposed by counsel for the college, which is also not entirely acceptable to the faculty. At the same time, the Committee understands that the Vice President Dean Search Committee has been somewhat hampered in its efforts due to inquiry on the part of candidates as to just what that line of authority, responsibility and accountability would be if the position were accepted. In an effort to meet this situation, the Committee recommends the adoption of the following resolution as a substitute for the proposed amendment to the Bylaws:

"RESOLVED, That the Board of Trustees approves in principle the establishment of a clear and understood line of authority, responsibility and accountability from the Trustees through the President to all elements of the campus community as recommended by the Visiting Committee of the Southern Association of Colleges and Schools.

FURTHER RESOLVED, That in academic matters this line of authority, responsibility and accountability should be from the Trustees to the President, from the President to the Chief Academic Officer, and from the Chief Academic Officer to the faculty.

FURTHER RESOLVED, That the Chairman of the Board of Trustees is hereby requested and directed to appoint a special committee to study this matter and recommend to the Board at its next meeting appropriate amendments to the Bylaws to effect this objective."

Two motions adopted by the Faculty and forwarded to the Board of Trustees were referred to this committee for consideration and recommendation. The first of these reads as follows:

"The Faculty of Southwestern At Memphis requests that the Board of Trustees defer action on the proposed Bylaws change."

This has already been dealt with by the resolution proposed above.

The second Faculty recommendation reads as follows:

"The Faculty of Southwestern At Memphis requests the Board of Trustees to grant to the Faculty Trustees all the rights, privileges, and responsibilities of Board membership."

The Committee is not prepared to recommend to the Board action upon this request at the present time, as its implementation would require an amendment to the Bylaws, which in turn requires written notice to the Trustees at least thirty days prior to the meeting upon which action is to be taken. Accordingly, the Committee intends to hold

this matter for further consideration, in conjunction with faculty representatives and other interested parties, and to make its recommendation and propose a Bylaw amendment, if required, to be acted upon by the Board at its next meeting in January 1980. Meanwhile, the Committee earnestly requests that the Faculty fill existing vacancies in the authorized faculty representatives on the Board.

The Balance of the meeting was devoted to the consideration of potential candidates for Board membership to be elected to the Class of 1983, which requires no Board action at the present time.

The meeting adjourned at approximately 5:30 P.M.

REPORT OF THE COMMITTEE ON ADMISSIONS AND FINANCIAL AID - October 18, 1979

All members of the Committee--with the exception of P.K. Seidman-- were present, and--especially for the benefit of the new members--all introduced themselves at the beginning of the meeting.

I. Dean Ray Allen distributed Admissions and Financial Aid folders to each committee member and commented on the reports therein.

1. It was pointed out that the student enrollment for this year differs only slightly from last year, as follows:

	<u>1978-79</u>	<u>1979-80</u>
Full-time students	1004	1003
Special students	<u>17</u>	<u>21</u>
Total number of students	1021	1024
Full time equivalency	1010	1011

2. The number of freshmen is down from 297 to 281 this year, and of transfer students from 45 to 41, but the number of returning full-time students is up from 662 to 681.
3. The SAT average combined-score is down from 1108 to 1101 and the average composite score on the ACT is down from 26 to 25, but the percentage of those freshmen whose high school grade point is above a 3.0 is up from 64% to 70%, and those who ranked in the upper two-fifths of their class is up from 73% to 77%.
4. The number of states represented in the freshmen class is down by one (23 to 22), but the number of foreign countries is up by four (4 to 8), and the number of freshmen foreign students is up from 5 to 12.
5. The Annual Financial Aid Report for 1978-79 was reviewed, revealing that 540 students received a total of \$1,434,000 in some form of financial aid, including \$619,000 from the institutional resources designated as Student Financial Aid in the Southwestern budget. For 1979-80, the total amount will probably be in excess of the \$125,000 more in all types of financial aid, and the number receiving aid up by approximately 40 students.
6. This year, so far, 31 students have borrowed \$67,450 from Southwestern as a Lender in the Guaranteed Student Loan Program; 206 students are expected to receive \$217,000 in Basic Educational Opportunity Grants; and 90 students are expected to receive \$111,000 in Tennessee Student Assistance Awards to attend Southwestern.

II. The Committee discussed the implementation of the New Marketing Plan presented earlier by Mr. Loyd Templeton. Mrs. Mary Jo Miller commented on the successful start in the recruiting efforts for next year's entering class, especially in the Nashville areas. Christmas parties for prospective students (while the current Southwestern students are at home); bus or car-loads of students brought to the campus for the January symposium; personal contact by the Admissions staff, Alumni, faculty, current students, the Southwestern administration, and members of the Board of Trustees; and high school counselors' conferences, were some of the ideas discussed.

III. Information concerning the SACS Visiting Committee Report, and its consideration by the Faculty-Student Committee on Admissions and Financial Aid was distributed. Two other items briefly discussed were:

1. The importance of improved faculty-student administration-Board of Trustees relationships to the immediate future of the college.
2. The implications of changing the curriculum to meet the Bellingrath Foundation requirements for continuing to receive its financial assistance.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM _ October 18, 1980

Chairman John Wade convened the meeting in Room 304 Clough Hall at 3:00 P.M. The following persons were present: Messrs. McDonnell, Prouty, Tully, Wade, Morris, Gilliom, Whitlock, Llewellyn and Ms. Gillespie.

The agenda for the meeting was altered to allow consideration of the matter relating to policy covering faculty tenure for administrators. Professor Hatfield, a faculty member of the Dean Search Committee, presented to the committee a motion approved by the Faculty. This motion requested changes in the policy affecting the Dean of the College. A copy of the relevant motions is attached to these minutes. The committee adopted the following:

THAT B.2 READ AS FOLLOWS: "It is expected that he or she will be given tenure as an officer of instruction. The tenure will normally be granted as of the time of employment but consideration for tenure may by contract be deferred for one or two years."

THAT B.3 READ AS FOLLOWS: "Normally the Board of Trustees will not approve the annual reappointment of the Vice President and Dean of the College without the positive recommendation of the President and of the Faculty. (The absence of a negative recommendation shall be construed as a positive recommendation.)"

The committee recommends to the Board of Trustees the adoption of these two provisions.

Dean Llewellyn provided information concerning the faculty and educational program for the academic year 1979-80. Statistical information and faculty rosters are attached to these minutes. New programs in Economics and in the Department of Religion were noted; programs under study this year were briefly outlined.

A report on the Continuing Education Program was distributed to the members of the committee, and a copy is attached to these minutes.

Dean Llewellyn introduced for discussion some matters relating to the document presented to the Board of Trustees in October 1978. This document contained some proposals that have not been explicitly addressed by the committee or by the Board. Dean Llewellyn sought clarification on behalf of the President and the Faculty of the status of these proposals. After discussion, including a brief sketch of the substance of the proposals, the committee decided to ask Dean Llewellyn to secure from the President and from the Faculty their current opinions on these proposals. This information is then to be given to the committee for their review and any possible recommendations to the Board at the next meeting of the Board. With regard to a matter of immediate importance to the Dean's Office, it was recommended that if a department judges that the college-wide evaluation instrument is sufficient for department purposes it need not administer a departmentally-originated evaluation instrument in addition to the college-wide evaluation instrument.

There being no other business before the committee at this time, the meeting was adjourned at 5:00 P.M.

A matter requiring Board action from the minutes of the Faculty and Educational Program Committee.

The Board of Trustees on April 18, 1979 adopted a policy with regard to tenure as an officer of instruction for the Dean of the College. That policy is as follows:

- #3 Faculty Tenure
for
Administrators
- A. If the Executive Vice President and Dean of the College should come from the Faculty of Southwestern At Memphis as a tenured officer of instruction--
 - 1. He or she shall retain tenure as an officer of instruction during the entire time as EVP-Dean.
 - 2. Appointment as the EVP-Dean shall be for five-year renewable terms (subject to annual reappointment).
 - 3. Renewal after each term shall be by the Board of Trustees after receiving recommendations from the President and the Faculty. Normally the Board of Trustees will not approve renewal without the positive recommendation of the President and of the faculty.
 - 4. Unless the EVP-Dean has clearly remained active in his or her academic area and in teaching, there shall be a limit of two five-year terms.

 - B. If the Executive Vice President and Dean of the College comes from outside the faculty of Southwestern At Memphis--
 - 1. He or she shall be an experienced college teacher, and, in principle, tenurable as an officer of instruction under Southwestern standards.
 - 2. It is expected that he or she would be given tenure as an officer of instruction. The EVP-Dean will normally be considered for tenure after two years, and will not remain in that position if he or she does not receive tenure after three years.
 - 3. Terms as the EVP-Dean will be five-year terms with renewal subject to the same provisions as stated in A.2,3,4 above.

The Dean Search Committee recommended some changes in this policy in order that in their search for the new Dean the very best candidates might be attracted to the position. After discussion with the Executive Committee of the Board of Trustees and with the Faculty, the following motion was brought to the committee:

"The faculty of Southwestern At Memphis recommends to the Board of Trustees that the Policies Adopted by the Board of Trustees on April 18, 1979, be amended in the following ways:

"#3B.2. All of the existing language to be replaced by the following:
'He or she will be given tenure as an officer of instruction.'

"#3B.3 All of the existing language to be replaced by the following:
'Normally the Board of Trustees will not approve the reappointment of the Vice President/Dean of the College without the positive recommendation of the President and of the Faculty. (The absence of a negative recommendation shall be construed as a positive recommendation.)'"

After full and complete discussion the committee approved the following amendments to the motion as adopted by the Faculty:

THAT B.2 READ AS FOLLOWS: "It is expected that he or she will be given tenure as an officer of instruction. The tenure will normally be granted as of the time of employment but consideration for tenure may by contract be deferred for one or two years."

THAT B.3 READ AS FOLLOWS: "Normally the Board of Trustees will not approve the annual reappointment of the Vice President and Dean of the College without the positive recommendation of the President and of the Faculty. (The absence of a negative recommendation shall be construed as a positive recommendation.)"

The Faculty and Educational Program Committee recommends to the Board of Trustees the adoption of these two provisions.

Report on the Faculty
Southwestern At Memphis, 1979-80 (Oct. '79)

FULL PROFESSORS

Full-time teaching faculty	38	
Full-time faculty/administration	1	
Tenured full-time faculty	38	(97.4%)
Male	39	
Female	0	
Part-time teaching faculty	3	

ASSOCIATE PROFESSORS

Full-time teaching faculty	27	
Full-time faculty/administration	1	
Tenured full-time faculty	25	(89.3%)
Male	24	
Female	4	
Part-time teaching faculty	1	

ASSISTANT PROFESSORS

Full-time teaching faculty	15	
Full-time faculty/administration	1	
Tenured full-time faculty	4	(25.0%)
Male	10	
Female	6	
Special position/teaching	1	
Part-time faculty/research	1	

Faculty
page 2

INSTRUCTORS

Full-time faculty	1	
Tenured full-time faculty	1	(100%)

Male	1
Female	0

Part-time faculty	23
Tenured as a part-time faculty member	1

OPEN POSITIONS

Biology	1
---------	---

Full-time teaching faculty	81
Full-time faculty/administration	3

Tenured full-time faculty	68 (68/84 = 80.9%)
---------------------------	--------------------

Full-time-equivalent part-time faculty	9.4
--	-----

Open Positions	1
----------------	---

Probationary faculty

1st year	4
2nd year	4
3rd year	2
4th year	0
5th year	4
6th year	1
7th year	0

SOUTHWESTERN AT MEMPHIS
FACULTY FOR 1979-80 SESSION

Ray M. Allen, Dean of Admissions
Bible & Religion

Robert M. Amy, Biology

Emmett Anderson, French

Lawrence K. Anthony, Art

George Apperson, History

E. A. Barnhardt, Physics

Constance Barrett, Russian

Richard Batey, Religion

Allen O. Battle, Psychology

James R. Bennett, Sociology

Susan Bies, Economics

Lynne Blair, Burrow Library

Milton P. Brown, Religion

John Bruhwiler, German

Mary Ross Burkhardt, English

Diane Clark, Music

Yerger H. Clifton, English

Thomas Cloar, Psychology

Jack Conrad, Anthropology

Robert M. Cooper, English

John F. Copper, International Studies

William L. Daniels, English

Julian T. Darlington, Biology

James H. Daughdrill, President

Granville Davis, History

Kenneth B. Davis, Biology

Horst Dinkelacker, German

Robert C. Eckert, Music

Carol L. Ekstrom, Geology

Peter Ekstrom, Anthropology

Herbert S. Emigh, Chemistry

Jack D. Farris, English

Tony Lee Garner, Music

Richard Gilliom, Chemistry

Betty Gilow, Art

Helmut Gilow, Chemistry

Mel Grinspan, Business Administration

Rodney A. Grunes, Political Science

Julia E. Haley, Communication Arts

Helen Hall, Education

Douglas Hatfield, History

*Christian Hettinger, Art

Gary Hill, Sociology

Ray Hill, Communication Arts

Terry W. Hill, Biology

Wasfy Iskander, Economics

David Y. Jeter, Chemistry

James W. Jobes, Philosophy

Thomas Jolly, Foreign Languages

Bob R. Jones, Biology

Marshall Jones, Mathematics

Steven A. Katz, English

Michael P. Kirby, Political Science

Larry Lacy, Philosophy

James C. Lanier, History

Sue Legge, Business Administration

Charles Lemond, Computer Science & Psychology

Paulette LeWine, French

David Likes, International Studies

Robert R. Llewellyn, Philosophy & Associate
Dean of the College

Harold Lyons, Chemistry

Charlotte McLain, Music

Michael McLain, Religion

Marshall E. McMahon, Economics

James McQuiston, English

Angelo Margaritis, Mathematics

Darlene May, Arabic Studies

Michael Milkovitch, Art

James R. Morris, Psychology

Dethana Morris, Education

Robert G. Mortimer, Chemistry

Charles Mosby, Music

Margarita Munden, Foreign Languages

Fred Neal, Religion

William C. Nemitz, Mathematics

John S. Olsen, Biology

Charles C. Orvis, Economics

Harlie Parish, Chemistry

Robert M. Parr, Psychology

Robert G. Patterson, Humanities

E. L. Queener, Psychology

David Ramsey, Music

Richard Reep, Art

Peyton N. Rhodes, President Emeritus &
Acting Dean of the College

Anne Robbins, Art

James E. Roper, English

Betty Ruffin, Communication Arts

E. A. Russell, Visiting Professor of Religion

Jack R. Russell, Mathematics

Diane Sachs, Sociology

Sidney Selvidge, Anthropology

Herbert W. Smith, Psychology
Gordon Southard, Spanish
Frederic Stauffer, Physics
*David Steinhaus, Distinguished Visiting Professor
of Physics
John L. Streete, Physics
Wilmer A. Sweetser, Political Science
Wiley Tatum, Music
Jack H. Taylor, Physics
Richard K. Thomas, Sociology
William M. Thomas, Communication Arts
*Pamela Torrance, Biology (Lab. Asst., Term I)
Donald M. Tucker, Foreign Languages
James M. Vest, French
Lt. Col. Bert Walker, Aerospace Studies
Robert Wallace, Business Administration
Carl Walters, Religion
Marsha D. Walton, Psychology
Rabbi James Wax, Religion
John Wehlan, Music
Thomas Whaley, Mathematics
*Elaine Whitaker, English
Bernice W. White, English
Ann Williams, Biology
Kenneth Williams, Mathematics
Margaret Windeknecht, Art
William Womack, Art
Richard Wood, English
Franklin M. Wright, History
Father Gerard M. Yates, Religion

*Please add name to the attached departmental roster.

SOUTHWESTERN AT MEMPHIS
FACULTY FOR 1979-80 SESSION

AEROSPACE STUDIES

Lt. Col. Bert N. Walker
Commandant at Memphis
State University

ANTHROPOLOGY/SOCIOLOGY

Prof. Jack R. Conrad, Chmn.
Asst. Prof. J. Peter Ekstrom
Part-time: Sidney Selvidge

SOCIOLOGY

Asst. Prof. Cary Hill
Part-time: Diane Sachs
Richard K. Thomas
James R. Bennett

ART

Prof. Lawrence K. Anthony, Chmn.
Asst. Prof. Anne Robbins
Part-time: Betty Gilow
Michael Milkovitch
Richard Reep
Margaret Windeknecht
William Womack

BIOLOGY

Prof. Robert L. Amy
Prof. Julian T. Darlington
Assoc. Prof. Bobby R. Jones, Chmn.
Asst. Prof. Terry Hill
Asst. Prof. John Olsen
Asst. Prof. Ann Williams
Part-time: Kenneth B. Davis
Staff: Emery J. Pensak

CHEMISTRY

Prof. Richard D. Gilliom, Chmn.
Prof. Helmuth M. Gilow
Prof. Harold Lyons
Assoc. Prof. Robert G. Mortimer
Assoc. Prof. David Y. Jeter
(sabbatical, terms II, III)

CHEMISTRY (con't)

Instr. Herbert S. Emigh
Harlie A. Parish, Asst. Prof.
for Research

COMMUNICATION ARTS

Assoc. Prof. Betty Ruffin, Chmn.
(sabbatical, term I)
Instr. Julia M. Haley
(terms I, II)
Part-time: Raymond S. Hill
William Thomas

COMPUTER SCIENCE

Asst. Prof. Charles Lemond
Director
Staff: Sue Dunn Hall

ECONOMICS AND BUSINESS ADMINISTRATION

BUSINESS ADMINISTRATION

Prof. Mel G. Grinspan
Assoc. Prof. Rebecca S. Legge
Asst. Prof. Robert Wallace

ECONOMICS

Assoc. Prof. Wasfy B. Iskander, Chmn.
Assoc. Prof. Marshall McMahon
Assoc. Prof. Charles Orvis
(leave of absence, terms I, II, III)
Part-time: Susan S. Bies

EDUCATION

Assoc. Prof. Helen N. Hall, Chmn.
Asst. Prof. Dethana E. Morris

ENGLISH

Prof. Yerger H. Clifton
(sabbatical, term III)
Prof. Robert M. Cooper

1979-80 Faculty, page 2

ENGLISH (con't)

Prof. William L. Daniels
(sabbatical, term I)
Prof. Jack D. Farris
Prof. James E. Roper, Chmn.
(sabbatical, terms II, III)
Assoc. Prof. James R. McQuiston
Assoc. Prof. Bernice W. White
Assoc. Prof. Richard C. Wood
Asst. Prof. Mary Ross Burkhardt
Part-time: Steven A. Katz

GEOLOGY

Part-time: Carol L. Ekstrom

HISTORY

Prof. Granville Davis
Prof. Franklin M. Wright
Prof. Douglas Hatfield
(sabbatical, terms II, III)
Assoc. Prof. James C. Lanier, Chmn.
Asst. Prof. George Apperson, Jr.

HUMANITIES (Interdisciplinary)

Prof. Robert G. Patterson

INTERNATIONAL STUDIES

Prof. David H. Likes, Chmn.
Assoc. Prof. John F. Copper
Visiting Prof. Gerard F. Yates
(term II)

LANGUAGES

ARABIC

Asst. Prof. Darlene R. May

CLASSICS

Prof. William T. Jolly, Chmn.

FRENCH

Prof. Emmett H. Anderson
Assoc. Prof. James M. Vest
Staff: Paulette LeWine
Conversational Asst.

GERMAN

Assoc. Prof. John Bruhwiler
Assoc. Prof. Horst Dinkelacker
(sabbatical, term III)

ITALIAN

Prof. Donald W. Tucker

RUSSIAN

Part-time: Constance Barrett

SPANISH

Prof. Gordon D. Southard
(sabbatical, term II)
Prof. Donald W. Tucker
Staff: Margarita Munden
Conversational Asst.

LANGUAGE CENTER

Prof. Donald W. Tucker, Director
Staff: Marjorie M. Stoner

MATHEMATICS

Prof. Marshall P. Jones, Chmn.
Prof. Angelo Margaris
Prof. William Nemitz
Prof. Jack U. Russell
Prof. Kenneth Williams
Assoc. Prof. Thomas Whaley
(sabbatical, terms I, II, III)

MUSIC

Prof. Charles L. Mosby, Chmn.
Assoc. Prof. John W. Wehlan
Asst. Prof. Diane M. Clark
Asst. Prof. Robert C. Eckert
Asst. Prof. David Ramsey
Asst. Prof. Tony Lee Garner
Part-time: Charlotte McLain
Wiley Tatum

PHILOSOPHY

Prof. William Larry Lacy, Chmn.
Prof. James W. Jobes
Assoc. Prof. Robert Llewellyn
(Associate Dean of the College)

1979-80 Faculty, page 3

PHYSICS

Prof. Jack H. Taylor
Assoc. Prof. Edward Barnhardt
Assoc. Prof. Frederic Stauffer, Chmn.
Assoc. Prof. John L. Streete

POLITICAL SCIENCE

Assoc. Prof. Wilmer A. Sweetser, Chmn.
Assoc. Prof. Rodney A. Grunes
Assoc. Prof. Michael P. Kirby
Part-time: To be named later

PSYCHOLOGY

Prof. James R. Morris
Prof. E. Llewellyn Queener
Prof. Herbert W. Smith
Assoc. Prof. Thomas Cloar, Chmn.
Asst. Prof. L. Charles Lemond
(See Computer Sciences)
Asst. Prof. Marsha Walton
Part-time: Allen O. Battle
Robert M. Parr

RELIGION

Prof. Richard A. Batey, Chmn.
Prof. Milton P. Brown, Jr.
Prof. Fred W. Neal
Prof. Carl Walters
Assoc. Prof. F. Michael McLain
Part-time: Rabbi James Wax
Visiting Prof. E. A. Russell
(term II)
(Prof. Ray M. Allen: See "Other
Persons Who Have Faculty Status")

BURROW LIBRARY

Lynne M. Blair, Director

OTHER PERSONS WHO HAVE FACULTY STATUS

Ray M. Allen, Professor of Bible
and Religion and Dean of
Admissions
James H. Daughdrill, Jr.
President
William R. Maybry, Instructor
in Physical Education and
Coach
John C. Turpin, Registrar
Ed White, Athletic Director

DEPARTMENTAL CHAIRPERSONS, 1979-80 Academic Session

<u>Department</u>	<u>Chairman</u>	<u>Office Number</u>
ANTHROPOLOGY	Jack R. Conrad	109 Clough Hall
ART	Lawrence K. Anthony	414 Clough Hall
BIOLOGY	Bob R. Jones	104 Math/Biology
CHEMISTRY	Richard Gilliom	411 Kennedy Hall
COMMUNICATION ARTS	*Betty Ruffin	8 Palmer Hall
ECONOMICS/BUSINESS ADMIN.	Wasfy Iskander	309 Palmer Hall
EDUCATION	Helen N. Hall	402 Clough Hall
ENGLISH	James Roper	319 Palmer Hall
FOREIGN LANGUAGES	W. Thomas Jolly	400 Clough Hall
ARABIC	Darlene R. May	415 Physics Tower
CLASSICS	W. Thomas Jolly	400 Clough Hall
FRENCH	Emmett H. Anderson	403 Clough Hall
GERMAN	Horst Dinkelacker	219 Stewart Hall
ITALIAN	Donald W. Tucker	401 Clough Hall
RUSSIAN	Constance Barrett	223 Stewart Hall
SPANISH	Gordon D. Southard	307 Palmer Hall
HISTORY	James C. Lanier	406 Clough Hall
INTERNATIONAL STUDIES	David H. Likes	3 Gym
MATHEMATICS	Marshall P. Jones	317 Math/Biology
MUSIC	Charles L. Mosby	105 Stewart Hall
PHILOSOPHY	W. Larry Lacy	405 Clough Hall
PHYSICS	Frederick R. Stauffer	523 Physics Tower
POLITICAL SCIENCE	Wilmer A. Sweetser	2 Harris Lodge
PSYCHOLOGY	F. Thomas Cloar	120 Clough Hall
RELIGION	Richard A. Batey	411 Clough Hall
FRESHMAN PROGRAM	Bernice W. White	310 Palmer Hall

*Term I--Administrative responsibilities shared by Professors Ray Hill
and Julia Haley

Southwestern names new faculty

Three new teachers have joined Southwestern At Memphis as full-time faculty members.

Professor Gary D. Hill has been named Assistant Professor of Sociology. Dr. Hill graduated with honors from Florida State University with a B.A. degree in sociology. He earned his M.A. and Ph.D. degrees in sociology from the University of Massachusetts.

Before coming to Southwestern, Dr. Hill served as an instructor at the University of Massachusetts and the Berkshire County House of Corrections. He was a visiting lecturer at Westfield State College in Massachusetts. Dr. Hill's research has focused on the areas of deviance, social psychology and criminology.

Dr. Rodney A. Grunes has accepted the position of Associate Professor in the Political Science Department. Dr. Grunes, formerly Assistant Professor of Political Science at Rutgers University, earned an A.B. degree in political science from Drew University in Madison, New Jersey, and M.A. and Ph.D. degrees from Duke University.

Professor Grunes, a member of Phi Beta Kappa, has received numerous scholarly awards, including research grants from Duke University, Rutgers University and Randolph-Macon Women's College. His teaching experience includes an assistant professorship at Randolph-Macon Woman's College and The Citadel. He also taught at Drew University and North Carolina State University.

Dr. Grunes has authored many articles with subjects ranging from obscenity laws to discrimination and reverse discrimination. His accomplishments in the public sector include the chairing of a panel for the Township of Livingston, New Jersey, and of a chapter of the American Civil Liberties Union.

The Psychology Department of Southwestern has gained an assistant professor in the person of Dr. Marsha Dawn Walton. Dr. Walton, a 1974 honors graduate from the University of North Carolina, comes to Southwestern with M.A. and Ph.D. degrees from the University of North Carolina where she specialized in developmental psychology.

Dr. Walton taught at the University of North Carolina from 1974-1977. She has done extensive research in the area of child development for the U.S. Public Health Service, the Child Development Institute and the Frank Porter Graham Child Development Center. She was a consultant on recreational development for the Lennox Baker Cerebral and Crippled Children's Hospital.

Returning to the college on a full-time basis is Professor Robert H. Wallace, Jr. He has been named an Assistant Professor in the Business Administration and Economics Department where he began teaching finance and economics last fall. A consultant for Union Planters National Bank, Wallace holds B.S. and M.S. degrees from Arizona State University and an M.S. degree from Memphis State.

Wallace, a Certified Public Accountant, has past financial experience as a securities analyst and Vice President for Morgan, Keegan and Company in Memphis and as a financial officer for Union Planters National Bank.

SUMMARY OF CONTINUING EDUCATION
ACTIVITIES - FALL

<u>PROGRAM</u>	<u>FALL 78</u>	<u>FALL 79</u>	<u>% CHANGE</u>
Non credit short courses			
a. courses	17	29	+65%
b. enrollments	246	348	+41%
Institute for Executive Leadership			
enrollment	9	14	+56%
Career Options for Women	13	17	+31%
<u>Total Enrollment in Regular Programs</u>	268	379	+41%
Special Programs - Fall 1979 enrollment			
Focus Memphis		80	
PCUS Higher Education Conference		120	
State Coordinating Committee for Tennessee ELDERHOSTEL		6	
Total Special Programs		206	
TOTAL CONTINUING EDUCATION ENROLLMENT AS OF 10/15/79		585	

PROJECTED OR PLANNED CONTINUING EDUCATION ACTIVITIES FOR THE REMAINDER
OF THE 1979-80 FISCAL YEAR

1. The Memphis Conference - a two day residential leadership conference funded by the Memphis Rotary and citizens of Memphis (November - approximately 100 participants.)
2. Reelfoot Weekend - the first of a series of special retreat weekends for alumni and friends (January, 36 participants).
3. Winter/Spring non-credit short courses (March - May, 300 enrollments).
4. Seidman Town Hall Lecture Series (February, March, April, 300 - 500 attendees)
5. Family weekend for Presbyterian ministers in North Mississippi (February, 50 - 60 participants).
6. ELDERHOSTEL 1980 - our residential non-credit program for people over 60 years old (June - 40 participants).

MEMPHIS CONFERENCE: THE NEXT STEP

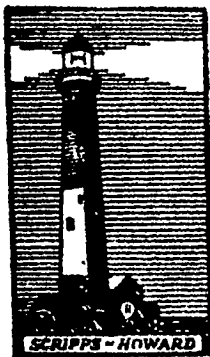
The Memphis Conference was initiated last November to provide the leaders and citizens of Memphis with the opportunity to examine their individual commitments in relation to their public responsibility for their city. Participants have been encouraged to think and talk about civic issues in new ways and were introduced to a process which emphasizes reflection as a preface to action. We have shared our concerns and probed our problems, attempting to understand their causes and the nature of our conflicts. A number of us have worked long hours at understanding the sources of racial conflict and have begun to build a sense of trust within our group.

The Memphis Conference as a whole will reassemble next month adding to its membership other citizens and leaders — both established and emerging — who share our concerns and are willing to spend the time necessary to construct a new civic consensus in our city. We recognize that under our democratic system we must work in a tension between unity and dissent, majority rule and minority rights, but it is necessary to develop some underlying consensus about common direction.

This consensus can only grow out of a continuing dialogue between persons who are willing to express their own views openly and to listen to and try to understand those who hold differing opinions. The process used by the Memphis Conference is designed to facilitate such a dialogue. The purpose of the Memphis Conference is to create and strengthen the bonds of community between Memphians of different backgrounds with diverse interests but who share a common concern for the future of the city.

What we propose is to develop images of the Memphis we would like to live in — to generate alternative desirable futures to which citizens and leaders can commit themselves — and to determine what actions we can take in the present to bring about these futures. There is concern about the image of Memphis — both the image we have of ourselves and the view others have of us. What is the image we want for the city? Where do we want to go and how do we get there? These are the questions which the Memphis Conference will address in the coming months.

The Memphis Conference procedures are based on the proposition that persons can impact on the future, can make it more — rather than less — amenable to their intentions, and can bring about new states of affairs which constitute their own ideas of what is a desirable future. Institutions, individuals, and industries have contributed funds for the venture. The Urban Policy Institute at Southwestern serves as coordinator.



Memphis Press-Scimitar

A Scripps-Howard Newspaper

MILTON R. BRITTEN
Editor

JOSEPH R. WILLIAMS
Business Manager

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Wednesday, Nov. 22, 1978

Give Light and the People Will Find Their Own Way

Putting It All Together

The 100-plus Memphians who spent Sunday and Monday at Holiday Inn University near Olive Branch, Miss., did not go there for a weekend lark.

True, there were goodwill and fellowship in abundance, but what drew these citizens together was an earnest desire to examine the problems facing Memphis, to get them in focus and to set the stage for possible solutions.

The meeting was held under the auspices of the Memphis Rotary Club and from every point of view, it was an outstanding success, primarily because it was an across-the-board representation of the Memphis citizenship — businessmen and labor leaders, legislators, clergymen, school people, journalists, black citizens, professional people, government officials.

Any time a group of such diversity comes together in substantial numbers you can rest assured that there exists a body of deep concern for the common welfare.

A similar meeting was undertaken in New Orleans just a few weeks ago, but few citizens attended.

So New Orleans has one problem not present in Memphis. New Orleans citizens are fully aware of their city's shortcomings, but not enough of those citizens were willing to meet together to join in proposing solutions.

In Memphis, the picture is different. Memphians have shown a willingness to meet together, to discuss, to listen, to suggest, to resolve their differences.

This year, we have had a relapse in the processes of cooperative citizenship and we suffered the consequences when policemen and firemen, and then school teachers, left their jobs in strike actions.

Perhaps it was a desire to re-establish lines of communication between differing factions that prompted many citizens to attend the weekend gathering.

Memphis is a city of tremendous potential. We are a city of friendly people. But we need to develop a common spirit that will turn problems into challenges.

Most citizens have their own lists of community problems, but in the eyes of the weekend assemblage these are among the concerns worthy of community attention:

- Too many public school students are not prepared for jobs after graduation.
- A lack of support for the public schools.
- A failure of formal and informal leadership that includes a "defeatist" attitude and results in an inability to solve local problems.
- Racial polarization.
- A negative community image and a massive "inferiority complex" among Memphians.
- A crime situation that forces Memphians to lock themselves in their homes out of fear and leads to economic stagnation and less of needed jobs.
- A lack of economic development that could produce jobs and an inability of the private and public sectors to bring about needed growth.

Solutions to these and other problems will not come easy, but the encouraging development arising from the meeting of concerned citizens was the announced determination to meet again — perhaps next month — to carry on in the effort to get it all together for the sake of Memphis.

NEW DIRECTIONS FOR CONTINUING EDUCATION

1. Development of a profitable residential conference program for Summer term
2. Expansion of special continuing education activities for alumni.
3. Joint grant proposal with the University of Tennessee Medical School to fund a three year program on "The Challenges of Aging."
4. Investigation of possible approaches to continuing education for college credit at Southwestern.
5. Expansion of programs for ministers, women, executives, and older citizens.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - OCTOBER 18, 1979

The Building and Grounds Committee of the Board of Trustees met on October 18, 1979 in the Frances Falls Austin Building at 3:00 p.m. Members present were Edgar Bailey, Margaret Hyde, Jack H. Taylor, Yerger Clifton, Jill Johnson and Lys Anderson. Ex officio members present were Thomas R. Kepple Jr. and Roy Twaddle, Jr. The meeting began with a tour of the new Frances Falls Austin Building and informal discussion of the facilities. The committee met in the conference room with Chairman Edgar Bailey expressing his pleasure in having the student and faculty representatives present. He asked Mr. Twaddle for an estimate of the completion of the building, and Mr. Twaddle replied a month at the outside. In response to a question about the exterior of the shop, Mr. Twaddle said sheeting similar to that used on the loading dock will be used to cover the south and east of the building. This will be done as time permits by our regular maintenance staff. Miss Margaret Hyde and Chairman Bailey expressed pleasure with the Austin Building. Dr. Jack Taylor expressed concern with the old shop's appearance, feeling it needed stone to fit in properly. Both Margaret Hyde and Yerger Clifton hoped that perhaps the old shop could be replaced with a new structure in the future. Dr. Clifton noted that the more that was done to preserve the shop, the less likely that it would be replaced.

Mr. Kepple reported on Frazier Jelke referring the committee to last spring's meeting concerning resurfacing the deck. After asking Mr. Walk Jones' opinion before the meeting of both the company and the procedure outlined last spring, Mr. Jones recommended that no consultant was necessary. Several questions followed and although the new surface will not solve all the problems, for example not all leaks will be stopped, it seems to be the best solution. It would have the appearance similar to that of a tennis court in any color or colors we desire and would be applied directly to the prepared existing surface. The surface will have to be maintained including being painted approximately every 7 to 10 years. The cost will probably be more than \$200,000 and less than \$250,000 and will cover approximately 50,000 square feet. Mr. Bailey asked Mr. Kepple to proceed and have cost estimates for the committee the next time it meets.

Mr. Kepple distributed copies of the progress made on making the campus accessible to handicapped individuals.

PROJECTS	FY 79	FY 80	FUTURE
Sidewalk Curb Cut	*Palmer	*Burrow Refectory	Mallory Gym
	*Library	*Moore Moore Infirmary	Student Center
	*New Dorm	*Bellingrath	
	Glassell	*Ellett	
	Student Center	*Austin	
	*Townsend		
	*Frazier Jelke		
*Clough			

*completed as of October 1979

Bldngs. and Grnds. 10-18-79

PROJECTS	FY 79	FY 80	FUTURE
Grade Level Entrance	*Clough	*Palmer Frazier Jelke *Burrow Library New Dorm *Burrow Refectory *Moore Moore Infirmary *Bellingrath *Ellett *Austin	Student Center Mallory Gym Glassell
Elevator			Mallory Gym Burrow Library
Restrooms		*Austin *Bellingrath Palmer Frazier Jelke-Biology *Ellett *Glassell	Townsend Clough Math Kennedy Physics Burrow Library Infirmary Refectory New Dorm

Mr. Bailey asked how many students currently on campus are considered handicapped. Mr. Kepple said two, one with a hearing problem and one with difficulty in walking. In 1977 a campus wide committee was formed to address the problem of the physical access to the campus for handicapped individuals. After several months of measuring doors, checking bathrooms and discussing options, the committee developed a transition plan to comply with section 504 - nondiscrimination on the basis of handicap. This plan has been implemented over the last two years as resources have become available.

Most noticeable are the curb cuts, ramps to Palmer/Halliburton, Infirmary, Refectory, Bellingrath/Ellett, Austin, bathroom changes and door changes in Bellingrath/Ellett.

The next major project is to build a major ramp to the surface of Frazier Jelke providing access to both Kennedy and Frazier Jelke and to modify the bathrooms in the academic buildings. It is Mr. Kepple's opinion that Southwestern is complying with the regulations in a manner which is doing it at the least cost possible. There are some difficult buildings to modify in the future including the Gym and Student Center. Ms. Jill Johnson asked if the ramp to Frazier Jelke would also provide access to the Student Center. Mr. Kepple answered no.

Next was a discussion of architectural consistency of the campus for future buildings. Mr. Bailey then brought up the appointment of the Buildings and Grounds Committee by the full Board to investigate the subject of continuing

the architectural consistency of the campus. The question was originally raised by the Buildings and Grounds Committee last spring when the cost of the Austin Building and the estimates for the performing arts building were reviewed. Dr. Rhodes and others voiced strong sentiments for the continuation of architectural consistency. Ms. Anderson and Ms. Johnson expressed confidence that, if put to a vote, the student body would overwhelmingly recommend that we stay with our current style. After more discussion, Mr. Bailey asked Mr. Kepple to distribute to the entire committee the letter Dr. Rhodes gave him supporting the stone structures and to talk with Mr. Jones about possible alternatives or options in the construction of the performing arts building.

Mr. Kepple reported on the Residence Hall Renovation noting that everyone was in; however, some of the air conditioning units are not operating properly, some flooring needs adjusting and several other details need completion. He replied to Mr. Bailey's question that they were 94% finished. Mr. Bailey also asked if they were completed within budget and Mr. Kepple replied yes, except for possible legal expense due to the death of Anne Marie Williford.

Mr. Bailey asked if there were any other business. Dr. Taylor mentioned some safety concerns including the driveway in front of the Austin Building, railings for the football press box and railings for the new dormitory heating and air conditioning room. He also expressed his appreciation for the fine job that Mr. Twaddle and his crew and Mr. Kepple did this summer. Dr. Rhodes seconded his comments. Mr. Kepple mentioned that the purchase of the Zeta Tau Alpha house was close and that a report would probably be ready for the next meeting. He also mentioned a grant of \$20,000 for an experimental greenhouse if the departments concerned can come up with the matching funds. He also noted the noiseless doors in Clough 200 and the new Clough entrance doors.

The meeting adjourned with an invitation to tour the newly renovated dorms.

REPORT OF THE COMMITTEE ON DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT -
October 18, 1979

Chairman Charles Cobb called the meeting to order and asked Miss Mary Mooney, Director of The Southwestern Fund to give a report on last year's fund results and plans for the 1979-80 campaign.

The 1978-79 Southwestern Fund brought in \$582,414 in unrestricted gifts, which represents an increase of 7.3% over the previous year. This figure is valid for receipts and does not include unpaid pledges.

Miss Mooney announced the leaders for the 1979-80 campaign:

Max B. Ostner, Sr., Chairman - Southwestern Fund
L. Palmer Brown, Trustee Division
Granville D. Davis, Campus Division
Robert L. Booth, Jr., Parents Division
Walter B. Howell, Jr., Alumni Division
Giles Coors, Memphis Community Division

Director of Development Don Lineback indicated that only money in hand will be reported in the Southwestern Fund totals beginning this year. He also reported that the Southwestern Fund will be accepting gifts by bank cards on a trial basis this year, upon the approval of the Finance Committee of the Board.

The goal for the Southwestern Fund this year is \$638,000 in receipts, representing a 9% increase.

Mr. Winton Smith, Legal Counsel for Development, reported new provisions for Southwestern totaling \$1.3 million during the 1978-79 fiscal year.

Receipts from estate gifts during the same period totalled \$696,260 and another \$125,439 in irrevocable life income plans.

As Director of Church Relations, Mr. Smith reported that the Synod of Red River's Round Table defeated a resolution to re-evaluate Southwestern's continuance as a Synod of Red River institution. He recommended and the committee adopted the following resolution:

The Board of Trustees of Southwestern At Memphis hereby expresses its sincere appreciation to the Round Table of the Synod of Red River for its steadfast support of Southwestern's relationship with the Synod of Red River.

Southwestern's relationship with the Synod of Red River is important and we deeply appreciate its endorsement of our continuing relationship.

Mr. Ron Yarbrough, Dean of College Resources, reported that the Corporate Gifts phase of the Capital Campaign, headed by Miss Margaret Hyde, is beginning this fall with the help of other Trustees, friends, and staff.

Mr. Yarbrough also suggested that the President's Council be expanded to include non-Memphians, and a motion to that effect was passed unanimously.

REPORT OF THE FINANCE COMMITTEE - October 18, 1979

The meeting of the Finance Committee of the Board convened at 2:50 PM in the Directors room of Palmer Hall. Members present were: Mr. Palmer Brown, Mr. William Rudner, Mr. Robert H. Seal, Mr. John Whitsitt, Dr. David Jeter, Dr. Bernice White, Ms. Karen Hammer, Mr. Wayne Holley, Mr. Merrill Wise, Mr. Robert Mason and Ms. Maxine Raines. Present by invitation was Mr. Bill Drummond of Ernst & Whinney.

Chairman Palmer Brown outlined the responsibilities of the Finance Committee, stressing that the purpose of the committee is to keep the college on a steady financial course.

Mr. Bill Drummond of Ernst & Whinney distributed Southwestern's audited financial statement for the year ending June 30, 1979. Mr. Mason reported that by applying the tuition short fall reserve of \$175,000, the current unrestricted fund balance deficit of \$481,525 is completely paid off, leaving a positive balance of \$25,100.

The Executive Committee of the Board had previously approved the establishment of an unallocated reserve of \$290,000 of which the \$175,000 for tuition short fall reserve was a part. The Finance Committee considered the allocation of this reserve and moved to recommend to the Board of Trustees that \$175,000 be used to pay off the fund deficit.

A motion was then passed to recommend to the Board that the remaining \$115,000 of the unallocated reserve be used for cabinet discretionary funds \$65,000; marketing campaign \$25,000; and \$25,000 for computer disc purchase.

Mason noted that the excess of income over expenditures this past year was partly due to the fact that the amount of interest income from certificates of deposit greatly exceeded the budget estimate. Mr. Palmer Brown expressed the urgency of maintaining the current level of the Annual Support Program.

Mr. Mason reported on the current financial status of the college. Income received as of September 30, 1979 was 35.5% of the budget amount as compared to 35.6% on September 30, 1978. The excess of income over expenditures as of September 30, 1979 was \$1,363,000.

The question as to responsibility of the Finance Committee regarding Capital Funds was raised at the April 1979 meeting of the Board. After study by President Daughdrill, it was determined that according to the by-laws, the Finance Committee of the Board should recommend to the full Board the Capital Funds expense budget, to be paid from unrestricted capital funds gifts, and should report collections and disposition of funds under the Capital Campaign.

Chairman Palmer Brown requested that the committee be given a report of the overall goals of the Capital Fund Campaign and expenditures toward each at the next meeting of the committee.

The committee moved and passed a motion to recommend to the Board approval of the Capital Funds Report (attachment A) and 1979-80 expenses related to the capital funds campaign (attachment B).

The Executive Committee requested the Finance Committee to approve the financial aspects of an employment agreement between the College and James H. Daughdrill, Jr. After discussion a motion was made, seconded and passed to approve available funding for this contract.

Report of the Finance Committee - October 18, 1979 - Continued

A motion was made and passed to recommend to the Board the extension of employment past mandatory retirement age for Mr. Frank Faux and Ms. Hazel Bihm to June 30, 1980. It was suggested due to the retirement age being raised from 65 to 70 that the College look closer at future requests for extensions.

A motion was made, seconded and passed to request the Board to clarify whether the College can use more than \$50,000 from Endowment funds per year for the Guaranteed Student Loan program assuming that the previous year's allocation was not completely used.

The committee felt that the College should consider the possibility of selling the loans they now hold.

Mr. William Rudner reported to the committee on the College's managed endowment fund. As of June 30, 1979 the market value of the fund was \$9,557,000. The portfolio is divided into 58.5% equities, 29.3% bonds and 12.2% cash and equivalents. The rate of return as of June 30, 1979 was 12.2%.

A resolution dealing with the authority to assign and transfer College property was presented for consideration. After a discussion it was decided not to approve this resolution until further clarification was made.

The committee next considered a request from President Daughdrill to open a savings account at Commerce Union Bank of Memphis to serve as a depository for gifts to the 1979-80 Southwestern Fund through Mastercharge and Visa bank cards, with the understanding that this service will be provided free of charge. The committee approved this request in principal but suggested an inquiry to other banks the college already has accounts with to see if they would provide the same service without charge. A motion was made, seconded and passed to recommend to the Board an appropriate Bank Resolution (attachment C) for a new account at Commerce Union Bank.

There being no further business the committee adjourned at 4:55 PM.

Attachment - A

SOUTHWESTERN AT MEMPHIS - CAPITAL FUNDS CAMPAIGN REPORT* as of 9/30/79

I. Amount Received:

A. Unrestricted

1. Added to General Endowment		\$	-0-
2. Held in Unrestricted Account (earning interest)			345,526.53
3. Used to Pay			
a. Campaign expenses	\$	187,851.51	
b. Computer and computer room expenses		262,058.39	
c. Reduce fund balance deficit		294,260.00	
d. Architects/engineers for dorm renovation		29,000.00	
e. Renovation of Palmer, Jelke, Stewart		49,000.00	
f. Replace boiler in Neely		12,600.00	
g. Tennis court renovation		17,735.40	
h. Dorm renovation		180,756.00	
i. President's home		8,800.00	

Subtotal Unrestricted

\$1,042,061.30\$1,387,587.83

B. Restricted

1. Added to Endowment			
a. General Endowment	\$	36,572.74	
b. Scholarships		719,432.33	
c. Professorships		152,450.00	\$ 908,455.07
2. Held in Restricted Accounts (earning interest)			
a. Performing Arts Center	\$	146,575.49	
b. Visiting artists program		54,346.90	
c. Swimming pool		662.72	
d. Renovation of dorm social rooms		693.98	
e. Diehl Memorial Plant renewal		1,034.98	
f. Frances Falls Austin Building		81,010.96	
g. Faculty development		161,046.56	
h. National Endowment of Humanities Challenge Gift		119,819.27	
i. Scholarships		1,200.00	566,390.86
3. Used to Pay			
a. Performing Arts Center	\$	68,429.51	
b. Visiting artists program		5,653.10	
c. Swimming pool		120,737.28	
d. Renovation of dorm social rooms		9,306.02	
e. Diehl Memorial Plant renewal		1,228.02	
f. Frances Falls Austin Building		66,746.77	
g. Faculty Development		13,953.44	
h. Dormitory furniture and renovation		37,741.44	

Subtotal Restricted

323,795.58\$1,798,641.51

II. Other Assets Received:

A. Unrestricted

1. Property received and held			257,034.50
			<u>\$3,443,263.84</u>

TOTAL RECEIVED

III. Amount Pledged and Planned but Unpaid

A. Unrestricted

\$3,120,860.42

B. Restricted for

Nat'l Endowment Humanities	9,500.00
Endowed Scholarships	756,975.29
Endowed Professorships	70,898.48
Performing Arts Center	85,000.00
Visiting Artists Program	140,000.00

TOTAL NOT RECEIVED

\$4,183,234.19

GRAND TOTAL

\$7,626,498.03

*Includes gifts and pledges from beginning of Initial Gifts phase, July 1, 1975.

Attachment - B

The Finance Committee recommends to the Board the following budget for expenses related to the Capital Funds campaign:

Salaries (two employees)	\$21,640
Fringe benefits	4,328
Consultants' fees	1,000
Consultants' expenses	300
Southwestern expenses (printing, travel, entertainment, office expenses)	<u>5,500</u>
	<u>\$32,768</u>

It is also recommended that real estate taxes and legal fees related to Capital Funds gifts be paid from unrestricted capital gifts income.

Attachment-C

BANK RESOLUTION:

BE IT RESOLVED that Commerce Union Bank, Memphis, Tennessee, be hereby designated as a depository of this corporation, and that an account in said bank, in the name of, for and on behalf of this corporation be established.

Current Savings 03-730-147-6

AND BE IT FURTHER RESOLVED, that delivery to Commerce Union Bank, Memphis, Tennessee of funds, checks, drafts or other property, with or without endorsement, and, if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by the following any two signatures:

Chairman of the Board
President
Vice President and Dean of the College
Dean of College Resources
Secretary of the Board
Treasurer of the Board
Director of Finance

and the bank shall be under no obligation to see or make inquiry as to the application of funds so withdrawn, even though such withdrawal order may be payable to the agent of the company executing same, and the funds be withdrawn for his individual use or credit.

MINUTES OF STUDENTS AND CAMPUS LIFE COMMITTEE
WHITE HALL SOCIAL ROOM - October 18, 1979

Those present were:

Trustees Paul Tudor Jones, Chairman, Henri P. Watson, Jr., Spence L. Wilson; Professor Richard A. Batey; students Mary Anderson, Steve Anderson, Graves Hearnberger, guests Holmes Marchman, Dabney Gillespie, Gail McKnight, James Brannon, Ann Chamberlain, Terry Regan, John Ratliff, Dr. Bernice White; ex officio member C.V. Scarborough.

New members were introduced.

Steve Anderson, President of the Student Government Association, discussed current student interests. He presented proposals from the student, faculty, administration retreat in September. These proposals were presented for the committee's endorsement:

- (1) "Wonderful Thursday" - This would be a day for students, faculty, administration, and board to get to know and understand one another better.
- (2) More frequent visits by trustees to the campus.
- (3) Frequent luncheons on campus with trustees, students, and faculty invited.

The committee enthusiastically endorsed these proposals.

Graves Hearnberger discussed briefly students' concern about our recent problems and what he believed to be an increasing lack of diversity in the student body.

Professor Batey discussed the increased diversity in his freshman group. More discussion followed, which indicated there was no general agreement on this point. Perhaps this discussion was a testimony to the diversity of the college.

Holmes Marchman and Gail McKnight gave their impressions of the Class of '83. Diverse, outspoken, and good students were described. They ranged from earthy organic Yankees and preppies to a chewer delighting in the reading of Plato and Socrates. There was concern about lower SAT scores.

James Brannon, R.A. from Robb Hall, and Ann Chamberlain, Director of Women's Residence Halls, discussed the treatment of the "Robb Common Refugees". The "Refugees" were the sixty-eight students displaced by the Robb Common renovation project. Preparation and cooperation were stressed as means used to handle this problem extremely well. The cooperation and spirit of students involved was praised.

John Ratliff and Terry Regan discussed the Administrative Internship Program. John is working in the Athletic Department assisting the Director of Athletics. Terry is working in the Dean of Students Office particularly in the areas of student social activities and the Student Center.

At the request of Mr. Wilson there was discussion of actions of the Community Life Committee concerning the compliance of fraternities and sororities to the anti-discrimination policies of the college. It was pointed out that these organizations were being asked to report every year rather than every three years. No other changes in this reporting had been discussed. It was also noted that the committee had discussed the timing of rush and committee members' concern for students who received no opportunity to join any group. However, no action was taken by the C.L.C.

Steve Anderson presented a student petition of 567 names requesting that New Dorm be named for Anne Marie Williford. Dr. White presented a similar resolution from the faculty. The committee unanimously passed a resolution calling for the naming of New Dorm for Anne Marie Williford.

Mr. Watson and Dr. Jones moved that all student members of all Board Committees be granted voting rights in their committees. Passed unanimously.

Meeting adjourned.

B. SNOWDEN BOYLE

RESOLVED: The Board of Trustees of Southwestern At Memphis expresses its sincere appreciation to B. Snowden Boyle for his many years of service as a member and chairman of its Investment Committee.

His farsightedness, dedication, and wise judgment have helped the college through difficult times. And we are grateful for his continued interest in the college.

RESOLVED FURTHER: That a copy of this resolution be spread upon the official minutes of the Board of Trustees and that a copy be transmitted to him that we may extend to him our very best wishes in the coming years.


Secretary of the Board

October 18, 1979

October 10, 1979

TO: Board Directions and Leadership Committee

FROM: James H. Daughdrill, Jr.

I recommend Board approval.

October 1, 1979

TO: Southwestern Faculty, Staff, Student Leaders and Trustees

FROM: James H. Daughdrill, Jr. *J.D. Jr.*

COPY.

As I have reported to the faculty, to the Alumni Council and to the Executive Committee of the Board of Trustees, the Administrative Cabinet and I will launch a restructured administrative organization. This restructuring was suggested by the Visiting Team from the Southern Association of Colleges and Schools and has been considered at length by the cabinet during the summer months.

Many different models, alternatives, titles, and relationships have been discussed.

What is needed is a cabinet that is small, one that can meet quickly and frequently, and one that focuses on the major areas of the college.

The new organization calls for a cabinet of four people and myself. The first of these four will be the Vice President and Dean of the College who is the chief academic officer. As the only Vice President, the Dean will be clearly identified as the number two officer of the college. The other three areas will be headed by persons with the title of Dean. These areas include Student Affairs; Enrollment (a combination of Admissions, Financial Aid, Institutional Advancement, Publications, etc., in an all new combined effort to support recruitment and enrollment); and College Resources (which includes Development, Capital Funds and the overall operation of the Physical Plant).

I am attaching a chart with more detailed information. The current Administrative Cabinet and I, and in fact most everyone that I have talked to, feel that this new organization is an improvement in our administrative structure and in our ability to serve Southwestern.

VICE PRESIDENT AND DEAN OF THE COLLEGE

Academic Planning
Academic Program
Computer Center
Continuing Education
Curriculum

Faculty Personnel Administration
Grant Proposals
Library
Office of Registrar
Student Advising
WLYX-FM

DEAN OF STUDENTS

Athletics
Career Counseling
Chaplain
Counseling Service

Infirmary
Student Center
Student Life
Student Organizations
Student Retention

DEAN OF ENROLLMENT

Admissions/Financial Aid
Alumni Affairs
Archivists
Audio Visuals
Government Relations:
 State and Federal

News Services
 Southwestern TODAY
Publications
Public Relations
Special Events
Student Recruiting

DEAN OF COLLEGE RESOURCES

Annual Fund
Bookstore
Campus Mail
Capital Funds
College-Church Relations
Food Service
Foundation Grants
Government Relations:
 City and County

Housekeeping
Insurance
Legal Counsel for Giving
Maintenance
Physical Plant and College Property
Purchasing
Security

DEGREES CONFERRED ON JUNE 2, 1979

BACHELOR OF ARTS

*William Blair Allen, Jr.	Memphis, Tennessee	Economics and Business Administration
*#Sara Witsell Anderson	Jackson, Mississippi	History & Philosophy
Joseph Rockney Badgett	Madisonville, Kentucky	Business Administration
Margaret Bane	Houston, Texas	Art
William David Bartholomew	Kingsport, Tennessee	Political Science
*Deborah Marie Baumann	Asheville, North Carolina	Business Administration
John William Benton III	Birmingham, Alabama	Biology
*Beverly Ann Berning	North Little Rock, Ark.	English
Elizabeth Leah Berryman	Jackson, Tennessee	English
Joseph Wilbert Blount	Montgomery, Alabama	History
@Anthony Blake Boulanger	Memphis, Tennessee	Biology
Nancy Lee Brock	North Little Rock, Ark.	English
Dena Carolyn Brooks	Memphis, Tennessee	Piano
Timothy Wayne Buckner	Germantown, Tennessee	Anthropology/Sociology
*#Brian Max Burkhardt	Dyersburg, Tennessee	German
Robert Edward Burnside	Lake Village, Arkansas	Economics
Michelle Burrows	Memphis, Tennessee	Political Science
Debra Louise Butler	Memphis, Tennessee	English
*#Catherine Diane Caldwell	Marianna, Arkansas	History
Laura Canon	Tunica, Mississippi	Religion
Karen Lee Cardin	Pulaski, Tennessee	Anthropology/Sociology- Psychology Bridge
Mark Alton Carroll	Memphis, Tennessee	Business Administration
Kathryn Ann Carver	Rome, Georgia	Art
*Michael Sherer Champlin	Memphis, Tennessee	English
Richard Scott Champlin	Memphis, Tennessee	History
John Hughes Chandler, Jr.	Jackson, Tennessee	Communication Arts
Sally Hummel Chumney	Memphis, Tennessee	History
*Li Li Chung	Taipei, Taiwan	Business Administration- International Studies Bridge
Ann Reuling Claudon	Canton, Illinois	English
Mary Frances Clevenger	Memphis, Tennessee	Economics & Business Administration
James Petersen Cobb	Brentwood, Tennessee	Political Science
*Daniel Herbert Cogswell	Decatur, Georgia	Psychology
Patricia Marie Coleman	Jackson, Mississippi	Religion
*#C. Charles Collie III	Little Rock, Arkansas	Business Administration
William McLane Coolidge III	Decatur, Georgia	Political Science
Jane Marie Elizabeth Curtis	Chattanooga, Tennessee	English
Louisa Rish Daughdrill	Memphis, Tennessee	Political Science
Ed Reynolds Davies, Jr.	Nashville, Tennessee	History
Marva Joyce Davis	Little Rock, Arkansas	Economics & Political Science
*Sandra Lucia Deeser	Jacksonville, Florida	Business Administration
@#John Thomas Deutsch	St. Louis, Missouri	Economics-Mathematics Bridge
James Robert Dobbins	Knoxville, Tennessee	Economics
Leslie Anne Doubleday	Little Rock, Arkansas	English
*Mary Ann Duffey	Tacoma, Washington	Economics
Michael Anthony Edwards	Jackson, Tennessee	Political Science
*Valerie Louise Elliott	Jackson, Mississippi	English
Joan Lorraine Ellis	Metairie, Louisiana	Psychology
*#Robert Everett England	Alamo, Tennessee	Mathematics

*Graduated with Distinction

#Phi Beta Kappa

@ in absentia

David Pinckney Enniss	Atlanta, Georgia	Anthropology/Sociology
*# Elaine Lenore Ensign	Chattanooga, Tennessee	Psychology
Joseph Michael Evangelisti	Memphis, Tennessee	Economics
Edward Kenneth Ferguson	New Orleans, Louisiana	History
Jim Harold Fink	North Little Rock, Ark.	Business Administration
Martha Inez Fitts	Jackson, Mississippi	Biology
Theodore Lawrence Fitzgerald, Jr.	Birmingham, Alabama	Business Administration
Peter Wallace Flexner	Memphis, Tennessee	Economics
Kathy Arlene Fourte	Little Rock, Arkansas	Anthropology/Sociology & Political Science
Roger Craig Fulton	Little Rock, Arkansas	Economics-Mathematics Bridge
Larry Marion Glasscock, Jr.	Cullman, Alabama	Business Administration
@Janice Rene Greer	Memphis, Tennessee	Anthropology/Sociology
*# Sharon Elise Hammer	Memphis, Tennessee	Political Science
Earle Tomlinson Harding	Columbia, South Carolina	Business Administration
* Cynthia Margaret Hastings	Memphis, Tennessee	International Studies
Don Haymes	Memphis, Tennessee	Religion
Valerie Hume Hayward	Memphis, Tennessee	Religion
*# Michael Charles Henkel	Lawrenceburg, Tennessee	Economics-Mathematics Bridge
*Janet Marie Henry	Birmingham, Alabama	Anthropology/Sociology
*Janet Ann Huddleston	Nashville, Tennessee	Anthropology/Sociology- Psychology Bridge
Willie T. Hulon	Memphis, Tennessee	Anthropology/Sociology
Joseph Hyrka	Memphis, Tennessee	Communication Arts & History
Sandra June Iskander	Memphis, Tennessee	International Studies
Robert Andrew Jackson III	Tyrone, Arkansas	Political Science
Helen Ann James	Shreveport, Louisiana	Psychology
*Vicki Ann James	North Little Rock, Ark.	Anthropology/Sociology
Mary Elizabeth Jernigan	Kingsport, Tennessee	English
Preston Jay Johnson	Chattanooga, Tennessee	Communication Arts & Psychol
Andrea Jane Jones	Charlotte, North Carolina	Foreign Languages
Gwen Elizabeth Jones	College Park, Georgia	Business Administration
William Ralph Jones III	Humboldt, Tennessee	Business Administration
Barbara Prine Keathley	Memphis, Tennessee	Art
William Bean Kennedy, Jr.	Atlanta, Georgia	Foreign Languages & International Studies
*# Mark Christian King	Jackson, Mississippi	Political Science
Angeline Cook Kinnaird	Louisville, Kentucky	Religion
Peggy Lee Kirk	Charleston, South Carolina	Psychology
James David Knecht	Olive Branch, Mississippi	Biology
Gregg Irwin Lansky	Memphis, Tennessee	Chemistry
Caroline McNeal Lavender	Birmingham, Alabama	Art
Laurie Ann Lawson	Nashville, Tennessee	English
Martha Elizabeth Lee	Pulaski, Tennessee	Mathematics-Political Scienc Bridge
Patricia Ann Lewandoski	Little Rock, Arkansas	Foreign Languages
John Burton Loebel	Menomonee Falls, Wisconsin	Communication Arts
Laurie McHenry Lynn	Little Rock, Arkansas	Economics
Martha Ruth McAfee	Memphis, Tennessee	Communication Arts
Carol Kay McCown	Orlando, Florida	Anthropology/Sociology
James Lloyd McDonald	Lexington, Kentucky	International Studies
*# Anne Douglas McKee	Shreveport, Louisiana	Religion
James Peter McLemore III	Jackson, Tennessee	Biology
*# Charles William Mathias, Jr.	Hamilton, Alabama	Religion
Cora Ellen Meadows	Atlanta, Georgia	French
Lucy Margaret Michael	Lake Village, Arkansas	Anthropology/Sociology- Psychology Bridge

*Graduated with Distinction

#Phi Beta Kappa

@in absentia

Nancy Leigh Miles	Malden, Missouri	Psychology
Gary Bruce Minor	Franklin, Tennessee	History
*Philip Edwin Mischke	Murray, Kentucky	English
Rebecca Rose Montgomery	Ridgewood, New Jersey	Economics
*#Jeannie Ruth Moore	Memphis, Tennessee	Psychology
Caroline Frances Morgan	Corinth, Mississippi	Political Science
Regina Carol Morrison	Tarpon Springs, Florida	Political Science
Thomas Francis Mullady IV	Chattanooga, Tennessee	Business Administration
Sarah L. Neale	Danville, Kentucky	Religion
Michael Gerard Nolan	Mobile, Alabama	International Studies
Kimberly Ann Oliver	Morrow, Georgia	Psychology
Susan Olsen	Cherry Hill, New Jersey	History
Janet Louise Olson	New Orleans, Louisiana	Business Administration
Paul Thomas Parrish	Franklin, Tennessee	Political Science
Samuel Goodman Patterson	Knoxville, Tennessee	Anthropology/Sociology
Carol Riggs Phillips	Memphis, Tennessee	Anthropology/Sociology
Taylor Cy Phillips	Atlanta, Georgia	Philosophy
@Savilla Marie Porter	Forrest City, Arkansas	Anthropology/Sociology
James Kent Pylant	Pulaski, Tennessee	Political Science
Lady Elizabeth Ray	Houston, Texas	Classics
*#James Foster Reding	Saint Cloud, Florida	Religion
Deck Pasley Reeks	Ashland City, Tennessee	Political Science
Charles Edward Reeves III	Memphis, Tennessee	Political Science
Terrance Joseph Regan	Germantown, Tennessee	Political Science
Ralph Michael Robison	Memphis, Tennessee	Political Science
Ann Darrington Russell	Signal Mountain, Tennessee	Anthropology/Sociology- Psychology Bridge
Cynthia Edith Said	Dallas, Texas	International Studies
Rebecca Harris Saunders	Birmingham, Alabama	English
Diana Wallace Scarbrough	Montgomery, Alabama	Religion
Blair Keith Seymour	Madison, Tennessee	Piano
Janet Elisa Shaffer	Memphis, Tennessee	Foreign Languages
Donald Richardson Simmons	Pine Bluff, Arkansas	Business Administration
Gail Robin Skillern	Stone Mountain, Georgia	Art
*#Alice Jackson Smith	Decatur, Georgia	English
Craig Robert Solomon	Miami Beach, Florida	Anthropology/Sociology- Psychology Bridge
Penelope Warren Spiegelman	Memphis, Tennessee	Political Science
Bruce William Stevens	Signal Mountain, Tennessee	Business Administration
Jane Louise Stewart	Dallas, Texas	Religion
John Timothy Strain	Memphis, Tennessee	Foreign Languages
Deborah Ann Strock	Memphis, Tennessee	Psychology
*Steven Thomas Sweat	Savannah, Georgia	History
*Bryan Wilson Taylor II	Dallas, Texas	Economics
James Thomas Taylor	Memphis, Tennessee	Anthropology/Sociology
Robert Mark Taylor	Memphis, Tennessee	Economics and Business Administration
Cynthia Lynn Thompson	Little Rock, Arkansas	Anthropology/Sociology
John Dyer Trimble	El Dorado, Arkansas	Economics
Patricia Kelli Walker	Ripley, Tennessee	Religion
Marian Elizabeth Ward	Fort Worth, Texas	Biology
Meredith Ladd Watson	Memphis, Tennessee	Art
*Mary Ann Weber	Aiken, South Carolina	English
Sarah Ann Wharton	Brewton, Alabama	History
*Thomas Edward Wheatley	Jacksonville, Florida	English
Ward Taylor Wilson	Lexington, Kentucky	Business Administration- International Studies Bridge
Leslie Carol Woods	Signal Mountain, Tennessee	Psychology
John Dean Worden	Chamblee, Georgia	Philosophy

*Graduated with Distinction

#Phi Beta Kappa

@in absentia

BACHELOR OF SCIENCE

Anthony Keith Adams	Corinth, Mississippi	Chemistry
Arden Davis Barnette, Jr.	Memphis, Tennessee	Biology
*#Richard Edgar Batey	Memphis, Tennessee	Psychobiology
Richard Alfred Benoit, Jr.	Tullahoma, Tennessee	Biology
Paul John Caldwell	Odessa, Texas	Physics
* Charles Leslie Carter	Blytheville, Arkansas	Chemistry
Myron James Cash	Memphis, Tennessee	Biology
David Franklin Cogdell	Little Rock, Arkansas	Chemistry
Carolyn Moffett Crenshaw	Shreveport, Louisiana	Biology
Ruth Ann Deufel	Chesterfield, Missouri	Biology
Purnima Dixit	Memphis, Tennessee	Chemistry
John Henry Fairbanks, Jr.	Vidalia, Louisiana	Psychobiology
Mark Lawrence Hammond	Jackson, Tennessee	Biology
@ Robert Davis Haynie	Shreveport, Louisiana	Biology
Shelley Read Heard	Savannah, Georgia	Biology
Lawrence Allan Higginbotham	Memphis, Tennessee	Biology
William Scott Jarriel	Houston, Texas	Biology
* William Gerald Jones	El Dorado, Arkansas	Biology
* Timothy Gerald Kelly	Birmingham, Alabama	Chemistry-Psychology Bridge
Patricia Lynn Kittle	Decatur, Georgia	Biology
Lee Wilkes McCallum	Henderson, Tennessee	Biology
*#Carol Jean Mitchell	Plantersville, Mississippi	Biology
*#Robert Alderman Murphy	Little Rock, Arkansas	Biology
Mary L. Palmer	Oak Ridge, Tennessee	Psychobiology
* Frank Ford Phillips	Memphis, Tennessee	Biology
@ Steven L. Posner	Memphis, Tennessee	Biology
Jaime Roberto Ronderos	Birmingham, Alabama	Biology
Joseph Frederick Ross	Memphis, Tennessee	Biology
Michael Andrew Shenk	Memphis, Tennessee	Biology
Dorothy Ellen Stammer	Birmingham, Alabama	Biology
Hal Thomas Stoneking	Prospect, Kentucky	Biology
*# Robert Layman Summitt, Jr.	Memphis, Tennessee	Biology
* Randolph Page Sumner	Rome, Georgia	Biology
*# Keith Shatteen Thompson	Charlotte, North Carolina	Biology
*# Michael Gavin Threlkeld	Memphis, Tennessee	Chemical Biology
Jerre Elaine Toulon	College Park, Georgia	Biology

BACHELOR OF MUSIC

*William Hayes Biggs	Helena, Arkansas	Music (Piano)
*Paula Kimberly Grant	Chattanooga, Tennessee	Music Education

*Graduated with Distinction
#Phi Beta Kappa
@in absentia

DEGREES CONFERRED ON AUGUST 31, 1979

BACHELOR OF ARTS

@Peter Fitzgerald Christian	New Orleans, Louisiana	Biology
Andrew Reese Falls	Wynne, Arkansas	Business Administration
Lanetta Sue Gann	Memphis, Tennessee	Psychology
Charles Edward Gross	Memphis, Tennessee	International Studies
Richard Russell Hogan	St. Louis, Missouri	Anthropology/ Sociology
Curtis Charles Hopper	Lewisburg, Tennessee	Biology
*#Timothy Garrott Logue	Little Rock, Arkansas	English
Deborah Maria Parker	Fountain, Florida	Psychology
Carol Ann Perry	Memphis, Tennessee	Biology
Robert Marshall Peterson	Xenia, Ohio	Psychology
Wayne Michael Posey	Russellville, Kentucky	Economics and Business Administration
@*#Lee Riley Powell	Little Rock, Arkansas	History
Flora Hunter Sights	Memphis, Tennessee	English

BACHELOR OF SCIENCE

Patricia Jane McMullen	Memphis, Tennessee	Biology
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*Graduated with Distinction
 #Phi Beta Kappa
 @in absentia

GRADUATED WITH HONORS

William Hayes Biggs	Music (Piano)
Paul John Caldwell	Physics
Charles Edward Gross	International Studies
Cynthia Margaret Hastings	International Studies
Timothy Gerald Kelly	Chemistry
Michael Gerard Nolan	International Studies
Randolph Page Sumner	Biology