

**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE**

January 12 and 13, 1987

1-87-1 The regular meeting of the Board of Trustees of Rhodes College was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus, at 1:15 P.M., Monday, January 12, 1987 pursuant to written notice. The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr. and was opened with prayer by Mr. Ray Tanner.

1-87-2 The roll was called by the Secretary, Mr. Dunbar Abston. Members present were:

**SYNOD OF THE MID-SOUTH**

Robert H. Buckman, '87  
Bruce E. Campbell, Jr., '88  
W. L. Davis, '87  
John Richard de Witt, '89  
R. Lee Jenkins, '89  
Frank E. Lankford, '88  
Frank M. Mitchener, Jr., '87  
Ray U. Tanner, '88

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**HONORARY TRUSTEES**

Mertie Buckman  
John M. McMillan  
Lorna Reimers  
Jeannette Spann

**LIFE TRUSTEES**

Palmer Brown  
Margaret R. Hyde

**ELECTED BY TRUSTEES**

Dunbar Abston, '87  
Jack A. Belz, '87  
Neville F. Bryan, '88  
Kenneth F. Clark, Jr., '89  
Robert F. Fogelman, '89  
Nancy H. Fulmer, '88  
Michael McDonnell, '87  
W. Neely Mallory, '87  
Harry J. Phillips, Sr., '89  
Ronald Terry, '89  
James A. Thomas III, '88  
John M. Tully, '87  
Norfleet R. Turner, '88  
Spence L. Wilson, '89

**FACULTY TRUSTEES**

David Y. Jeter, '87  
Marshall E. McMahon, '88  
Marsha Walton, '89

**STUDENT TRUSTEES**

Michael Cooper  
Brian C. Mott  
Wendy B. Tallent

**SYNOD OF THE SUN**

John H. Crabtree, '89  
Ruthie J. Frierson, '87  
Robert H. Seal, '88  
S. Ray Zbinden, '88

**PRESENT BY INVITATION**

Ray Allen  
Peggy Arnold  
Bill Berg  
Allen Boone  
Hal Bray  
Kathy Daniel  
Barbara Draffin  
Bob Eckert  
Frayna Goodman  
Josephine Hall  
Tan Hille  
Dudley Howe  
Tom Kepple  
Don Lineback  
Bob Llewellyn  
Helen Norman  
Jenny Reid  
Peter Rooney  
Sally Thomason  
Loyd Templeton  
Dave Wottle

The following Trustees were absent:

**SYNOD OF THE MID-SOUTH**

William H. Bryce, Jr., '89  
John Hull Dobbs, '87  
S. Herbert Rhea, '89

**ELECTED BY TRUSTEES**

Charles P. Cobb, '87  
Joseph Orgill, III, '88  
Joseph Roberts, Jr., '89  
William B. Rudner, '88

**SYNOD OF SUN**

Henry Goodrich, '87  
A. Scott Kelso, '89

Chair Mitchener declared a quorum was present.

1-87-3 The Chair introduced and welcomed Mr. James A. Thomas III, '88, elected by the Trustees to replace Mr. John C. Whitsitt, '88; Mr. John M. McMillan, Honorary Trustee; Mr. Allen Boone, Dean of Administrative Services; Mr. Robert C. Eckert, Director of Estate Planning, and Mr. Hal Bray, representative from the Synod of the Sun.

Mr. Mitchener also welcomed Dr. Robert Llewellyn as Acting Dean of Academic Affairs, and Dr. Mark McMahon as the new Acting Associate Dean of Academic Affairs.

1-86-4 The Board approved as mailed the minutes of the meetings of October 16 and 17, 1986.

1-87-5 The Board approved the following Bank Resolutions:

RESOLUTION

BE IT RESOLVED, That the

President  
Provost  
Dean of Administrative Services

of this corporation be and they are hereby authorized to sell, assign and transfer all stock and registered securities owned or held by this corporation in any capacity, and to execute such assignments and powers of attorney as may be necessary, proper or convenient to accomplish any such sale, assignment or transfer.

BE IT FURTHER RESOLVED: James H. Daughdrill, Jr., President, Thomas R. Kepple Jr., Provost and James Allen Boone, Jr., Dean of Administrative Services, are hereby authorized to sell, assign and endorse for transfer, certificates representing stocks, bonds or other securities now registered or hereafter registered in the name of Rhodes College.

BE IT FURTHER RESOLVED: This resolution revokes and supersedes any previous resolutions authorizing any other persons to sell, assign or endorse for transfer certificates representing stocks, bonds or other securities in the name of Rhodes College.

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RESOLUTION

BE IT RESOLVED, THAT FIRST TENNESSEE BANK, Memphis, Tennessee, be and it is hereby designated as a depository of this corporation and that the following account(s) be maintained in said bank in the name of Rhodes College.

RHODES COLLEGE - 010-1706-0 - Disbursement Account  
RHODES COLLEGE - 08-0262692 - Operating Account  
RHODES COLLEGE - 08-00262714 - Payroll Account

BE IT FURTHER RESOLVED, That delivery to First Tennessee Bank, Kingsport, 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:

<u>Officer</u>	<u>Signature</u>
Frank M. Mitchener, Jr., Chair of the Board	_____
James H. Daughdrill, Jr., President	_____
Thomas R. Kepple, Jr., Provost	_____
William B. Rudner, Treasurer	_____
Dunbar Abston, Jr., Secretary	_____
James Allen Boone, Jr., Dean of Administrative Services	_____
Mary V. Reid, Comptroller	_____

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.

BE IT FURTHER RESOLVED, That this resolution revokes and supersedes any previous resolution of the Board of Trustees of Rhodes College or its Executive Committee affecting these accounts in this bank.

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RESOLUTION

BE IT RESOLVED, That the corporation rent from the National Bank of Commerce a safety deposit box or boxes;

<u>Officer</u>	<u>Signature</u>
James H. Daughdrill, Jr.	_____
James Allen Boone, Jr.	_____
Thomas R. Kepple, Jr.	_____
Mary V. Reid	_____
JoAnn W. Haley	_____

jointly are granted the following powers: (a) to have access to such box or boxes; (b) to remove the contents therefrom; (c) to accept substituted space therefor; and (d) to surrender the right to the use thereof, and no liability shall be incurred by the Bank at any time by reason of any action on the part of any person(s) above designated until and unless the Bank shall have received written notice of the revocation of the powers herein granted.

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RESOLUTION

BE IT RESOLVED, That subject to federal, state and local laws, any one (1) of the following:

<u>Officer</u>	<u>Signature</u>
James H. Daughdrill, Jr.	_____
Thomas R. Kepple, Jr.	_____
James Allen Boone, Jr.	_____
Mary V. Reid	_____

is granted the power to sign as officer of Rhodes College for all federal, state and local tax returns.

BE IT RESOLVED, That the President of Rhodes College be authorized to sign contracts for the College and that at his discretion, the President may delegate such authority to the Provost and/or Dean of Administrative Services.

1-87-6 The Board approved the appointment of Mr. James Allen Boone to the Cabinet-level position of Dean of Administrative Services, replacing Dr. Thomas R. Kepple, Jr., who was appointed Provost of Rhodes College at the October 1986 Trustees meeting.

1-87-7 President Daughdrill led the meeting in a discussion of "The Plan for Excellence - 1986 - 1998." He stated that the Plan had been sent to the Faculty Executive Committee, and through them to the Faculty. The Committee has been asked to suggest changes or recommendations and to report back to Dr. Kepple and President Daughdrill by March 10 with a document that has the support of the Faculty. This important document establishes the direction in which the College is headed. It will improve the quality of the College and needs the approval of the major constituent groups, as it identifies goals of the College for the next 12 years. The work should be completed and ready for the April Board meeting. President Daughdrill asked the Board to study "The Plan For Excellence" and send to him questions or recommendations for improvements and be prepared to vote on "The Plan For Excellence" at the April meeting.

President Daughdrill took a moment to read a message that he had sent to the Faculty on January 2nd:

"1987! It's going to be a very good year. But mainly I want to salute you for 1986. I don't know of any college in the nation that made more progress in 1986 than Rhodes: record applications, outstanding new faculty, opening of new dorm, TIME Magazine's "Nine Nifty Colleges," a new and capable Provost, a plan for faculty research, record enrollment, new giving records, high evaluations from campus visitors, students who are doing well and feeling good about their education - the list goes on (and any list is unfair in that it leaves out the thousands of accomplishments of many, many people).

"Here's a salute and a big 'thank you!'

"Now to 1987. It's going to be a very good year!"

The Board of Trustees, with assistance from the appropriate Cabinet member, discussed the "Student Statistical Profile," which was compiled by Mr. Bill Berg, the Director of Institutional Research. (copy filed with original minutes)

1-87-8 At 2:30 P.M. the meeting adjourned to Committee meetings.

TUESDAY, JANUARY 13, 1987

1-87-9 The Board of Trustees resumed the meeting on Tuesday, January 13, 1987 at 8:45 A.M. in the Edmund Orgill Room on the campus.

The meeting was called to order by the Chair. Ms. Wendy Tallent led the meeting in prayer.

Secretary Abston called the roll.

Present were:

SYNOD OF THE MID-SOUTH

Robert H. Buckman, '87  
W. L. Davis, '87  
John Richard de Witt, '89  
John Hull Dobbs, '87  
R. Lee Jenkins, '89  
Frank E. Lankford, '88  
Frank M. Mitchener, Jr., '87  
S. Herbert Rhea, '89  
Ray U. Tanner, '88

EX OFFICIO MEMBER

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Nancy H. Fulmer, '88  
Michael McDonnell, '87  
W. Neely Mallory, '87  
Joseph Orgill, III, '88  
William B. Rudner, '88  
Ronald Terry, '89  
James A. Thomas III, '88  
John M. Tully, '87  
Norfleet R. Turner, '88  
Spence L. Wilson, '89

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SYNOD OF THE SUN

John H. Crabtree, '89  
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PRESENT BY INVITATION

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Peggy Arnold  
Allen Boone  
Hal Bray  
Kathy Daniel  
Barbara Draffin  
Bob Eckert  
Frayna Goodman  
Josephine Hall  
Tan Hille  
Dudley Howe  
Tom Kepple  
Don Lineback  
Bob Llewellyn  
Helen Norman  
Jenny Reid  
Peter Rooney  
Sally Thomason  
Loyd Templeton  
Dave Wottle

The following Trustees were absent:

SYNOD OF THE MID-SOUTH

William H. Bryce, Jr., '89  
Bruce E. Campbell, Jr., '88

ELECTED BY TRUSTEES

Harry J. Phillips, Sr., '89  
Joseph Roberts, Jr., '89

SYNOD OF SUN

A. Scott Kelso, '89

Chair Mitchener declared a quorum was present.

1-87-10 Chair Mitchener thanked Jocelyn and Bill Rudner for the dinner party at the Rendezvous.

1-87-11 The meeting moved to Clough-Hanson Gallery to view the unveiling of a

portrait of Margaret Ruffin Hyde, alumna, Trustee, friend and benefactor of Rhodes.

1-87-12 The Chair called for committee reports.

1-87-13 COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Norfleet Turner, Chair. (Exhibit A., p. 10)

The committee report was received.

The Board approved the motion that Dr. C. Stratton Hill, '50 be nominated to the Synod of the Sun for election to the Board of Trustees to the Class of 1990 to fill the expired term of Henry Goodrich.

The Board approved the motion that Ruthie J. Frierson be nominated to the Synod of the Sun for re-election to the Board of Trustees of Rhodes College to the Class of 1990.

The Board approved the motion that a nominee be selected by the Executive Committee to be nominated to the Synod of the Mid-South for election to the Board of Trustees of Rhodes College to the Class of 1988 to complete the term of Anne Wilson, who died in November 1986.

The Board approved the motion that John H. Dobbs, Robert H. Buckman, W.L. Davis, Jr., and Frank M. Mitchener, Jr. be nominated to the Synod of the Mid-South for re-election to the Board of Trustees to the Class of 1990.

The Board approved the motion that Winton Blount be elected to the Class of 1990 at the April 1987 meeting to fill the expired term of John Tully.

1-87-14 Mr. Turner read a tribute In Memoriam to Anne Potter Wilson, who served as a Rhodes Trustee from 1963 until her death in November 1986. It was the unanimous decision of the Board that the tribute be spread upon the minutes and a copy sent to her family. The Board stood for a moment of silent prayer. (Exhibit B. p.11)

1-87-15 Mr. Turner reported that all Honorary Degree Candidates who were invited have accepted except the speaker, and the Committee hopes to hear from him soon. In the event he cannot, President Daughdrill was asked to contact the others in order of preference suggested at the October meeting.

The following recipients will be awarded honorary degrees at commencement: L. Palmer Brown, President Emeritus, L.P. Brown Company, Memphis (Doctor of Humane Letters); George Hearn, actor, New York City, (Doctor of Fine Arts); Lewis Donelson, Attorney, Heiskell, Donelson, Bearman, Adams, Williams And Kirsch-A Professional Corporation, Memphis (Doctor of Laws); Frederick W. Smith, Chairman and Chief Executive Officer, Federal Express, Memphis (Doctor of Humanities).

1-87-16 COMMITTEE ON FINANCE - Mr. William Rudner, Chair. (Exhibit C, pp. 12-37)

The committee report was received.

The Board approved the adoption of the 1987-88 Preliminary Budget  
(pp. 14-17)

The Board approved the following resolutions:

- (1) RESOLVED: The Committee on Finance authorizes that the College proceed with the following expenditure from the 1985 Bond issue:

\*Architect's fees for the Briggs Student Center      \$56,000

- (2) WHEREAS: In December 1986, the College was given two pieces of property located in Desoto County, Mississippi and at Millbranch and Holmes Road in Shelby County, Tennessee. Both properties are undeveloped parcels with commercial zoning and are valued at approximately \$400,000.

NOW THEREFORE BE IT RESOLVED That Thomas R. Kepple, Jr., Provost, or James Allen Boone, Jr., Dean of Administrative Services, is authorized on behalf of the College to sell the above mentioned properties.

1-87-17   COMMITTEE ON BUILDINGS AND GROUNDS - Mrs. Nancy Fulmer, Chair.  
(Exhibit D, pp. 38-39)

The Committee report was received.

The Board adopted the following resolution recognizing Mr. Wallace Houck's service to Rhodes:

RESOLVED: The Committee on Buildings and Grounds of the Rhodes College Board of Trustees expresses appreciation to Mr. Wallace Houck for twelve years of outstanding service to the College as Superintendent of Mechanical Systems in the Physical Plant Department. His knowledge of the Campus systems and his ability to keep equipment running, while maintaining a sense of humor, is greatly appreciated and will long be remembered.

1-87-18   COMMITTEE ON DEVELOPMENT - Mr. Robert Buckman, Chair.  
(Exhibit E, pp. 40-42)

The committee report was received.

The Board adopted the following resolution:

Recognizing that a library is a college's most important academic resource after the Faculty itself, the Board of Trustees of Rhodes College resolves to give highest priority to the renovation of the Burrow Library through new gifts and commitments from Rhodes alumni and friends in 1987.



1-87-19 COMMITTEE ON ENROLLMENT - Mr. Henry Goodrich, Chair. (Exhibit F, pp. 43-44) The committee report was received.

The Board approved the following resolution:

That the name of the Committee on Minority Recruitment be changed to the Committee on Black Student Recruitment.

1-87-20 COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. Lee Jenkins, Chair. (Exhibit G, p. 45) The committee report was received.

1-87-21 COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. John Tully, Chair. (Exhibit H, pp. 46-47) The committee report was received.

1-87-22 President Daughdrill made the following comments:

Dean Robert Llewellyn, Acting Dean, is also an active dean. Dean Llewellyn outlined at the last Faculty meeting the things he would like for the Faculty to accomplish in the next few months. This was very well received by the Faculty. They are delighted with his leadership and the challenges that Dean Llewellyn is providing.

The Budget adopted by the Board contains an item of \$640,000 debt service for dormitory bonds, which is a new albatross for Rhodes, and we should all feel the weight from that albatross and not have it hidden in the budget.


Applications are up dramatically, which is probably our single most important statistic.

Tuition and Financial Aid are two of the hottest topics in higher education today. AAC is fighting the cuts that Secretary Bennett has proposed, but sometimes we carry the seeds of our own defeat in doing this. If we over-react, the noise we make in keeping that from happening scares off more students who think that financial aid is not available.

The upcoming April Board meeting will be important because that is when "The Plan for Excellence" will be voted upon, and, statistics will be studied (i.e. comparisons with other colleges, trend information, and future projections of our own goals).

The President/Provost positions are working well. Both are now able to spend more time on more important things with more people to the benefit of the College.

1-87-23 At 10:45 A.M. the meeting adjourned to Executive Session.

  
Dunbar Abston, Secretary

**REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - January 12, 1987**

The Committee convened at approximately 2:45 P.M.

Members present were Norfleet Turner, Chair; Palmer Brown, Neville Bryan, Charles Cobb, Frank Mitchener, and Ron Terry. Also present were President Daughdrill, Loyd Templeton, Helen Norman and Josephine Hall.

The Committee voted to recommend to the Board the nomination of Dr. C. Stratton Hill, Jr. to the Synod of Sun for election to the Board of Trustees of Rhodes College to the Class of 1990.

The Committee voted to recommend to the Board that Ruthie J. Frierson be nominated to the Synod of the Sun for re-election to the Board of Trustees of Rhodes College to the Class of 1990.

The committee voted to recommend to the Board that John H. Dobbs, Robert H. Buckman, W.L. Davis, Jr., and Frank M. Mitchener, Jr. be nominated to the Synod of the Mid-South for re-election to the Board of Trustees of Rhodes College to the Class of 1990.

Because the nomination to fill the unexpired term of Mrs. Anne Potter Wilson must be presented to the Synod of the Mid-South by April, the Committee voted to recommend to the Board that the Executive Committee be given authority to nominate a candidate to the Synod of the Mid-South to the Class of 1988 to complete the term of Mrs. Anne Potter Wilson, who died in November 1986.

The Committee voted to nominate Winton Blount to the Board-elected position Class of 1990 to replace John Tully who has completed three terms and is ineligible for re-election.

The Committee recommends to the Board that a tribute to Anne Potter Wilson be spread upon the minutes and a copy be sent to her family.

Mr. Turner reported that all Honorary Degree Candidates who were invited have accepted except the speaker, and the Committee hopes to hear from him soon. In the event he cannot, President Daughdrill was asked to contact the others in order of preference suggested at the October Trustees meeting. Candidates accepting are:

L. Palmer Brown, President Emeritus, L.P. Brown Company, Memphis  
(Doctor of Humane Letters)

George Hearn, Actor, New York City, (Doctor of Fine Arts)

Lewis Donelson, Attorney, Heiskell, Donelson, Bearman, Adams,  
Williams And Kirsch-A Professional Corporation, Memphis  
(Doctor of Laws)

Frederick W. Smith, Chairman and Chief Executive Officer, Federal  
Express, Memphis (Doctor of Humanities)

The meeting adjourned 4:15 p.m.

ANNE POTTER WILSON  
1921-1986

IN MEMORIAM

Our friend Anne Wilson was the champion of all that makes life worth living: the church, education, music, dance, art, civic betterment, and above all, of young people. Nothing was closer to her heart than expanding the horizons of young men and women which she did in many and significant ways--through the establishment at Rhodes of the Emily Simpson Courtenay Language Center, at Vanderbilt of the Blair School of Music and medical and legal scholarships, and at Montgomery Bell Academy of the Patrick Wilson Library.

Such generosity is testimony, of course, to her own commitment to share her means, as well as her time and her talents with others. The word "trust" had far more than fiduciary meaning for Anne Wilson and her own stewardship often set the pace for others in support of worthwhile causes.

Anne was first elected to the Rhodes Board of Trustees in 1963 and served in leadership positions over a twenty-year period as Chair of the Board Committee on Development and Institutional Planning, as a founding member of the Charles E. Diehl Society, and as influential ambassador for Rhodes. Her home was the setting for countless alumni and prospective student gatherings in Nashville where no detail went unattended, even to the importing of red and black tulips to match the College colors.

With the same careful eye, Anne observed in her early years as a Board member that Trustees met in session, went their separate ways that night, reconvened the next morning, and then adjourned without ever having had an opportunity to get to know one another. Assured from her own experience as a member of various boards that the bonds of friendship and fellowship contribute to corporate leadership and commitment, she asked permission to entertain the Board at the fall meeting in 1968. So successful was this occasion in adding a relaxed and human dimension to our work and time together that we've been doing it ever since. Anne knew that we would.

Tulips and hospitality say as much about the spirit of Anne Wilson as her established endowments and liberal benefactions. As a close friend said upon Anne's death, "the words that best describe Anne Wilson's life to me are gracious and giving -- she gave enthusiasm and commitment to everything she undertook and, most important, she gave warmth, graciousness and respect to everyone she met."

The Rhodes campus community and this Board of Trustees give thanks to God for the life of Anne Wilson. She has enriched our lives and the life of this College.

REPORT OF THE COMMITTEE ON FINANCE - January 12, 1987

Mr. Ray U. Tanner, convened the meeting of the committee on Finance at 2:30 P.M. in the Hill Board Room of Palmer Hall. Mr. Tanner chaired the meeting for Mr. William B. Rudner. Other Members in attendance were: Mr. Allen Boone, Mrs. Jenny Reid, Mr. Bruce E. Campbell, Mr. Michael McDonnell, Dr. David Kesler, Dr. Marshall McMahon, Ms. Julianne Johnson, and Mr. Matthew Lembke. Mr. Tanner welcomed Mr. Boone to the College as the new Dean of Administrative Services. It was noted that Mr. Boone brings valuable experience to the College gained in his tenure as Director of Housing and Community Development with the City of Memphis.

Ms. Reid presented the 1987-88 Preliminary Budget (Attachment #1). Ms. Reid noted that this budget is based on a FTE of 1260 as compared with actual FTE for the current fiscal year of 1215. Ms. Reid gave the reasons for the twelve (12%) proposed tuition increase as being two fold. This budget reflects an increase in the quality of student services and the on-going expense of maintaining College facilities. The Room and Board fees are being held to the 1986-87 level. The conversion to a two term calendar will result in fewer meals on the board plan thus the Budget Team determined an increase in Room and Board would be difficult to justify. Mr. Tanner noted the overall fee increase for 1987-88 is 8.4% Ms. Reid discussed highlights of this budget which include:

1. \$50,000 in academic departments discretionary funds.
2. 9.5% increase in student services.
3. 8.5% increase in instruction and research.
4. 18.1% increase in financial aid.
5. 9.4% increase in library funding.
6. New positions that include eight faculty and a support secretary, an academic grants coordinator, an audio visual position and various support positions.

Ms. Reid noted that the major dollar increases are due to the debt service on the two outstanding bond issues (\$640,000) and the faculty additions required to maintain our faculty/student ratio.

Mr. Tanner distributed a schedule detailing the tuition, room, and board of private colleges which are somewhat similar to Rhodes (Attachment 2). He noted that the proposed tuition increase will help keep our fees in line with our major competition. Mr. Campbell asked that a study be made regarding the future increase in tuition and that relationship to the total budget.

A motion was made by Mr. Tanner to present the proposed budget to the Board, seconded by Dr. Kesler and unanimously passed.

Mr. Tanner reported the performance results for Barrow, Hanley, Mewhinney and Strauss for the year ended December 31, 1986. The pledged fund had a year-to-date return of 18.7% and the non-pledged fund returned 28.1% as compared to the S&P return of 18.5%.

Mr. Tanner reported that the Committee on Investments will be meeting January 30, 1987 to discuss the Endowment investments. Mr. Tanner shared an article from the Institution Investor on BHMS.

Ms. Reid gave a report on the Current Budget Year-to-Date (Attachment #3). The operating results to date reflect an excess of revenue over expenses of \$5,602,078. The annual fund had receipts of \$353,395 for the month of December as compared to \$213,134 for December 1985.

Ms. Reid distributed the Cash Management Report (Attachment #4). Mr. Tanner noted the current yield is 5.56% with an average life of 2.72 months.

Mr. Tanner reviewed the Real Estate Report (Attachment #5) with the committee and noted that all Parkway House units are occupied with the exception of #906.

Ms. Reid distributed the Insurance Status Report (Attachment #6) for review by the committee. The committee reviewed the Insurance coverage and Mr. McDonnell asked that the library coverage be reviewed.

Mr. Tanner presented two resolutions for committee action. The first resolution provides \$56,000 (Attachment #7) from the 1985 Bond Issue proceeds for architectural services for the Briggs Student Center renovation. The resolution passed unanimously and will be presented to the full Board on Friday.

The second resolution presented gives the appropriate members of the College administration the authority to sell the two commercial tracts of property given to the College in December of 1986 (Attachment #8). A motion was made, seconded and passed unanimously. This will be presented to the full Board on Friday.

There being no further business, the meeting was adjourned by Mr. Tanner at 3:30 p.m.

TO: Finance Committee  
FROM: James H. Daughdrill, Jr.  
DATE: January 2, 1987  
SUBJECT: Preliminary Budget Recommodation

I recommend the following preliminary budget for 1987-88

	ACTUAL 1985-86	BUDGET 1986-87	BUDGET 1987-88
<b>INCOME:</b>			
Tuition	\$ 6,879,313	9,104,636	10,594,584
Fees	336,362	440,015	550,380
Room & Board	2,698,431	3,422,871	3,546,404
Gifts & Grants	1,377,822	1,672,275	1,764,502
Endowment Income	2,326,856	2,561,253	2,930,000
Other Income	1,763,059	1,514,965	1,660,335
<hr/>			
Total Income	\$ 15,381,843	18,716,015	21,046,205
<b>EXPENSE:</b>			
Salaries & Fringe	7,914,900	8,554,485	9,503,907
Non-Salary	7,036,510	10,161,530	11,542,298
<hr/>			
Total Expense	\$ 14,951,410	18,716,015	21,046,205
 <b>EXCESS INCOME/ EXPENSE:</b>			
	\$ 430,433		

RHODES COLLEGE  
BUDGET FOR THE YEAR ENDED 1988

	BUDGET 1986-87	PERCENTAGE CHANGE	BUDGET 1987-88
<b>TUITION AND FEES:</b>			
Tuition (98%)	\$9,104,636.00	16.4%	\$10,594,584.00
Tuition-Summer School	\$30,000.00	-16.7%	\$25,000.00
Applied Music Fees	\$15,000.00	10.0%	\$16,500.00
Special Course Fees	\$20,000.00	-70.0%	\$6,000.00
Application Fees	\$42,500.00	17.6%	\$50,000.00
Extra Hours	\$10,000.00	-25.0%	\$7,500.00
Graduation & Misc Fees	\$18,715.00	19.4%	\$22,355.00
Registration & Transcripts	\$10,300.00	0.0%	\$10,300.00
Special Studies	\$184,150.00	61.8%	\$297,875.00
Preparatory Music	\$109,350.00	5.0%	\$114,850.00
TOTAL:	\$9,544,651.00	16.8%	\$11,144,964.00
<b>ROOM AND BOARD:</b>			
Room	\$1,919,377.00	1.8%	\$1,954,608.00
Board	\$1,503,494.00	5.9%	\$1,591,796.00
TOTAL	\$3,422,871.00	3.6%	\$3,546,404.00
<b>GIFTS AND GRANTS:</b>			
Church	\$93,000.00	10.0%	\$102,300.00
Annual Support Program	\$1,329,275.00	10.0%	\$1,462,202.00
Capital Funds - Unrestricted	\$250,000.00	-20.0%	\$200,000.00
TOTAL:	\$1,672,275.00	5.5%	\$1,764,502.00
<b>ENDOWMENT INCOME:</b>	\$2,561,253.00	14.4%	\$2,930,000.00
<b>OTHER INCOME:</b>			
Theatre	\$22,100.00	-24.0%	\$16,800.00
Bookstore	\$516,425.00	21.7%	\$628,740.00
Interest Income	\$366,950.00	-21.5%	\$288,000.00
Swimming Pool	\$29,250.00	4.3%	\$30,500.00
Indirect Cost Recovery	\$28,333.00	-25.9%	\$21,000.00
Miscellaneous Income	\$37,093.00	63.3%	\$60,555.00
Traffic Fines	\$7,500.00	26.7%	\$9,500.00
WLYX	\$8,800.00	10.2%	\$9,700.00
Dividends, Royalties, Commission	\$41,500.00	0.0%	\$41,500.00
College Work-Study	\$124,000.00	0.6%	\$124,764.00
Athletic Income	\$5,000.00	-46.0%	\$2,700.00
ARA/PUB Work-Study	\$1,300.00	-23.1%	\$1,000.00
Restricted Scholarships	\$191,714.00	6.7%	\$204,536.00
Telephone	\$135,000.00	20.8%	\$163,040.00
Faculty Housing	\$0.00	ERR	\$58,000.00
TOTAL:	\$1,514,965.00	9.6%	\$1,660,335.00
<b>TOTAL INCOME BUDGET:</b>	\$18,716,015.00	12.5%	\$21,046,205.00
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$7,659.00	12.0%	\$8,580.00
Room Rate	\$1,794.00	0.0%	\$1,794.00
Board Rate	\$1,461.00	0.0%	\$1,461.00
TOTAL:	\$10,914.00	8.4%	\$11,835.00
Fall Enrollment	1215	-100.0%	1260
Dormitory Occupancy	1062	3.1%	1095

**RHODES COLLEGE**  
**NON SALARY EXPENSE DETAIL**  
**For The Year Ended June 30, 1988**

**EDUCATIONAL AND GENERAL**

**INSTRUCTION AND RESEARCH:**

	BUDGET 1986-87		BUDGET 1987-88
Art	\$11,582.00	5.5%	\$12,216.00
Religion	\$6,668.00	6.5%	\$7,100.00
English	\$14,650.00	12.0%	\$16,407.00
Foreign Language	\$10,165.00	7.3%	\$10,912.00
Language Center	\$1,893.00	10.6%	\$2,093.00
Music	\$23,575.00	6.7%	\$25,144.00
Philosophy	\$2,258.00	7.8%	\$2,434.00
McCoy Theatre & Media Arts	\$30,332.00	9.0%	\$33,077.00
Man Course	\$6,210.00	4.0%	\$6,460.00
Music Academy	\$7,665.00	-6.4%	\$7,175.00
Anthropology & Sociology	\$8,852.00	7.3%	\$9,500.00
Economics & Business	\$13,755.00	6.4%	\$14,638.00
Education	\$3,313.00	9.4%	\$3,624.00
History	\$6,787.00	8.9%	\$7,391.00
International Studies	\$8,319.00	48.1%	\$12,318.00
Political Science	\$7,786.00	8.9%	\$8,478.00
Psychology	\$8,871.00	3.8%	\$9,208.00
Biology	\$26,618.00	10.5%	\$29,425.00
Chemistry	\$24,115.00	8.9%	\$26,250.00
Mathematics	\$8,325.00	11.1%	\$9,248.00
Physics	\$9,112.00	5.4%	\$9,607.00
Summer School	\$1,500.00	3.3%	\$1,550.00
Interdisciplinary	\$1,075.00	13.0%	\$1,215.00
Computer Center	\$128,070.00	13.2%	\$145,015.00
WLYX	\$8,896.00	5.7%	\$9,405.00
Research & Development	\$72,836.00	0.2%	\$73,000.00
President's Academic Discretionary Fund	\$35,000.00	5.0%	\$36,750.00
SUB-TOTAL	\$488,228.00	8.5%	\$529,642.00
Kellogg-Food For Thought	\$18,418.00	-36.2%	\$11,750.00
TOTAL:	\$506,646.00	6.9%	\$541,392.00

LIBRARY:	\$233,587.00	9.4%	\$255,466.00
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ATHLETICS:	\$232,411.00	8.0%	\$250,920.00
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**STUDENT SERVICES:**

Swimming Pool	\$13,520.00	44.7%	\$19,568.00
Counseling Center	\$11,250.00	5.4%	\$11,856.00
Social Commissions	\$27,660.00	6.0%	\$29,320.00
Admissions	\$278,205.00	5.0%	\$292,036.00
Registrar	\$9,200.00	0.8%	\$9,278.00
Financial Aid Office	\$28,141.00	-36.7%	\$17,819.00
Kinney Program	\$2,220.00	57.1%	\$3,487.00
Dean Of Students	\$37,930.00	28.0%	\$48,545.00
Health Services	\$14,087.00	6.7%	\$15,029.00
Student Center	\$2,449.00	4.9%	\$2,570.00
Publications Board	\$46,192.00	41.3%	\$65,253.00
Student Government	\$4,487.00	38.0%	\$6,193.00
Black Student Association	\$2,320.00	-2.2%	\$2,268.00
TOTAL:	\$477,661.00	9.5%	\$523,222.00



**PLANT OPERATIONS & MAINTENANCE**

Administrative Services	\$40,735.00	17.9%	\$48,018.00
Housekeeping	\$36,450.00	6.9%	\$38,949.00
Security	\$7,463.00	-2.8%	\$7,256.00
Repairs & Maintenance	\$129,880.00	9.2%	\$141,805.00
Utilities	\$284,100.00	9.1%	\$310,000.00
Grounds	\$27,965.00	6.0%	\$29,643.00
Trucks & Autos	0.00		\$0.00
Mail Room	\$975.00	107.7%	\$2,025.00
<b>TOTAL:</b>	<b>\$527,568.00</b>	<b>9.5%</b>	<b>\$577,696.00</b>

**GENERAL ADMINISTRATION**

Board Meetings	\$12,350.00	32.4%	\$16,350.00
President's Office	\$188,713.00	2.8%	\$194,082.00
Dean of the College	\$132,910.00	3.2%	\$137,174.00
Provost Office	\$45,760.00	5.6%	\$48,315.00
Comptroller's Office	\$65,602.00	5.0%	\$68,882.00
Institutional Research	\$2,000.00	27.4%	\$2,548.00
<b>TOTAL:</b>	<b>\$447,335.00</b>	<b>4.5%</b>	<b>\$467,351.00</b>

**GENERAL INSTITUTIONAL**

Development	\$222,856.00	8.0%	\$240,712.00
College Relations	\$47,191.00	5.7%	\$49,884.00
Public Information	\$90,156.00	4.9%	\$94,615.00
Insurance	\$157,245.00	3.4%	\$162,646.00
<b>TOTAL:</b>	<b>\$517,448.00</b>	<b>5.9%</b>	<b>\$547,857.00</b>

**AUXILIARY ENTERPRISES**

Residence Halls	\$731,350.00	33.6%	\$977,200.00
Food Service	\$1,201,543.00	4.8%	\$1,258,635.00
Special Studies	\$147,731.00	50.6%	\$222,472.00
Bookstore	\$445,863.00	18.6%	\$528,977.00
Faculty Housing	\$24,400.00	88.5%	\$46,000.00
Telephone	\$55,847.00	69.8%	\$94,847.00
<b>TOTAL:</b>	<b>\$2,606,734.00</b>	<b>20.0%</b>	<b>\$3,128,131.00</b>

**STUDENT FINANCIAL AID**

<b>TOTAL</b>	<b>\$3,881,500.00</b>	<b>18.1%</b>	<b>\$4,585,263.00</b>
<b>TOTAL</b>	<b>\$9,412,472.00</b>	<b>15.6%</b>	<b>\$10,877,298.00</b>

**BUDGET COMMITTEE EMERGENCY FUND**

<b>BUDGET COMMITTEE EMERGENCY FUND</b>	<b>\$40,000.00</b>	<b>0.0%</b>	<b>\$40,000.00</b>
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**RENOVATION & REPLACEMENT (3% Total Budget)**

<b>RENOVATION &amp; REPLACEMENT (3% Total Budget)</b>	<b>\$690,640.00</b>	<b>-9.5%</b>	<b>\$625,000.00</b>
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**TOTAL NON-SALARY BUDGET**

<b>TOTAL NON-SALARY BUDGET</b>	<b>\$10,143,112.00</b>	<b>13.8%</b>	<b>\$11,542,298.00</b>
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**TOTAL SALARY BUDGET**

<b>TOTAL SALARY BUDGET</b>	<b>\$6,974,178.00</b>	<b>11.6%</b>	<b>\$7,785,907.00</b>
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**TOTAL FRINGE BUDGET**

<b>TOTAL FRINGE BUDGET</b>	<b>\$1,580,307.00</b>	<b>8.7%</b>	<b>\$1,718,000.00</b>
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**TOTAL**

<b>TOTAL</b>	<b>\$18,697,597.00</b>	<b>12.6%</b>	<b>\$21,046,205.00</b>
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**A List of Private Colleges Nationally  
Which are Somewhat Similar to Rhodes**

	<u>College</u>	<u>1985-86 Tuition</u>	<u>1986-87 Tuition</u>	<u>\$ Change</u>	<u>% Change</u>
Arkansas	Hendrix College	4,296	4,598	302	6.6
California	Pomona (4)	9,407	10,690	1,283	12.0
Connecticut	Trinity (4)	9,970	11,030	1,060	9.6
Florida	Eckerd College (3)	7,475	8,220	745	9.1
	Rollins College	7,791	7,791	0	0.0
	Stetson University	5,700	6,350	650	10.2
Georgia	Agnes Scott College	7,275	7,890	615	7.8
	Emory University	8,480	9,370	890	9.5
Illinois	Illinois College (2) (3)	3,900	4,250	350	8.2
	Lake Forest College (3)	9,145	9,965	820	8.2
	Principia College	7,128	7,962	834	10.5
	Wheaton College	6,240	6,652	412	6.2
Indiana	Earlham College (1)	7,875	8,820	945	10.7
	Hanover College (3)	4,330	4,680	350	7.5
	Rose-Hulman College (2)	6,720	7,365	645	8.8
	Wabash College	6,600	7,000	400	5.7
Iowa	Coe College (3)	6,310	6,620	310	4.7
	Grinnell College (4)	8,436	9,158	722	7.9
Kentucky	Centre College (2) (3)	6,650	7,000	350	5.0
Louisiana	Tulane University	9,080	10,080	1,000	9.9
Maine	Bowdoin College	10,070	10,760	690	6.4
Maryland	Goucher College	8,455	8,955	500	5.6
Massachusetts	Amherst (4)	10,321	11,141	820	7.4
	Smith College	9,990	10,667	677	6.4
	Williams (4)	10,128	10,933	805	7.4
Michigan	Adrian College	6,126	6,526	400	6.1
	Alma College (3)	7,010	7,550	540	7.2
	Hillsdale College	6,470	6,870	400	5.8
	Kalamazoo College (1)	7,713	8,400	687	8.2
Minnesota	Carleton College (4)	9,385	10,250	865	8.4
	Gustavus Adolphus	7,250	7,850	600	7.6
	Macalester College (1)(3)	8,155	8,925	770	8.6
Mississippi	Millsaps	5,575	6,035	460	7.6
Missouri	Washington University	9,272	10,572	1,300	12.3
	Westminster College (3)	5,300	5,600	300	5.4
New Jersey	Princeton University	10,960	11,780	820	7.0
New York	Colgate University	9,790	10,680	890	8.3
	Elmira College	6,890	7,350	460	6.3
	Hamilton College	10,100	10,900	800	7.3
	Hartwick College	8,050	8,700	650	7.5
	Hobart College	9,850	10,670	820	7.7
North Carolina	Davidson College (1)(3)(4)	7,130	8,380	1,250	14.9
	Duke University	8,556	9,485	929	9.8
	Guilford College	5,610	6,060	450	7.4
	Queens College (3)	5,200	5,650	450	8.0
	Saint Andrews (3)	5,600	6,154	554	9.0
	Salem College	5,875	6,200	325	5.2
	Wake Forest (1)	6,000	6,600	600	9.1

	<u>College</u>	<u>1985-86</u>	<u>1986-87</u>	<u>\$</u>	<u>%</u>
Ohio	College of Wooster	8,545	9,220	675	7.3
	Denison University	8,830	9,600	770	8.0
	Kenyon	9,333	10,352	1,019	9.8
	Muskingum College (3)	7,420	8,100	680	8.4
	Oberlin (4)	10,162	11,007	845	7.7
	Ohio Wesleyan	7,800	8,525	725	8.5
	Wittenberg University	8,445	9,143	698	7.6
Oregon	Pacific University	6,510	7,310	800	10.9
	Reed (4)	9,000	9,960	960	9.6
Pennsylvania	Allegheny College	7,815	8,655	840	9.7
	Chatham College	6,956			
	Dickenson College	9,130	10,285	1,150	11.2
	Franklin & Marshall College	9,150	10,200	1,050	10.3
	Gettysburg College	8,574	9,425	851	9.0
	Haverford College	10,090	10,950	860	7.9
	Lafayette College (3)	9,250	9,950	700	7.0
	Swarthmore (4)	10,220	11,350	1,130	10.0
	Washington & Jefferson	7,720	8,220	500	6.1
	Westminster College (3)	6,100	6,480	380	5.9
South Carolina	Presbyterian (3)	5,588	6,257	669	10.7
Tennessee	CBC	4,370	4,850	480	9.9
	Rhodes College	6,900	7,660	760	9.9
	University of the South (2)	8,445	9,285	840	9.1
	Vanderbilt University	8,820	9,675	855	8.8
Texas	Austin College (3)	5,540	5,995	455	7.6
	Rice University	4,300	4,620	320	6.9
	Southern Methodist Univ.	7,364	7,879	515	6.5
	Trinity University (3)	6,340	7,060	720	10.2
Virginia	Hampden-Sydney College (3)	7,620	8,305	685	8.3
	Hollins College	7,890	8,350	460	5.5
	Washington & Lee Univ.	7,200	7,660	460	6.0
West Virginia	Bethany College	7,185	7,820	635	8.1
Wisconsin	Carroll College (3)	7,100	7,670	570	7.4
AVERAGE TUITION		7,646	8,146	682	7.8
RHODES TUITION		6,900	7,660	760	9.9
\$ Below Average		746	486		
% of Average Tuition		90.2	94.0		
Sample Size		81	81		
(1)	Outstanding Church Related Colleges	7,375	8,225	850	10.3
(2)	College Athletic Conference Members	6,569	7,172	604	8.3
(3)	Presbyterian Colleges	6,558	7,141	582	8.2
(4)	Outstanding National Liberal Arts Colleges	9,416	10,390	974	9.4

Rhodes College's Major Competition

	<u>Tuition</u>	<u>Room</u>	<u>1987 Board</u>	<u>Other</u>	<u>Total</u>	<u>1986 Total</u>	<u>Change</u> <u>\$</u>	<u>%</u>
Washington	10,500	2,291	1,747	125	14,663	13,125	1,538	11.7
Tulane	10,000	2,380	1,895	80	14,355	12,690	1,665	13.1
Vanderbilt	9,300	2,100	1,500	200	13,100	12,435	665	5.4
Duke	9,470	-----3,590-----		0	13,060	12,286	775	6.3
Emory	9,250	1,900	1,700	120	12,970	12,105	865	7.2
S.M.U.	6,987	-----3,990-----		892	11,869	11,290	579	5.1
Univ. of the South	9,190	1,210	1,200	95	11,695	10,740	955	8.9
Rhodes	7,660	1,795	1,460	0	10,915	10,030	885	8.8
Davidson	8,380	1,260	1,535	270	11,445	9,995	1,450	14.5
Centre	7,000	-----2,900-----		75	9,975	9,500	475	5.0
Rice	4,400	-----3,850-----		200	8,450	7,950	500	6.3
Millsaps	6,035	1,750	1,300	93	8,992	8,060	933	11.6
C.B.C.	4,750	-----2,700-----		90	7,540	6,990	550	7.9
Hendrix	4,500	810	1,335	96	6,741	6,201	540	8.7
Wake Forest	6,600	1,160	1,500	0	9,260			
Georgetown	10,100	2,820	1,480	0	14,400			
Princeton	11,780	1,895	2,390	0	16,065			
Furman	6,656	1,504	1,672	28	9,860			
W&L	7,600	1,246	1,870	100	10,816			

## State Universities:

	<u>1986-87</u>	<u>Total</u>		<u>1985-86</u>	<u>Total</u>		<u>Avg</u>	<u>Chg</u>
	<u>Room &amp; Board</u>	<u>In</u>	<u>Out</u>		<u>In</u>	<u>Out</u>		
Univ. of Tennessee	2,080	2,962	4,584	3,675	5,775			
Univ. of Mississippi	2,274	4,001	5,183	3,891	5,073			
Univ. of Alabama	2,584	3,888	5,382	3,650	5,160			

State Universities, cont'd.

Univ. of Virginia	2,850	5,100	8,320	4,736	7,586		
Univ. of N. Carolina	2,930	3,749	7,089	3,550	6,964		
Memphis State Univ.	2,456	3,676	6,096	3,286	5,434		
Univ. of Georgia	2,355	4,005	6,777				
AVERAGE In-State	2,504	3,912		3,798		114	3.0
AVERAGE Out-of-State			6,204		5,999	205	3.2

## SUMMARY

## INCOME AND EXPENSE REPORT DECEMBER 31, 1986

	1/12 BUDGET	DECEMBER ACTUAL	6/12( 50.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1986-87 ACTUAL/ BUDGET	1985-86 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	786,562.67	1,833,287.09	4,719,376.00	8,582,521.84	181.85%	9,438,752.00	90.92%	83.63%
SPECIAL STUDIES	3,033.33	28,576.56	18,200.00	70,376.76	386.68%	36,400.00	193.34%	49.00%
INTEREST & OTHER	53,202.75	39,496.08	319,216.50	349,533.25	109.49%	638,433.00	54.74%	59.49%
ENDOWMENT INCOME	213,437.75	954,496.09	1,280,626.50	2,585,162.22	201.86%	2,561,253.00	100.93%	65.72%
ANNUAL SUPPORT PROGRAM	139,356.25	353,394.94	836,137.50	712,215.53	85.17%	1,672,275.00	42.58%	38.23%
TOTAL INCOME BUDGET	1,195,592.75	3,209,250.76	7,173,556.50	12,299,809.60	171.46%	14,347,113.00	85.73%	73.33%
AUXILIARY ENTERPRISES	355,084.17	564,355.96	2,130,505.00	3,708,288.80	174.05%	4,261,010.00	87.02%	87.40%
STUDENT AID	10,333.33	33,011.88	62,000.00	62,535.49	100.86%	124,000.00	50.43%	31.91%
TOTAL INCOME BUDGET	1,561,010.25	3,806,618.60	9,366,061.50	16,070,633.89	171.58%	18,732,123.00	85.79%	76.03%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	439,036.72	393,573.67	2,634,220.32	2,093,181.55	79.46%	5,268,440.63	39.73%	37.89%
ATHLETICS	52,459.44	44,253.93	314,756.61	336,106.18	106.78%	629,513.22	53.39%	55.97%
LIBRARY	46,238.98	28,946.13	277,433.87	294,670.17	106.21%	554,867.74	53.10%	55.97%
STUDENT SERVICES	100,868.52	77,862.02	605,211.15	592,043.06	97.82%	1,210,422.29	48.91%	49.00%
PLANT OPER & MAINT	147,285.52	125,136.16	883,713.12	957,547.51	108.35%	1,767,426.23	54.17%	49.74%
GENERAL ADMINISTRATION	183,674.54	151,383.14	1,102,047.21	1,138,635.00	103.32%	2,204,094.42	51.66%	52.42%
TOTAL EXPENSE BUDGET	969,563.72	821,155.05	5,817,382.28	5,412,183.47	93.03%	11,634,764.53	46.51%	45.35%
AUXILIARY ENTERPRISES	225,436.15	94,279.02	1,352,616.88	1,381,662.36	102.14%	2,705,233.75	51.07%	45.56%
SPECIAL STUDIES	16,163.06	13,831.91	96,978.36	111,934.22	115.42%	193,956.72	57.71%	28.61%
STUDENT AID	292,625.00	371.02	1,755,750.00	3,525,203.26	200.78%	3,511,500.00	100.39%	84.34%
BUDG COMM CONTINGENCY	57,222.33	1,968.49	343,334.00	37,571.77	10.94%	686,668.00	5.47%	4.61%
TOTAL EXPENSE BUDGET	1,561,010.26	931,605.49	9,366,061.52	10,468,555.08	111.77%	18,732,123.00	55.88%	51.21%
EXCESS OF INCOME / EXPENSE		2,875,013.11		5,602,078.81				

Attachment #4

## MONEY MARKET PORTFOLIO AS OF 31-Dec-86

BOOK VALUE(Incl. SBA): \$12,136,427.34  
 SBA LOAN BOOK VALUE: \$132,415.29  
 INTEREST RECEIVABLE: \$232,719.43  
 PREMIUM/DISCOUNT AMORTIZATION: (\$81,082.48)  
 UNAMORTIZED DISCOUNT/PREMIUM: (\$35,738.62)  
 CURRENT YIELD: 5.56%  
 AVERAGE LIFE: 2.72 Months

INVESTMENT	INV. CODE	ORDER NO.	FACE AMOUNT	COST	BOOK VALUE	DISCOUNT/ PREMIUM	INTEREST P MAT/CPN	MATURITY DATE	PURCHASE DATE	NEXT CPN DATE	TODAYS DATE	COUPON RATE	BEY	CURRENT YIELD	BANK/ BROKER	SFXP CUSTODY
REPO	1	87332	\$350,000.00	\$350,000.00	\$350,000.00	\$0.00	\$105.00	02-Jan-87	31-Dec-86		31-Dec-86		5.40%	\$18,900.00	FTB	FTB
CERTIFICATE OF DEPOSIT	1	87274	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00	\$1,393.15	02-Jan-87	03-Oct-86		31-Dec-86		5.45%	\$5,450.00	BK OF BARTLETT	BK OF BAR
FED FARM CREDIT DISC NOTE	2	87251	\$1,500,000.00	\$1,472,804.16	\$1,472,804.16	\$0.00	\$27,195.83	05-Jan-87	05-Sep-86		31-Dec-86		5.52%	\$81,357.70	UP	UP
FEDERAL FARM CREDIT BANKS	3	87271	\$1,200,000.00	\$1,200,000.00	\$1,200,000.00	\$0.00	\$17,860.00	05-Jan-87	01-Oct-86	05-Jan-87	31-Dec-86	5.70%	5.70%	\$68,400.00	FTB	FTB
REPO	1	87317	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$0.00	\$4,791.67	08-Jan-87	09-Dec-86		31-Dec-86		5.75%	\$57,500.00	UP	UP
FED FARM CREDIT BANKS	3	87252	\$1,500,000.00	\$1,541,070.00	\$1,505,995.62	(\$41,070.00)	\$99,000.00	20-Jan-87	05-Sep-86	20-Jan-87	31-Dec-86	13.20%	5.65%	\$87,070.46	UP	UP
US T-NOTES	3	86102	\$20,000.00	\$20,000.00	\$20,000.00	\$0.00	\$1,275.00	15-Feb-87	28-Feb-86	15-Feb-87	31-Dec-86	12.75%	12.75%	\$2,550.00	FTB	FTB
FEDERAL FARM CREDIT BANKS	3	87243	\$1,000,000.00	\$1,028,125.00	\$1,009,125.66	(\$28,125.00)	\$57,250.00	02-Mar-87	26-Aug-86	02-Mar-87	31-Dec-86	11.45%	5.84%	\$60,032.22	FTB	FTB
FEDERAL FARM CREDIT DISC	2	87310	\$500,000.00	\$492,377.78	\$492,377.78	\$0.00	\$7,622.22	09-Mar-87	01-Dec-86		31-Dec-86		5.77%	\$28,390.50	FTB	FTB
FEDERAL FARM CREDIT BANKS	3	87241	\$1,000,000.00	\$1,052,990.00	\$1,024,594.51	(\$52,990.00)	\$71,875.00	20-Apr-87	26-Aug-86	20-Apr-87	31-Dec-86	14.38%	5.91%	\$62,233.81	UP	UP
FEDERAL FARM CREDIT BANKS	2	87324	\$1,530,000.00	\$1,498,419.23	\$1,498,419.23	\$0.00	\$31,580.77	23-Apr-87	16-Dec-86		31-Dec-86		6.06%	\$90,759.25	FTB	FTB
US T-NOTES	3	86100	\$100,000.00	\$98,593.75	\$99,569.52	\$1,406.25	\$6,000.00	15-May-87	28-Feb-86	15-May-87	31-Dec-86	12.00%	12.00%	\$11,831.25	FTB	FTB
FEDERAL FARM CREDIT DISC	2	87307	\$2,055,000.00	\$1,998,373.68	\$1,998,373.68	\$0.00	\$56,626.32	22-May-87	25-Nov-86		31-Dec-86		5.81%	\$116,125.49	UP	UP
US T-NOTES	3	86101	\$35,000.00	\$30,275.00	\$32,066.64	\$4,725.00	\$1,443.75	15-May-88	28-Feb-86	15-May-87	31-Dec-86	8.25%	8.25%	\$2,497.69	FTB	FTB
US T-NOTES	3	86103	\$50,000.00	\$50,000.00	\$50,000.00	\$0.00	\$3,656.25	15-Jan-89	28-Feb-86	15-Jan-87	31-Dec-86	14.63%	14.63%	\$7,312.50	FTB	FTB
US T-NOTES	3	86104	\$150,000.00	\$150,843.75	\$150,685.26	(\$843.75)	\$8,062.50	15-Aug-90	28-Feb-86	15-Feb-87	31-Dec-86	10.75%	10.75%	\$16,215.70	FTB	FTB
				\$0.00	\$0.00	\$0.00	\$0.00	01-Dec-85	01-Dec-85		31-Dec-86		0.00%	\$0.00		

\$12,090,000.00 \$12,083,872.35 \$12,004,012.06 (\$116,897.50)

\$716,826.58

## COMPARATIVE RATES:

90 DAY T-BILL 5.92%  
 90 DAY CD 5.49%

PROPERTY STATUS REPORT

Property Being Held as of January 1, 1987

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Phillippi	Phillippi, WV	\$4,000	1965	59.5 acres. This piece of property has been income producing for us with sales of timber. A natural gas well has been drilled, but not yet connected. Currently we have a proposed coal lease.
Thorn	1. Houston, TX 2. Houston, TX	6,000 total	1967 1973	7.20% of a 12.5% undivided interest. 3.83% of a 12.5% undivided interest. Currently leased with option to purchase.
Picard	Ridgeway Road Memphis, TN	\$1	1979	14.326 acres under TVA easement. Potential sale if property next to it is developed.
Moore	Cherokee Village, AR	7,000	1978	One undeveloped lot in a vacation village.
T. White	Neely Road Memphis, TN	80,842	1980-4	Total of 60% undivided interest in 36 acres given over four years. Currently being marketed.
Hunter	Cherokee	4,500	1980	One undeveloped lot in a vacation village.
Gooch	182 E. H. Crump Memphis, TN	9,431	1980	16.67 interest in a long term net ground lease (year 2011) of an 86 unit Travel Lodge motel that produces an income of \$816.72 per year.
Montesi	5014 Poplar Memphis, TN	763,500	1981	50% interest in Montesi building. Net lease with options until 2013.



# PROPERTY STATUS REPORT (CONT'D)

Property	Location	Estimated Value	Year Received	Status
Retained Life Estate 1.	70378 Pecos Drive Riverside, CA	105,000	1981	10% interest.
Spann Island	Near Luxora, AR	750,000	1983	100% interest given as the asset in a unitrust currently being marketed. Value reduced from original \$1,000,000 appraisal.
Winchester Sq. Townhouses	4819 Winchester Sq. St. on Outland, 1 block east of Perkins	33,767	1985	1/10th interest in a 5.2037% interest in this property.
Ranch Mirage, CA		35,000	1985	10% undivided interest in property.
Person Ave.	Memphis, TN	86,250	1986	1/9 undivided interest in 32.4 acres of undeveloped light industrial property near the Defense Depot.
Packer	Stone County AR	18,000	1985	Ninety acre tract of undeveloped land currently listed with realtor.
Walker	Shelby Drive/Clark Rd.	94,925	1986	10% interest on commercial tract sold Dec. 31, 1986 for \$94,925.
Houts	Cherokee Village, AR	56,844	1986	Three story, two bedroom, furnished condominium.
Picard, Halle, Poppenheimer	Millbranch/Holmes	111,824	1986	50,827 sq. ft. Frontage on Holmes Rd. zoned C-L commercial. Will be Listed with realtor.

## PROPERTY STATUS REPORT (CONT'D)

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Picard, Halle, Poppenheimer	Southaven, Desoto County, Mississippi	293,176	1986	9.6 acres undeveloped. Partially wooded area zoned C-3 commercial. Will be listed with realtor.
Parkway House	Unit #105	44,579	1986	One bedroom unfurnished unit with 741 square feet. Cost=\$48,000 Gift=\$5,000
Parkway House	Unit #108	69,244	1986	Two bedroom unfurnished unit with 1,151 square feet. Cost=\$70,000 Gift=\$7,000
Parkway House	Unit #208	69,244	1986	Two bedroom unfurnished unit with 1,151 square feet. Cost=\$70,500 Gift=\$5,000
Parkway House	Unit #311	52,339	1986	One bedroom furnished unit obtained for assuming a \$14,331, 8 3/4% mortgage and a 10%, \$43,850 single life mortgage. 870 square feet.
Parkway House	Unit #504	83,863	1986	Three bedroom unfurnished unit with 1,394 square feet. Cost=\$89,500 Gift=\$10,000
Parkway House	Unit #605	44,579	1985	One bedroom furnished unit obtained for \$30,000 cash and a 8%, \$15,000 single life annuity. 741 square feet. Cost=\$45,000 Gift=\$15,000
Parkway House	Unit #808	69,244	1986	Two bedroom unfurnished unit with 1,151 square feet. Cost=\$70,000 Gift=\$5,000
Parkway House	Unit #904	83,863	1983	Three bedroom furnished unit used as distinguished visiting faculty housing. 1,394 square feet. Cost=\$71,000

PROPERTY STATUS REPORT (CONT'D)

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Parkway House	Unit #906	86,510	1986	Two bedroom unfurnished unit with 1,438 square feet. Cost=\$78,000 Gift=\$8,000
Parkway House	Unit #910	70,387	1986	Two bedroom unfurnished unit with 1,170 square feet. Cost=\$70,000 Gift=\$5,000
Parkway House	Unit #1010	70,387	1986	Two bedroom unfurnished unit with 1,170 square feet. Cost=\$65,000
Parkway House	Unit #1011	52,339	1986	One bedroom unfurnished unit with 870 square feet. Cost=\$50,000
Parkway House	Unit #1103	68,221	1986	Two bedroom unfurnished unit with 1,134 square feet. Cost=\$72,500

### TRUSTEE LIABILITY

(Commonly referred to as Directors and Officers Liability)

INSURING CLAUSE: The insurer will pay on behalf of the Trustee all losses the Trustee is legally obligated to pay as a result of any claim or claims made against a Trustee for a "Wrongful Act."

WRONGFUL ACT: The term "Wrongful Act" shall mean any actual or alleged error, misstatement, act or omission, or neglect or breach of duty by the Trustees in the discharge of their duties solely in their capacity as Trustees of Rhodes College. (Wrongful Acts can be joint or severable)

#### EXAMPLES OF WRONGFUL ACTS:

Conflict of Interest.

Dissemination of false or misleading information.

Continual absence from meetings.

Fraudulent Conduct.

Fraudulent reports, financial statements, etc.

Failure to verify facts in official documents before signing and filing them.

Ignorance of institution's books and records.

Negligence of proper management with respect to institution's debt and delinquencies.

Permitting the institution to engage in activities prohibited by statute.

NOTE: These are just a few examples. Obviously, any exclusions stated in the policy will not protect the Trustees.

EXLCUSIONS: The current policy excludes:

- a. Slander and Libel.
- b. Discrimination (Sex, Race, Religion, Age).
- c. Violations of the Employee Retirement Income Security Act (ERISA).
- d. Pollution, Chemical, Nuclear.
- e. Dishonesty.
- f. Bodily injury, sickness, disease or death of a person or damage to or destruction of any college property.
- g. Prior Acts (Before date of policy).

DISCUSSION: 80% of the claims paid in College Liability suits are because of discrimination, which is excluded from this policy.

Trustee (Directors and Officers) liability insurance is difficult to obtain, expensive and provides minimal protection to the Trustees as illustrated by the above exclusions.

We are investigating the possibility of joining a "captive" Mutual Insurance Company which is being formed by the University Risk Management and Insurance Association (URMIA). If all goes as planned, the captive company will be a consortium of 600 Colleges and Universities. With this strength, the Company can offer much better coverage at much cheaper rates.

EXAMPLES OF WIDENED COVERAGE:

- a. Trustees, Academic and Administrative Staff and other College employees are covered.
- b. Discrimination is covered.
- c. EEOC complaints are covered.
- d. Failure to educate is covered.

Cost for coverage will be based on the size of the school, that is, enrollment and number of employees. For Rhodes, there will be a one-time contribution of \$12,000 for the company surplus, plus an annual premium of \$2,267 for \$1,000,000 worth of insurance.

In the past, we paid \$7,500 for a \$1,000,000 three-year renewable policy. Because of the insurance liability crisis, the Company we had this policy with would not renew it. We were able to buy a one-year policy for \$12,000. The possibility of obtaining Trustee coverage from any insurance company next year is remote. Therefore, our best hope is that the "captive" company becomes a reality.

**DIRECTORS AND OFFICERS LIABILITY POLICY**

This policy protects the elected and appointed officers of the College against direct loss to themselves for a wrongful act or acts while performing solely in their individual or collective capacities in the College.

This policy does not cover slander, libel or acts of dishonesty or discrimination because of age, sex, national origin or religion.

Coverage: - \$1,000,000.00, limit of liability each  
policy year  
Deductible: - (a) \$2,500, each Director or Officer each  
loss  
(b) \$10,000, in the aggregate each loss,  
Directors and Officers  
Company: - Royal Insurance Company  
Policy No.: - EP 10 08 48  
Policy Period: - March 28, 1986 to March 28, 1987  
Premium: - (One year) \$12,000

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**COMPREHENSIVE BUSINESS POLICY**

PART A - Buildings and Contents  
PART B - Boilers and Machinery  
PART C - Inland Marine  
a. Portable Equipment  
b. Visiting Exhibitions  
c. Valuable Papers and Records  
d. Personal Articles (Silver-Art)  
e. College Owned Telephone System  
PART D - Automobile Physical Damage  
PART E - Automobile Liability  
PART F - Comprehensive General Liability  
PART G - Blanket Crime

## PART A

BUILDINGS AND CONTENTS

This policy insures College owned buildings and contents (in-sured personal property) against losses resulting from fire, lightning, windstorm and hail and certain peril caused by man, such as, riots and civil disturbances.

This policy does not insure against losses sustained by earthquakes, floods, war, or nuclear disasters.

- Coverage: - (1) \$63,361,477. Blanket for academic/  
administrative buildings and dormitories.  
(2) \$30,000. Personal property only for  
units 904, 311, and 605 at 1960 N. Parkway.
- Deductible: - (1) \$5,000  
(2) 80% coinsurance coverage (2)
- Company: - Continental Insurance Company
- Policy No.: - CBP 417 822
- Policy Period: - July 1, 1986 to July 1, 1987
- Premium: - \$92,652 for Parts A through G
- 

## PART B

BOILERS AND MACHINERY

This policy protects the College from losses from damages to boilers and machinery because of sudden and accidental breakdown.

- Coverage: - \$500,000 per accident
- Deductible: - \$5,000
- Company: - Continental Insurance Company
- Policy No.: - CBP 417 822
- Policy Period: - Same as Part A
- Premium: - Included in Part A





## PART E

AUTOMOBILE LIABILITY

This policy reimburses the College for all sums it must pay as damages because of bodily injury or property damage to which this insurance applies, caused by an accident and resulting from the College ownership, maintenance or use of the autos covered.

This policy does not apply to obligations of the College that fall under workmen's compensation or disability benefits, loss or bodily injury to any employee arising out of and in the course of his or her employment by the College.

<u>Coverage:</u>	- (1) \$750,000 Bodily Injury/Property Damage
	(2) \$750,000 Uninsured Motorist
<u>Deductible:</u>	- None
<u>Company:</u>	- Continental Insurance Company
<u>Policy No.:</u>	- Same as Part A
<u>Policy Period:</u>	- Same as Part A
<u>Premium:</u>	- Included in Part A

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## PART F

COMPREHENSIVE GENERAL LIABILITY

This policy reimburses the College for all sums it is legally obligated to pay as damages, because of Bodily Injury and Property Damage occurrences not covered by other Parts of this Comprehensive Business Policy. It also protects the College against Personal Injury (Third Party) claims, such as, slander, libel or defamation of character.

This policy does not cover employees of the College for Bodily Injury or Personal Injury to another employee arising out of, or in the course of, his or her employment.

<u>Coverage:</u>	- (1) \$500,000 Each occurrence-\$500,000 Aggregate-Bodily Injury
	- (2) \$250,000 Each occurrence-\$250,000 Aggregate-Property Damage
	- (3) \$500,000 Aggregate-Personal Injury
<u>Deductible:</u>	- None
<u>Company:</u>	- Continental Insurance Company
<u>Policy No.:</u>	- Same as Part A
<u>Policy Period:</u>	- Same as Part A
<u>Premium:</u>	- Included in Part A

## PART G

BLANKET CRIME

This policy reimburses the College for the loss of money and securities for the following causes:

- a. Employee dishonesty
- b. Robbery and burglary (on the premises)
- c. Destruction (on or off the premises)
- d. Loss while in transit (messenger or armored car)

Coverage: - \$1,000,000. Total liability  
Deductible: - None  
Company: - Continental Insurance Company  
Policy No.: - Same as Part A  
Policy Period: - Same as Part A  
Premium: - Included in Part A

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## UMBRELLA LIABILITY POLICY

This policy protects the College against potential, but unlikely, losses as a result of catastrophe. The coverage is in excess of that carried by the College in the "Comprehensive Business Policy" for property damage, bodily injury and personal liability.

Coverage: - \$4,000,000.00  
Deductible: - \$ Zero  
Company: - Interstate Insurance Company  
Policy No.: - 55 C1040076  
Policy Period: - July 1, 1986 to July 1, 1987  
Premium: - \$13,400

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## FIDUCIARY RESPONSIBILITY POLICY

This policy protects the Rhodes College Fringe Benefit Program from wrongful acts by designated fiduciaries in the administration of the several plans that make up the Program.

Coverage: - \$250,000 (Annual Aggregate)  
Deductible: - None  
Company: - Aetna Life and Casualty  
Policy No.: - 64 FF 37  
Policy Period: - May 2, 1986 to May 2, 1989  
Premium: - \$891 Per Year

### ATHLETIC ACCIDENT POLICY

This policy protects Rhodes College against losses claimed as a result of injury, accidental death or dismemberment experienced by a member of any intercollegiate team of the College participating in a regularly scheduled and approved practice or game for the College. It also covers travel to regularly scheduled and approved practices or games for players and coaches.

This policy does not cover students engaged in intramural or individually selected athletic activities. This policy does not cover athletic team members or coaches when traveling on charter-ed aircraft.

<u>Coverages:</u>	-	Medical Maximum - \$13,000 each claim
		Accidental Death - \$10,000 each claim
		Dismemberment - \$10,000 each claim
		Excess to Medical Maximum, \$15,000 to \$250,000 each claim.
<u>Deductible:</u>	-	\$2,000
<u>Companies:</u>	-	Guarantee Trust Life Insurance Company (Second Layer) Firemens Fund Insurance Company (Third Layer)
<u>Policy No.:</u>	-	414-120-475 Q
<u>Policy Period:</u>	-	August 1, 1986 to August 1, 1987
<u>Premium:</u>	-	\$4,549.00 Per Year

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### ATHLETIC SELF INSURANCE

This is a first layer cash reserve used to underwrite medical expense for athletic injuries incurred by members of the inter-collegiate athletic teams engaged in scheduled practices or games.

This insurance does not cover students engaged in intramural athletics or individual sports activities. It does not cover intercollegiate athletes who obtain medical treatment without prior consultation with the College certified athletic trainer or the team physician.

<u>Deductible:</u>	-	None
<u>Policy No.:</u>	-	None
<u>Policy Period:</u>	-	Continuous
<u>Premium:</u>	-	Annual Reserve

Attachment #7

TO: Committee on Finance  
FROM: James H. Daughdrill, Jr.  
DATE: January 2, 1987  
RE: 1985 Bond Issue Project

Based on our 1985 Bond Issue schedule, I recommend the following resolution:

RESOLVED: The Committee on Finance authorizes that the College proceed with the following expenditure from the 1985 Bond Issue:

\*Architect's fees for the Briggs Student Center \$56,000

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Attachment #8

TO: Committee on Finance  
FROM: James H. Daughdrill, Jr.  
DATE: January 12, 1987  
RE: Resolutions regarding two pieces of property

WHEREAS: IN December of 1986, the College was given two pieces of property located in Desoto County, Mississippi and at Millbranch and Holmes Road in Shelby County, Tennessee. Both properties are undeveloped parcels with commercial zoning valued at approximately \$400,000.

NOW THEREFORE BE IT RESOLVED: That Thomas R. Kepple, Jr., Provost, or James Allen Boone, Jr., Dean of Administrative Services, is authorized on behalf of the College to sell the above mentioned properties.

REPORT OF THE COMMITTEE ON BUILDINGS & GROUNDS - January 12, 1987  
Room 302 S. DeWitt Clough Hall

Mrs. Nancy H. Fulmer called the meeting to order at 2:35 PM. Those in attendance were:

Nancy H. Fulmer, Chair  
Kenneth F. Clark, Jr.  
Mertie Buckman  
Tony Lee Garner  
Brian C. Mott

Jack A. Belz  
Spence L. Wilson  
Lorna A. Reimers  
David Brian DuBard  
E. Dudley Howe, ex officio

Mrs. Fulmer welcomed members to the Committee meeting, then asked for clarification for selecting architects for Campus projects. Mr. Dudley Howe requested directions in making recommendations to the Committee on Buildings & Grounds and suggested it will be desirable to have guidelines pertaining to projects both by size and type, i.e., those requiring a high degree of exterior design detailing. Mrs. Fulmer read the following resolution passed at the April 21 and 22, 1983, Board of Trustees meeting.

"The Dean of Administrative Services and his staff will interview, based on the requirements of the project, a sufficient number of architects to recommend a maximum of three to the Buildings and Grounds Committee. The Buildings and Grounds Committee will at their option receive formal presentations from the architects and will make the final architect selection."

Considerable discussion followed concerning the method of selecting architects and the method of compensating them. The discussion centered on the proposed plan that architects for projects with a high degree of visibility will be selected by the Committee on Buildings & Grounds as per the resolution. It was further discussed that architects for projects in which the bulk of the architectural work is space utilization will be selected by the Dean of Administrative Services and his staff and will not come before the Committee on Buildings & Grounds. The discussion included the idea that fees for architectural services be on a fixed basis rather than a percentage basis if applicable. The Committee suggested as-built plans be required from the architect at the completion of each project and be retained by Rhodes. It was also suggested the architect's performance be recorded for future reference. A subcommittee of Mr. Spence Wilson, Mr. Jack Belz, and Mr. Kenneth Clark was appointed by Mrs. Fulmer to work with Dean Allen Boone and Mr. Howe on developing refined guidelines for selecting and negotiating with architects.

Mrs. Fulmer turned the meeting over to Mr. Howe for status reports on current projects. Construction is progressing on the Refractory addition but is slightly behind schedule. Mr. Howe reported that the project is over budget. Meetings have been scheduled with the Architect, Contractors, and College officials to review options on cost reduction.

Numerous meetings with the property owners adjacent to the University Quadrangle have resulted in a compromise which is mutually beneficial to all concerned. The University Quadrangle project has been altered slightly to meet zoning requirements. The final plan goes to the City Council January 13,

1987, for vote. Since all parties are in agreement, it is anticipated the project will receive a favorable vote. Work will begin immediately with the razing of Evergreen. General construction will commence shortly thereafter, anticipated completion date is August 1, 1987.

Mr. John C. Millard, Architect, will present two schemes for the possible renovation of Hardie Auditorium to an on-Campus Committee for review. That Committee will then make their recommendation to the President.

Mr. Frank Ricks, Architect, will be presenting schematic drawings to the Mallory and Hyde Gymnasiums Renovation Committee later this week. Once schematic plans have been approved by the on-Campus Committee, the plans will be presented to the Cabinet then returned to the Architect for development of contract drawings and specifications. This project is to start in early May 1987 and be completed by August 1987.

Mr. Howe reported on the status of Rhodes' application to the Institutional Conservation Program for assistance in installing central air conditioning in Voorhies, Townsend, and Trezevant Dormitories. ICP is administered through the Tennessee Department of Economic and Community Development, Energy Division. If our request is acted upon favorably, Rhodes could receive up to \$300,000 for the installation of this system.

An on-Campus Committee has been appointed by Provost Kepple to work with The Crump Firm, Inc., in developing plans for the Social Sciences Building. Rhodes has reapplied to The Olin Foundation for funding. In accordance with our schedule for future Physical Plant projects, Social Sciences Building is to be completed by December 1988.

Mrs. Fulmer read the following resolution to recognize Mr. Wallace Houck who retired December 31, 1986:

"The Committee on Buildings and Grounds of the Rhodes College Board of Trustees expresses appreciation to Mr. Wallace Houck for twelve years of outstanding service to the College as Superintendent of Mechanical Systems in the Physical Plant Department. His knowledge of the Campus systems and his ability to keep equipment running, while maintaining a sense of humor, is greatly appreciated and will long be remembered."

Mr. Kenneth Clark moved the resolution be accepted as presented. Mr. Spence Wilson seconded the motion.

Vote - Unanimously approved.

There being no further business, the meeting was adjourned at 3:50 PM.

REPORT OF THE COMMITTEE ON DEVELOPMENT - Monday, January 12, 1987

Robert H. Buckman, Chair

Chair Robert H. Buckman called the meeting to order at 2:35 p.m. The following members were present:

Robert H. Buckman, Chair  
Dunbar Abston  
Robert F. Fogelman  
Margaret R. Hyde '34  
Robert H. Seal  
James A. Thomas III '62

Michael K. Cooper '87  
Kathy L. Daniel  
Barbara B. Draffin  
Robert C. Eckert  
Brenda A. Eckles  
Mary Margaret Guth  
Donald J. Lineback  
Peter A. Rooney '84  
Amanda G. Yandell

The following special guests were present:

Grant T. Hammond  
Jason P. Hood '87  
Eileen F. Ruffin '89

William M. Short '71  
Peter R. Scott '89

Chair Buckman introduced new trustee, James A. Thomas III, and the new Director of Planned Giving, Robert C. Eckert.

Chair Buckman discussed the draft of the brochure designed for the Library renovation project and the importance of the project. Dean Donald Lineback discussed the schedule of when funding for the Library is needed.

In order to demonstrate the need to complete the renovation of Burrow Library and to indicate its priority to the Kresge Foundation of Troy Michigan,

The committee voted to recommend that the Board adopt the following resolution:

Recognizing that a library is a college's most important academic resource after the faculty itself, the Board of Trustees of Rhodes College resolves to give highest priority to the renovation of the Burrow Library through new gifts and commitments from Rhodes alumni and friends in 1987.

Mrs. Brenda Eckles introduced the idea of having a group of trustees and friends of the College assist in providing information about high school-aged children and grandchildren of people of substantial wealth so that Rhodes might recruit the children, thus involving these people in the life of the College. Discussion followed resulting in a consensus that the idea may be pursued on a case-by-case basis, but not as a formal program.

Ms. Kathy Daniel presented the new Alumni Directory.



Ms. Daniel reported on the tours to France in June 1987, and to the Orient in November 1987. The Alumni Office and Travel Committee are hosting a preview party for the France tour, February 27 and 28. Trustees are especially invited to join the tours.

Ms. Daniel reported on the 50th reunion plans being made by the Class of 1937. Mrs. Gladys Crump Pierce is the Class of 1937 Golden Anniversary Reunion Committee Chair. Mrs. Pierce, Mr. Toto Houts and Mr. Lee McCormick are heading the giving campaign.

Mrs. Amanda Yandell reported on the written proposals submitted for the Library renovation project and for other areas. The Library proposal submitted to the Arthur Vining Davis Foundation was turned down, as were two proposals submitted to The Educational Foundation of America and the Charles Stewart Mott Foundation for the 21st Century Commission. The T.W. Briggs Foundation has made a commitment of \$210,000 over 10 years to establish The Briggs Student Center Fund for the expansion of the Student Center. ARA, the food service organization, has agreed to forgive \$100,000 of a remaining \$150,000 interest-free loan given for the renovation of the Catherine Burrow Refectory.

Mr. Dunbar Abston reported on the Trustee Division of the Annual Fund:

Trustee annual gifts this year total \$262,000 toward a goal of \$305,000. There are 23 trustees who are members of the Diehl Society, including 3 who joined this year for the first time. We still have a small handful who have not made a commitment, who can carry us over the goal. I urge them to make their commitment soon, so that we can wrap up the campaign and once again show that the Board leads the way.

Mr. Peter Rooney reported that other Divisions of the Annual Fund have responded well as of the end of December. The Alumni Division is up by 54% in dollars and 16.9% in number of donors. The Parents Division is up 17% in receipts and has more donors to date than all of last year, and the Campus Division - faculty and staff is up by 53%. Overall giving is up 27.2% in dollars to \$820,359, and up 32% in donors.

Mrs. Barbara Draffin reported on the Giving Clubs. Together the four donor groups have brought in 72% of the unrestricted gifts. The Charles E. Diehl Society shows a 19.4% increase with \$294,438 received. The Red and Black Society is up 10% with \$159,281. The Tower Club is up 22% with \$38,918 received. The Anniversary Club is up 28% with gifts received totaling \$101,753.

Mrs. Draffin reported that in this year's Greater Memphis Campaign only businesses were solicited. It is being done in 2 parts, Fall '86 and Spring '87. To date \$137,307 has been received which is 50% of \$275,000 goal.

Professor Grant Hammond, International Studies Chair, and Mr. William Short, Head of Information Services at Burrow Library, reported on the Campus Campaign challenge. The campaign goal is 75% participation. If that goal is reached a challenge will be met with a group of six people adding \$3,000 to \$5,000. The goal for receipts was \$28,000, and \$32,100 has been raised in receipts and pledges.

Ms. Mary Margaret Guth introduced student phonathon co-chairs, Ms. Eileen Ruffin and Mr. Peter Scott. The phonathon goal is \$76,000, a 15% increase over last year.

The location of the phonathon has been moved from Federal Express offices to campus.

Ms. Guth introduced student volunteer, Mr. Jason Hood, chair of the Graduate Gifts program. The name has been changed to the "1987 Club," and the goal is \$1,950, with a high percentage of participation being the main goal. A newsletter will go to the graduates talking about classmates' activities and College activities of interest to them.

Total commitments in the Ten-Year Campaign including \$4,000,000 in the Alumni Challenge, are at \$88,240,671. Another \$6.2 million is needed from alumni and \$5.6 million from trustees, friends, parents and others if we are to reach \$100 million by December 31. If we do this we will have made a historical statement that no other college of our size has made in the history of education. I think we can do it!

Chair Buckman discussed the policies of The Ten Year Development Campaign.

Chair Buckman adjourned the meeting at 3:40 p.m.

REPORT OF THE COMMITTEE ON ENROLLMENT - JANUARY 12-13, 1987

The Committee on Enrollment was called to order by Acting Chairman Ray Zbinden with the following members in attendance: Dean Ray Allen, Mr. Allan Bacon, Mr. Buzz Davis, Ms. Ruthie Frierson, Dr. Harold Lyons, Mr. John McMillan, Dean Sally Thomason, Dean Dave Wottle, and guest Mr. Hal Bray.

ADMISSION UPDATE

Acting Chairman Zbinden welcomed the Committee and then called upon Dean Wottle to give an update on the 1986-87 recruiting year. Dean Wottle indicated that at the present time student inquiries are up 23%, from 11,637 to 14,336 due in large part to the TIME magazine article, and applications are up a dramatic 73%, from 451 to 781. Students who come to campus for interviews is up significantly from 382 students last year to 551 students this year, or 44%, and up 218% over two years ago! Dean Wottle expressed concern over the ratio of males to females in the applicant pool. Currently 57% of the applicants are female. Discussion followed about ways to encourage more males to enroll in the freshman class.

Dean Wottle proceeded to give a report on the results of Early Decision. Early Decision statistics are also very encouraging with applications up 64% over last year and deposits currently at 71, an all-time high, as compared to 54 last year at this time. He indicated that for the first time ever we were able to defer students to regular decision who met our minimum admission criteria and who would have been accepted in years past.

FINANCIAL AID UPDATE

Dean Allen was called upon to give a financial aid update. He began by indicating that the financial aid budget for the 1987-88 has been set at \$4,584,263. He indicated that we awarded more funds this year (1986-87) than was allotted in the budget because of the increase in the student body size but that \$225,000 was allotted by the Board to compensate for this deficiency.

Our current financial aid budget for 1986-87 is \$3,881,500. All financial assistance received by Rhodes College students amounts to \$5,495,366 this year, of which 72.5% comes from institutional funds and 27.5% from state and federal funds.

Dean Allen then addressed the effects cutbacks in the Guaranteed Student Loan Program for 1987-88 will have on our student body. He looked at the number and amounts our students are getting in GSL's this year and how much they would get next year taking into account the cutbacks. He estimates that a total of 238 Rhodes students will be affected by the cutbacks with an apparent loss of \$169,797.

Dean Allen discussed a contingency loan program, a loan that ties repayment to income level, which President Reagan strongly supports. He indicated that we are applying to be one of the pilot schools implementing this program. He also posed a question that was raised at a recent faculty meeting, "Should we allow students who receive financial aid at Rhodes to use their aid when they study overseas?" He indicated that we have not allowed students to do this in the past. Discussion on both sides of the issue followed. Dean Allen indicated that a faculty committee is considering this issue at the present time and he will keep the Committee updated on their decision.

#### COMMITTEE ON MINORITY RECRUITMENT

Dean Wottle reviewed the minutes of the first two meetings of the Committee on Minority Recruitment and then made the following motion:

That the name of the Committee on Minority Recruitment be changed to the Committee on Black Student Recruitment.

The motion was seconded by Dr. Lyons and after considerable discussion passed unanimously.

#### SPECIAL STUDIES REPORT

Dean Thomason discussed spring course offerings in the Special Studies division and referred to a brochure which lists the course offerings. The C. Whitney Brown Seminar will be held on February 6 and will feature John Naisbitt and Patricia Aburdene, co-authors of the best-seller Megatrends. The program has been so well received that it has been moved to Evergreen Church to accommodate the crowd.

Dean Thomason indicated that we will have a Summer Scholars program this summer but that the various Tennessee Governor's Programs will not change their meeting locations so we will not have a Governor's program on campus this summer. She mentioned the many programs we will be hosting on campus this summer and next fall and indicated that she has had to do a great deal of juggling with the summer programs because of the renovations to the gym and refectory.

Dean Thomason discussed the idea of Adult Degree Programs and indicated that we will probably be moving in the direction of credit classes in Special Studies in the years ahead. A faculty committee will be looking at this issue in the fall.

There being no further business, the meeting was adjourned.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - January 12, 1987

Members present:

Board: Mr. Lee Jenkins (Chair), Mr. Crabtree, Mr. Mallory

Faculty: Dr. Walton, Dr. Dickerson

Students: Ms. Tallent, Mr. Mahootchi

Staff: Dean Llewellyn, Dean McMahon, Mrs. Handwerker

The meeting was called to order at 2:35 by the chair, Mr. Jenkins.

Dean Llewellyn distributed to the committee information on faculty recruitment for 1987-88 which included the number to be recruited, department, speciality, type of appointment, salary projection and miscellaneous information.

Salary ranges were discussed with concern being expressed by Mr. Mallory and Mr. Crabtree over the low entry level salary offered for replacement faculty. Mr. Mallory questioned the hiring at entry level stating that with a lack of teaching experience and low salary, top level candidates would be difficult to attract and that quality could be compromised.

The committee raised the question whether listed positions with salary shown reflects the purpose established by the Board approximately two years ago when hiring restrictions were removed, that is the College may hire experienced faculty with the possibility of tenure at the time of appointment.

Dean Llewellyn stated that \$176,000 had been added to the faculty salary pool as new money in partial support for the sixteen (16) positions open.

Dr. Hatfield, director of the "Search for Values in the Light of Western History and Religion" course, gave a brief background of the "Man" course and its transition to the "Search" course. He pointed out the differences between the "Search" course and other Western Civilization courses which make the "Search" course unique. Dr. Hatfield stated that the course had undergone 2 major revisions since its inception. Dr. Hatfield pointed out that the course is undergoing yet another revision taking into consideration how the course will fit in with revised curriculum, how the continuity and tradition will be maintained, how the "Search" staff can be involved in the revision while maintaining a balance among interdisciplinary components, and how the course will fulfill the degree requirements of bible and bible related courses.

Dean Llewellyn asked for comments from the committee concerning what information it would like brought before it for discussion at the Spring Board Meeting. Committee members expressed the desire to continue to receive specific and concrete information of recruitment, including salaries and terms of appointment. Mr. Crabtree asked that Committee members be given a copy of the tenure policy and procedure guidelines.

Dean Llewellyn reminded everyone of the reception to introduce new faculty to the committee to be held in Clough Hanson Gallery immediately upon the adjournment of the meeting.

At this point the meeting was adjourned.

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - January 12, 1987

The Committee on Student and Campus Life was called to order by Chairman John Tully at 2:38 P.M. in the Voorhies Social Room of Rhodes College. Other members in attendance were: Trustees John Richard de Witt, Frank E. Lankford, Harry J. Phillips, Sr., Jeannette Spann; Professors David Jeter and Bruce Stanley; Students David Lusk, and Andrew Robinson; Ex Officio members Dean Tansill H. Hille and Dean Frayna E. Goodman. Present by Invitation: Kim Chickey, Chuck Gordon, Gretchen Greiner, Steve Musick, and Debra Warren. The following members were absent: Scott Kelso, E.A. Alburty, Emily Alburty and student Melinda Gard.

Kim Chickey, Director of Student Activities, discussed campus events. Various types of programming have been scheduled that include educational as well as social activities such as Alcohol Awareness and Legal Liability/Risk Management. Plans are currently underway to add a fifth national sorority and letters of interest have been received.

Chuck Gordon, Director of Athletics, discussed the Renovation project for Mallory and Hyde Gymnasiums. A new classroom with a private entrance will be added that may be used by faculty for classes and accessible by handicapped students. The gymnasiums will be brought up to standards and safety codes met. Schematic drawings were available for viewing as prepared by Looney, Ricks, Kiss, architects.

A proposed Wellness program for students, faculty, staff and alumni is under consideration that will include professional fitness evaluation, diet, etc. The renovation to the gymnasiums will enhance this project.

The Captain's Club was started this year. It consists of a representative from each sport that meet regularly with the Director of Athletics. They select an athlete of the month, discuss opinions on programs or policies and are supportive of the needs of other sports. Four students have been selected as Athlete of the Month this year and notices sent to their hometown newspapers for publicity. Club sports are not currently included. Handouts were furnished.

Welfare Commissioners Gretchen Greiner and Andy Robinson presented the Emergency Cab Service, a new free service offered to students who have become intoxicated away from campus (or have a late-night emergency such as car trouble, etc.) and need a ride back. Rhodes has entered into a contract with Yellow Cab Service that will enable them to call Security and request a cab. Security will contact Yellow Cab directly and have the student picked-up and brought back to campus safely.

Reverend Steve Musick, Chaplain/Kinney Director, discussed the new structure of the Chapel Services. They are currently being held twice a week in the East Lounge. Repairs are being made to Bellingrath Chapel, which should make it available for morning prayer services beginning on March 4 (Lent). It has been requested that a half-hour break in the daily class schedule be implemented next Fall which would give everyone the opportunity to attend chapel services. There are over 30 hours a week of religious group meetings, Bible studies, and worship services offered on the Rhodes campus. They

represent not only the Presbyterian denomination, but Baptist, Episcopal, Catholic, Friends, and several others, as well.

Reverend Musick stated that the Kinney Program is comprised of 300 students currently doing volunteer work with 30 participating agencies in the Memphis area. The goal of the Kinney group is to continue this type of involvement, and through it build a community of persons united by an identification with the ideals of service to others. A network of smaller groups has been formed to meet regularly and share experiences in Kinney and volunteer work.

David Lusk gave the SGA President's Report. Results of the second survey were distributed and there are plans for a third survey to be distributed that involves the academic situation at Rhodes. An Alcohol Policy Forum entitled "What's the Deal" has been scheduled for January 28 that will include representatives from the Memphis Bar Association, Advisor for fraternities, as well as the Dean of Students Office. Overall the campus is running smoothly without major student concerns.

There being no further business the committee adjourned at 3:30 P.M.