

**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE  
January 17 and 18, 1991**

**1-91-1** 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 1:00 P.M., Thursday, January 17, 1991 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

The meeting was opened with prayer by Mr. George Cates. Dr. Blount asked for a moment of silent prayer in memory of Mr. Robert Seal and Ms. Jeannette Spann. He asked that the following resolution be spread upon the minutes.

**WHEREAS, the Board of Trustees of Rhodes College, with a deep sense of loss, records the death of Robert H. Seal, who served as a Trustee from 1979 to 1988; and for Ms. Jeannette Spann, Honorary Trustee and benefactor.**

**RESOLVED, That the Board extend to their families its deepest sympathy.**

Dr. Blount announced that Dr. Billy Hightower has suffered a heart attack and since has had by-pass surgery and is now doing fine.

**1-91-2** The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

**SYNOD OF LIVING WATERS**

Marion S. Adams, Jr., '93  
George E. Cates, '93  
Ted M. Henry, '92  
James H. Prentiss III, '93  
Henry B. Strock, Jr., '92  
Ray U. Tanner, '91

**FACULTY TRUSTEES**

Robert L. Entzminger, '92  
Douglas W. Hatfield, '93  
F. Michael McLain, '91

**STUDENT TRUSTEES**

Gregory B. Foster  
G. Demetri Patikas

**HONORARY TRUSTEES**

Mertie Buckman  
Frank Norfleet  
Charles R. Sherman  
Alvin Wunderlich, Jr.

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**ELECTED BY TRUSTEES**

Dunbar Abston, '93  
Robert W. Amis, '93  
Edgar H. Bailey, '91  
Jack A. Belz, '93  
Winton M. Blount, '93  
Bayard Boyle, Jr., '93  
Neville F. Bryan, '91  
William H. Bryce, Jr., '92  
Bruce E. Campbell, Jr., '91  
Kenneth F. Clark, Jr., '92  
John H. Crabtree, Jr., '93  
Nancy H. Fulmer, '91  
Henry Goodrich, '91  
C. Stratton Hill, Jr., '93  
Michael McDonnell, '93  
L. Frank Moore, '92  
Joseph Orgill, III, '91  
S. Herbert Rhea, '92  
Joseph L. Roberts, Jr., '92  
Ronald Terry, '92  
David D. Watts, '92  
Spence L. Wilson, '92  
S. Ray Zbinden, '91

**LIFE TRUSTEES**

Margaret Hyde

**PRESENT BY INVITATION**

Peggy Arnold  
Allen Boone  
Harmon Dunathan  
Sherry Fields  
Brian Foshee  
Josephine Hall  
David Harlow  
Paula Jacobson  
Ron Kovach  
Don Lineback  
Bob Llewellyn  
Mac McWhirter  
Helen Norman  
Tom Shandley  
Sally Thomason  
David Wottle

The following Trustees were absent:

**SYNOD OF LIVING WATERS**

Bland W. Cannon, '91  
W. L. Davis, '93  
Billy M. Hightower, '92  
K.C. Ptomey, Jr., '91  
Mary Elizabeth Walker, '92  
William F. Winter, '91

**LIFE TRUSTEES**

L. Palmer Brown  
Paul Tudor Jones  
Robert D. McCallum  
W. C. Rasberry  
P. K. Seidman  
John W. Wade

**ELECTED BY TRUSTEES**

Charles P. Cobb, '93  
Nancy Huggins, '91  
William J. Michaelcheck, '92  
Harry J. Phillips, Sr., '92  
Vicki G. Roman, '91  
James A. Thomas III, '91

**STUDENT TRUSTEES**

Kristin Anne Rudolph

**HONORARY TRUSTEES**

Emily Alburty  
E.A. Alburty  
Thomas B. Davis  
Edward Jappe  
Morrie Moss  
Harold F. Ohlendorf  
Lorna Reimers  
John B. Ricker, Jr.

Mr. Clark declared a quorum was present. (See Exhibit A, p. 12) for Board committee list)

**1-91-3** Dr. Blount welcomed Mr. Charles Sherman, newly elected Honorary Trustee. Mr. Sherman is the former CEO and consultant to Boatmen's Bank (formerly C&I Bank); he served as chair of the Board of Associated Realty Service; was president of Leader Federal for many years; is a life trustee of United Way, and now serves as a personal investor.

**1-91-4** The Board approved as mailed the minutes of the Board of Trustees meeting held on October 25 and 26, 1990.

**1-91-5** The Board ratified as mailed the action in the minutes of the Executive Committee meeting held on December 3, 1990.

**1-91-6** Vice President Harlow gave the following report:

"In my report to you this afternoon I want to make you more aware of two college issues about which some of you have recently expressed significant interest. First, I have a 'quick look' report of campus safety, security and crime trends across the nation, in Tennessee, and at Rhodes. I will include recommended standards for improved safety and security on campus developed by the American Council on Education, and will tell you how we are progressing in this important effort. Secondly, I will provide for you information on many of the ways the Rhodes community reaches out to the larger community around us.

"With regard to safety and security, there is an alarming increase of violent crimes on our nation's campuses--Rhodes College is not immune. Victims have been students, faculty and staff. In an academic community the challenge is to provide a reasonably secure campus and still maintain an atmosphere where academic traditions of free movement and access are possible. As a result of the murder in 1985 of a female student in her resident hall room by a fellow student at Lehigh--Pennsylvania and Tennessee now have laws which require colleges and universities to provide their crime statistics for public review. At the beginning of this academic year the series of murders in Gainesville, Florida near the University of Florida, highlighted how vulnerable college students can be to violent crime. Traditionally colleges have kept quiet about crimes, fearing adverse publicity, leaving the students and parents unaware of potential dangers. Federal legislation is now pending to require that all colleges and universities that receive federal funds report all crimes to federal and state authorities.

**"How bad is the situation?"**

A few statistics:

"In 1989, there were 1990 violent campus crimes reported to the FBI -- and almost 90% of U.S. colleges and universities did not report crimes at all.

- . 78% of these violent crimes were committed by students.
- . Alcohol was involved with 80% of the reported rapes, assaults, and vandalism.
- . 25% of all female college students are victims of rape or attempted rape at some point in their college career.

"As I stated earlier, in Tennessee effective 1 July 1989 the College and University Security Information Act requires monthly reporting of crimes to a state agency which produces a report summary.

"A summary of this first six months of reports (July-Dec. 1989) is as follows for the entire state:

TN. 1989	Homicides	Robbery	Rapes	Assaults	DUI	Auto Theft
Aug-Dec	0	12	6	117	85	71

I do not have the state's report for 1990 as yet.

The Rhodes report for Jan-Dec. 1990 is:

Rhodes 1990	Homicides	Robbery	Rapes	Assaults	DUI	Auto Theft
Jan-Dec	0	3	0	1	3	3

and from USA Today in December of 1990 this alarming statement from a 'Campus Crime Report'--'Every two hours and twelve minutes, a violent crime is committed on a college campus. For every 1,000 students on campus, 26 crimes are expected.'

"What are we doing?"

"The American Council on Education suggested the following steps for achieving reasonable security.

**I. Instruct Campus Community About Security Procedures**

- provide information on security risks.
- procedures for summoning aid.
- educate community to report crimes immediately.

At Rhodes we have:

- 1) Installed weekend duty responsibilities for student affairs administration.
- 2) Conducted a week long RA training including emergency procedures.
- 3) Orientation -- discussions of campus safety and escort service with students and parents.
- 4) Campus-wide programs - Mystery Theatre, Campus and Community Safety, Drug Abuse, Self-Defense, Car Theft, Emergency Procedures.

Results:

No reported rapes since programming began -- four reported on campus in the two preceding years.

**II. Ground Security and Access**

- It is feasible and advisable to restrict or access to college campuses.
- each institution should periodically review the adequacy of its outdoor lighting.
- each institution should insure that access to master keys are limited.
- should provide an escort service.

At Rhodes we have:

- 1) Fence and gatehouse will monitor unauthorized traffic and visitors to campus. All cars entering will be monitored after 9:00 P.M.

- 2) Conducted lighting audit this fall to continue to improve lighting. Security reports all malfunctioning lighting to physical plant.
- 3) All key requests are monitored and approved by the Director of Campus Safety.
- 4) Escort service is up to over 400 requests for the last four months -- need to improve awareness and publicity.

III. American Council on Education suggests: Supervision of Student Housing

- provide supervision within student housing.
- provide special training to those responsible for supervision.
- restrict access of non-resident students.
- inform residents of all security procedures and rules applicable to residence halls.

At Rhodes we have :

- 1) Added two residence hall directors in 1989 to improve emergency preparedness and responsiveness.
- 2) Resident Advisers training improved -- week-training and on-going supervision and training.
- 3) Each residence hall has a security supervisor from 5:00 p.m. to 1:00 a.m. -- developed procedures in fall, 1990.
- 4) All residence hall doors locked 24 hours -- security monitors propped doors.
- 5) Increased the enforcement and sanctions for the illegal use of alcohol and other drugs considerably in 1990.

Results: Reduced vandalism drastically from \$15,857 academic year 1988-89 to \$1,900 August 1990-January 1991

IV. American Council on Education suggests Training Security Officers

- provide training commensurate with their functions.
- have procedures for disciplining officers.

At Rhodes we have:

- 1) Policies and procedures for all actions developed and/or updated.
- 2) Have had limited training opportunities -- a new director will have the competency and expectation to do more of.

V. American Council on Education suggests Campus Law Enforcement

- establish procedures for dealing with local police.
- when security does not have procedures for making crucial arrests, need to establish effective means to communicate need to local police or back-up security personnel.
- establish policies on use of weapons and force.
- train all students who are used for security functions.
- institutions needing to hire additional security for special events should define their duties.

At Rhodes we have:

- 1) Need to improve and formalize procedures with the Memphis Police Department and other law enforcement agencies.
- 2) Have procedures for arrests -- use of force and use of weapons, not allowed.
- 3) Student training only for residence hall supervisors -- none currently for others.
- 4) Procedures for use of outside security need to be developed.

"At the same time as we concern ourselves with how to have a safe and secure college community at Rhodes, students, faculty and staff have the opportunity and the encouragement to reach out from the campus into the Memphis community and beyond for the purpose of serving neighbors and other fellow human beings.

"In addition to meeting real and pressing needs in the community, experience in volunteer service also enriches the educational process at Rhodes, expands horizons of knowledge, and provides the context for living as a community of truth, loyalty and service. In

its commitment to being one of the finest colleges of liberal arts and sciences in the nation, Rhodes challenges students, faculty and staff to a mind of excellence and a heart of compassion.

"Opportunity for volunteer service is encouraged through the Laurence R. Kinney Program, spring break service projects, and summer volunteer programs. The Kinney Program is a supervised program of community service activities open to students, faculty and staff on a volunteer basis. Initiated a number of years ago by a grant from the Danforth Foundation and perpetuated by a gift from the estate of John D. Buckman, these service programs have attracted enthusiastic participation of a large number of students each year.

Here is a quick sketch of 4 local Kinney volunteer projects:

1. **Tutoring Services at Snowden School**  
Six Rhodes students volunteer from 2:30 - 4:00 three days a week in the Snowden Homework Center tutoring elementary and Junior high students in the completion of homework assignments. This program is especially helpful for children who do not have educational resources at home and those who need additional help in their studies. Rhodes students have recently expressed their desire to expand their involvement at Snowden School and soon participate in the Adopt-A-School program.
2. **Crisis Center of Memphis**  
Ten Rhodes students volunteer for this 24 hour telephone crisis intervention service. Each student volunteers for at least two shifts per month, one of those shifts being an overnight shift. Before handling the phone, students participate in an all day training session with medical and mental health professionals. Students receive phone calls concerning depression, teenage runaways, drug abuse, suicide, and domestic violence.
3. **Souper Contact**  
A core group of about fifteen Rhodes students and five faculty/staff members operate a soup kitchen every Tuesday evening, although more than seventy Rhodes students participate in this service each semester. The students plan, shop, purchase, prepare and serve a hot meal for up to 100 homeless and hungry people each Tuesday at 5:00 in the basement of St. John's United Methodist Church. With the help of faculty/staff and student planning, the soup kitchen remains open during semester breaks, even Christmas and New Year's, and during the summer months. In addition to providing a meal, Rhodes students often play the piano, share conversation, and build friendships with homeless and hungry people who come.
4. **Memphis Literacy Council**  
Eight students serve as volunteers one afternoon a week with the Memphis Literacy Council's 'Time to Read' program, utilizing Time magazine in a classroom setting for adults who have minimal reading skills. Working through the Kinney program, Literacy Council and Special Studies at Rhodes, students hope to offer a new reading class in February, on campus, for employees of Rhodes College who wish to improve their reading skills.
- V. **Spring Break Service Projects**  
While most students are enjoying the beach or their hometown friends during spring break, about fifty Rhodes students, staff and faculty will give a week of service to three building projects. One project (Puentes de Cristo) is organized and led by the Chaplain of the College, while two other projects are organized by students with the Chaplain as a resource.
  - A. **Puentes de Cristo:** The Chaplain, twenty-six students and three other staff members will spend spring break in Reynosa, Mexico to serve in the border ministry of the Presbyterian Church (USA). The Rhodes volunteers will design and build a permanent playground in the yard of a small church where children typically only find rusted out

automobiles and dilapidated buildings as play areas. To finance this trip, students have contributed their own money, raked yards for faculty members, operated the basketball concession stand, and sponsored a school dance.

B. Appalachian Service Project: About ten students will spend spring break repairing homes for the poor and elderly in East Tennessee, as volunteers for the Appalachian Service Project. Repairs may include painting, replacing broken windows, roofing, and weatherizing homes where owners have requested help. Appalachian Service Project is an outreach ministry of the United Methodist Church.

C. Habitat for Humanity: Rhodes College established one of the first campus chapters of Habitat for Humanity. Rhodes has completed one project on its own, but primarily works to assist other Habitat chapters in constructing new and decent housing for low income families. In spring, 1991, about ten students will assist a Habitat project in New Orleans, LA.

VI. Summer Volunteer Service programs

This summer, a number of Rhodes students will serve eight weeks as volunteers with Habitat for Humanity, summer staff for Appalachian Service Project, mission volunteers for the Presbyterian Church (USA), and in other areas of volunteer service. These projects usually provide housing and meals for the summer, with no salary. The Chaplain of the College serves as a resource to students in finding opportunities for summer service.

"The list of examples goes on. In the packet of information provided at your place are two pages of outreach programs which the Rhodes community provides.

"Thank you."

1-91-7 President Daughdrill gave the following report:

HONORS

"At the risk of overlooking the accomplishments of many Trustees, I want to mention three because they are recent.

1. Trustee Vicki Roman was recognized recently as one of the most outstanding African-American Women Business Leaders in the United States.
2. Student Trustees Greg Foster and Demetri Patikas were recently named to the All College Athletic Conference Football Team.
3. Each year the Association of Governing Boards (AGB) recognizes the most outstanding trustee in the United States in both the public and private sector. I am happy to tell you that the 1991 recipient is the distinguished Chair of our Board, Winton Blount.

"I got a call from Bob Gale, President of AGB. He said, 'Jim, I have good news and bad news.' His good news is what I just told you. 'And the bad news,' he said, 'is that Mr. Blount was selected as Outstanding Trustee in the Public Sector.' (Most of you probably know that Red is also Chair of the Board of the University of Alabama System.) Bob Gale went on to say, 'it was the quality of your recommendation of Mr. Blount in the private sector that helped secure his selection in the public sector. To make it up to you, we will mention in all the releases that Mr. Blount is also the Chair at Rhodes.' We are all thrilled over Red's honor, and as David Harlow said, 'The University of Alabama needs all the help they can get.'

BUDGET

"One important thing you do at the January meeting each year is adopt a preliminary budget for the following year.

"This is a particularly important year for planning a budget. A budget presumes important things about the institution, about applications for enrollment, the economy, the nation, the generosity of givers -- many assumptions that must come together.

"In planning the budget for 1991-92, we were plainly ambivalent. We were keenly aware of the recession, the Gulf War, and pressures to hold down tuition. We took those very seriously. In fact, I spent most of last week-end reading about Stanford's 18% retrenchment and the cutbacks at the University of Michigan, Tulane, Johns Hopkins, Bowdoin, and Swarthmore. Are we prepared for retrenchments? The answer is yes. Do we want them? Heavens, no.

"How have we planned? Beginning last spring, I asked our faculty and administrative departments to project a budget over five years, one with increases, the other with decreases. This is painful work. It almost brings on the same dynamics that we would have if we actually had to cut back. We now have those plans, though we hope we won't have to use them.

"The preliminary budget before you does not reflect retrenchments. It does reflect consideration of all of the negatives I mentioned, but it also reflects the good things happening at Rhodes. Our applications for early decision are up 30%, regular applications for next year are up 6%, and inquiries are up by 3,000. Though the number of eighteen year olds goes down between now and 1994, Rhodes is still swimming upstream -- not with cockiness but with gratitude. And the name of Rhodes is getting around. Probably the most notable, recently, is selection by U.S. News and World Report as the Number One Up-And-Coming Liberal Arts College in the nation.

"The preliminary budget before you also takes into account your wishes and our wishes -- that of increasing faculty salaries. So, you will find that this budget is carefully planned, but it does not reflect a downturn because we do not think that is necessary.

"We might keep this up one more year. After that, we might begin to reach 'the glass ceiling.' We will know when we get fewer applications. That is the point where the proposed capital campaign will have to come in and help us attract the best students and faculty.

#### ACTIVITIES

"As to what has been going on at the College, I want to read the remarks I made to the Board at our Planning Retreat at NorthRiver one year ago. I reported to you that I was asking different things of students, faculty and trustees.

"First, I am asking our students while they are at Rhodes to see themselves as world citizens, to develop an understanding of another language and culture, to seek out and take courses that will give them understanding, confidence, and competence to live in a world community. Also, I am asking students to continue to develop responsible self-government which in turn is based upon a strong sense of personal responsibility.' (Students have indeed done that. They have developed a Code of Student Responsibility.)

"Next, I am asking our faculty to increase the diversity of viewpoints within each department so that our student's educational experience at Rhodes will be one of lively debate within every department as we seek truth together. And I am asking the faculty to develop long-range academic plans to set priorities within each division and to focus on educational outcomes.' (We continue to work on both of these.)

"Finally, I ask you, the Trustees, to set priorities and goals at this Retreat.' (You did, and you continued to work on them this morning.)

"Obviously our most important work is teaching and learning, but I also wanted to report these activities that result from the Board Retreat.

"We expect to have a revision of The Plan For Excellence, our strategic plan, at the April meeting.

#### GIFTS

"The College has received three very generous bequests within the last few months. The total of these gifts is a little over \$1.3 million. In keeping with the priorities set by the Board, we are designating approximately \$875,000 for endowment and approximately \$250,000 for a computer system for the Library--one of the important items in Work Group II's priority list. A computerized system like this can increase the use of the library up to 30%.

"One of the bequests was left by Jessie Taylor Webb. She was a Memphian who died last year at 85. Her most frequent appearance on campus was attending the Seidman Lectures. She worked for the Department of Employment Security and had been a teacher. She did not earn a

high salary in any period of her life, but she left approximately half a million dollars to the College in memory of her mother and father. The College will honor her bequest by naming a large lecture room in Buckman Hall for Jessie Webb and her parents.

"Each of you knew Jeannette Spann. She also left a large bequest to the College. The College recognized her bequest by naming Spann Place, the townhouses across University Avenue, in her honor. Jeannette was not only active at Rhodes, she was very active in establishing and running the Blood Bank for Memphis.

"The third bequest came to Rhodes from the estate of Charles Edward Schwenck of the class of 1937. He was a retired Army master sergeant. After he left Rhodes, he went to the University of Colorado and received two degrees there. He served at military attache posts in a number of places around the world, including Haiti, Bolivia, and Russia. He was not married. He allowed his name to be recognized in the Heritage Society, but he did not accept a leadership role. We are trying to find out more about Mr. Schwenck. We are working with members of his family so that he will be recognized in a way that he would have wanted, in an area of his interest.

FACULTY

"The Board is represented at faculty meetings each month. It is a very important service -- getting to know professors, getting to know what goes on in faculty meetings, building good communication between one body and the other.

"The Trustee who represented the Board at the faculty meeting yesterday was Nancy Fulmer. She expressed for herself, and on your behalf, the Board's appreciation and admiration for the faculty. She said she had learned a lot--that beautiful buildings come from trustees' hard work and sweat. And she concluded, 'But when our students graduate, they don't take the buildings with them. What they take is what you have taught them and what you have shown them by example.' She expressed your feelings beautifully--you could not have said it any better than Nancy did yesterday, and it was much appreciated.

"That completes my report. Thank you."

**1-91-8** Dr. Blount thanked Ann and Edgar Bailey and Dorothy and Bill Bryce for hosting the Thursday night dinner and asked if anyone needed help with transportation to the Memphis Country Club.

**1-91-9** The Board adjourned to committee meetings at 2:05 pm.

Friday, January 18, 1991

**1-91-10** The Board of Trustees resumed its meeting on Friday, January 18, 1991 at 9:00 in the Edmund Orgill Room on campus.

The meeting was called to order by the chair, Dr. Blount.

The meeting was opened with prayer by Mr. Dunbar Abston.

Secretary Clark called the roll. Members present were:

SYNOD OF LIVING WATERS

Marion S. Adams, Jr., '93  
George E. Cates, '93  
W. L. Davis, '93  
Ted M. Henry, '92  
James H. Prentiss III, '93  
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P. K. Seidman

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Allen Boone  
Harmon Dunathan  
Sherry Fields  
Brian Foshee  
Josephine Hall  
David Harlow  
Paula Jacobson  
Ron Kovach  
Don Lineback  
Bob Llewellyn  
Mac McWhirter  
Helen Norman  
Debbie Schadt  
Tom Shandley  
David Wottle  
Art Weeden

**GUEST**

G. Douglass Alexander

The following Trustees were absent:

**SYNOD OF LIVING WATERS**

Bland W. Cannon, '91  
Billy M. Hightower, '92  
K.C. Ptomey, Jr., '91  
Mary Elizabeth Walker, '92  
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**HONORARY TRUSTEES**

Emily Alburty  
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Thomas B. Davis  
Edward Jappe  
Morrie Moss  
Harold F. Ohlendorf  
Lorna Reimers  
John B. Ricker, Jr.

**LIFE TRUSTEES**

L. Palmer Brown  
Robert D. McCallum  
W. C. Rasberry  
John W. Wade

Mr. Clark declared a quorum was present. (See Exhibit A, p 12 for Board committee list)

**1-91-11 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP** - Mr. Henry Goodrich, Chair, (Exhibit B. pp 13-16)

**The Board approved the action that the following trustee candidate be elected to the Rhodes College Board of Trustees' Class of 1993 to fill a vacancy created when Board membership was increased:**

**John M. Wallace III, Charlotte, NC  
Real Estate**

**The Board approved the action that the following trustee candidates be elected to the Rhodes College Board of Trustees' Class of 1994 to replace trustees completing terms of service:**

**John A. Austin, Jr., '52, Memphis, TN.  
Personal Investor**

**Neely Mallory, Memphis, TN**  
**Former Trustee**

**John C. Sites, '74, New York, NY**  
**Senior Managing Director, The Bear Stearns Companies, Inc.**

**Dr. Willard Sparks, Memphis, TN**  
**Chairman & CEO, Sparks Commodities, Inc.**

**1-91-12 The Board approved the action that the following former trustees be nominated to the Synod of Living Waters for election to the Rhodes Board Class of 1994:**

**Robert H. Buckman and Frank M. Mitchener, Jr.**

**1-91-13 The Board approved the action that the following candidates be awarded an honorary degree at commencement on May 12, 1991:**

**Mrs. Mertie Buckman, Business Leader, Philanthropist**

**Ms. Dixie Carter, '61, Television and Stage Actress**

**Mr. William Eggleston, Noted Photographic Artist**

**Dr. Ada Jane Walters, '56 (outstanding educator in the Memphis City School system)**  
**Principal, Craigmont High School, Memphis.**

**The Board approved that another honorary degree be awarded at Founders Convocation in the fall and that the recipient's name be recorded in the October Board minutes.**

**1-91-14 The Board approved the revised Covenant with the Synod of Living Waters (Exhibit B, pp 14-16)**

**1-91-15 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chair (Exhibit C, p 17 )**

Committee report received.

**1-91-16 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David D. Watts, Chair (Exhibit D, pp 18-19)**

Committee report received.

**1-91-17 REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. L. Frank Moore, Acting Chair (Exhibit E, pp 20-21)**

Committee report received.

**1-91-18 REPORT OF THE COMMITTEE ON FACULTY - Mr. Dunbar Abston, Chair (Exhibit F, pp 22-23)**

Committee report received.

**1-91-19 REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Chair (Exhibit G, pp 24-31)**

**The Board approved the preliminary operating budget for 1991-92.**

**1-91-20 The Board approved the following resolution (re Perkins Loan Fund):**

**In keeping with the commitment of the Board of Trustees to ensure adequate loan funds be made available to Rhodes students and in the spirit of our past participation in the Stafford Loan Program (Guaranteed Student Loans), we authorize for the 1990-91 academic year an investment of \$250,000 through the Perkins Loan fund. These funds will be made available from the previously reserved Guaranteed Student Loan Program in the endowment fund.**

**Furthermore, the operating budget will subsidize the endowment fund by 3% per annum on the outstanding balance of loans to provide the interest rate differential between the Stafford Loan and Perkins Loan Programs.**

**1-91-21 REPORT OF THE COMMITTEE ON INVESTMENTS** - Mr. Michael McDonnell, Chair  
(Exhibit H, p 32)

Committee report received.

**1-91-22 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE** - Mr. Kenneth F. Clark, Jr., Chair (Exhibit J, p 33)

Committee report received.

**1-91-23** President Daughdrill recognized Dean Robert Llewellyn for his many years of service in the office of the Dean:

ROBERT LLEWELLYN

"You have heard each of the chairs commend certain members of the administration and the faculty for their high quality of service. I want to mention one in particular.

"Bob Llewellyn has served as Associate Dean of Academic Affairs approximately fifteen years. He has served as Interim Dean and served under three Deans. I don't know exactly how a Dean's office functions without Bob Llewellyn.

"Bob Llewellyn is a fine human being. He has a moral and intellectual stature that is highly and widely respected, and his leadership grows from that. He is thorough, more thorough than any person I have known. He never lets anything go without asking all of the questions that philosophers are trained to ask.

"I don't know which of his many accomplishments Bob might feel best about, but from my perspective his greatest accomplishment, was his leadership of the faculty in revising the core curriculum about eight years ago. He led the "gang of four" who received a grant from the Lilly Foundation to attend a conference at Colorado College. They came back and recommended to the faculty a core curriculum that holds together the best and most important aspects of the liberal arts and sciences. One of the fortunate results of that revision was that it requalified the College as a beneficiary of the Bellingrath Foundation.

"When that was finalized, I called Bob into my office, to give him a memento of the occasion, a coin struck in 1925 to commemorate the College's move to Memphis and to celebrate the 75 year life of the institution. I told Bob, "I want to give this to you as a tribute to your leadership. When I am a very old man and you are just an old man, we will remember this day and these accomplishments."

"We will miss Bob Llewellyn in the Dean's office. But he returns to teaching and to research in his field and to continuing contributions to the College and to our students. For that we are grateful."

**1-91-24** The meeting went into executive session at 10:45 A.M..

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Kenneth F. Clark, Jr., Secretary

**BOARD OF TRUSTEES COMMITTEES FOR 1990-91**

<b><u>Board Dir. &amp; L'ship</u></b>		<b><u>Faculty Member</u></b>	<b><u>Student Member</u></b>	<b><u>Staff(Non-Voting)</u></b>
*Henry Goodrich, Ch. *Winton M. Blount J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. *Charles P. Cobb	L. Palmer Brown Robert D. McCallum	Ben W. Bolch		Loyd C. Templeton, Jr. Helen W. Norman
<b><u>Buildings &amp; Grounds</u></b>				
*Edgar H. Bailey, Ch. Neville F. Bryan George E. Cates *Nancy H. Fulmer Mary Elizabeth Walker Ray U. Tanner	Mertie Buckman Edward Jappe Lorna A. Reimers	#F. Michael McLain	#Kristin Anne Rudolph	Brian E. Foshee William D. Berg
<b><u>Development</u></b>				
*David D. Watts, Ch. Jack A. Belz William J. Michaelcheck Harry Phillips, Sr. James A. Thomas, III S. Ray Zbinden	Margaret R. Hyde Frank Norfleet P.K. Seidman Alvin Wunderlich, Jr.	John M. Planchon	#G. Demetri Patikas	Donald J. Lineback Paula S. Jacobson
<b><u>Enrollment</u></b>				
*Nancy J. Huggins, Ch. Marion S. Adams, Jr. Ted M. Henry L. Frank Moore K. C. Ptomey William F. Winter	Snowden Boyle William C. Raspberry	#Robert Entzminger	Belinda Jo Woodiel	David J. Wottle Sally Thomason
<b><u>Fac. &amp; Educ. Program</u></b>				
*Dunbar Abston, Jr., Ch. *Bland W. Cannon John H. Crabtree, Jr. Billy M. Hightower C. Stratton Hill, Jr. Joseph Orgill III	Paul T. Jones Harold Ohlendorf	#Douglas W. Hatfield	#Gregory B. Foster	Harmon C. Dunathan Robert R. Llewellyn
<b><u>Finance</u></b>				
*S. Herbert Rhea, Ch. Robert W. Amis Michael McDonnell James H. Prentiss *Spence L. Wilson	Morrie A. Moss John B. Ricker, Jr. Charles R. Sherman	Thomas H. Barr	Mary Gordon Walker	J. Allen Boone N.P. McWhirter
<b><u>Stu. &amp; Campus Life</u></b>				
*Kenneth F. Clark, Jr., Ch. William H. Bryce, Jr. W. L. Davis, Jr. Joseph Roberts, Jr. Vicki G. Roman Henry Stroock, Jr. Ronald Terry	E. A. Alburty Emily Alburty	John S. Olsen	Douglas B. Bacon	Thomas C. Shandley Ronald J. Kovach
<b><u>Investment</u></b>				
*Michael McDonnell, Ch. Bruce E. Campbell, Jr. Ray U. Tanner James A. Thomas III	Robert D. McCallum Ralph C. Hon	John F. Copper		J. Allen Boone N.P. McWhirter
<b><u>Audit</u></b>				
L. Palmer Brown, Ch. Edgar H. Bailey	P.K. Seidman Spence L. Wilson	Rebecca Sue Legge		N.P. McWhirter
*Winton M. Blount, <u>ex officio, all committees</u> *Executive Committee Member #Elected by Faculty or Students		*James H. Daughdrill, Jr., <u>ex officio, all committees</u> David Harlow, <u>ex officio, Dean of College Affairs Committees</u>		

**REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP** - January 18, 1991

Mr. Henry Goodrich, Chair, convened the committee at 2:15 pm in the Edmund Orgill Room.  
Members present: Henry Goodrich, Chair; Winton M. Blount, J. Bayard Boyle, Bruce E. Campbell, Jr., President Daughdrill, Professor Ben W. Bolch. Staff: Loyd Templeton, Helen Norman, Josephine Hall. Members absent: Charles P. Cobb, L. Palmer Brown, Robert D. McCallum

A motion was passed that the following trustee candidate be nominated for election to the Class of 1993 to fill the vacant position created when Board membership was increased to 42:

Mr. John M. Wallace III, Charlotte, NC

A motion was passed that the following trustee candidates be nominated for election to the Class of 1994 to replace trustees who are completing terms in 1991.

Mr. Neely Mallory, Memphis, TN  
President, Memphis Compress & Storage  
Mr. John A. Austin, Jr., '52, Memphis, TN  
Personal Investor  
Mr. John C. Sites, '74, New York, NY  
Senior Managing Director, The Bear Stearns Companies, Inc.  
Dr. Willard Sparks, Memphis, TN  
Chairman & CEO, Sparks Commodities, Inc.

A motion was passed that the following trustee candidates be recommended to the Board for nomination to the Synod of Living Waters for election to the Class of 1994 to replace trustees who are completing terms in 1991.

Mr. Robert H. Buckman  
Chairman, BuLab Holdings, Inc.  
Mr. Frank M. Mitchener  
Owner and Manager, Mitchener Farms, Inc./Hoparka Plantation

A motion was passed that the following candidates be awarded an honorary degree at commencement 1991.

Mrs. Mertie Buckman, Business Leader, Philanthropist  
Ms. Dixie Carter, '61, Television and Stage Actress  
Mr. William Eggleston, Noted Photographic Artist  
Dr. Ada Jane Walters, '56, Outstanding educator in the Memphis City School system  
Principal, Craigmont High School, Memphis

A motion was passed that an honorary degree be awarded at Founders Convocation in the fall and that the recipient's name be recorded in the October Board minutes.

A motion was passed to recommend for adoption the revised covenant with the Synod of Living Waters.

There being no further business, the committee adjourned at 4:00 pm.

## COVENANT BETWEEN RHODES COLLEGE AND THE SYNOD OF LIVING WATERS

### I. Purpose Of The Covenant

The purpose of this covenant is to define the nature and scope of the relationship between Rhodes College and the Synod of Living Waters, Presbyterian Church (U.S.A.) (hereinafter called Synod).

### II. History Of The Relationship

Founded in Clarksville, Tennessee, in 1848, Rhodes College first entered into relationship with the Presbyterian Church (Nashville Synod) in 1855 as Stewart College, a name which was changed to Southwestern Presbyterian University in 1875, the year in which the Charter of Incorporation was granted by the State of Tennessee. When the College moved to Memphis in 1925, it adopted as its official name Southwestern, and in 1946 it was changed to Southwestern At Memphis. The "Plan of Union" of 1873, was subsequently modified and was formulated in 1973. The Charter was last amended in 1984 to change the name from Southwestern At Memphis to Rhodes College.

The corporation of Rhodes College is recognized to be an official institution of the Synod of Living Waters of the Presbyterian Church (U.S.A.).

### III. Parties To The Covenant

The parties to this covenant, Rhodes College, operating under its governing board, the Board of Trustees, and the Synod of Living Waters, operating as a governing body, are separate entities. They are independent, neither being controlled by the other. They are, however, interdependent in that they must work together to accomplish their common purposes.

### IV. Responsibilities Under The Covenant

A. Rhodes College. The Board of Trustees of the College has adopted a Statement of Christian Commitment and Church Relationship that provides the background for these responsibilities of the College under the Covenant:

1. To provide opportunities for corporate worship.
2. To demonstrate active concern for social justice and human mercy.
3. To conduct an educational program in which a large majority of the faculty are Christians; to insist on freedom of inquiry for the faculty and students; to create a climate in which the Christian faith is reasonably and persuasively presented without pressing for acceptance; and to explore the relationships between religion and other facets of life.
4. To express personal concern for students.
5. To require study of the Bible and its relationship with history and culture.
6. To provide intellectual stimulus to the Church through research, publication, and by providing leaders, library and location for Church education conferences.
7. To educate students to become leaders in the Church and in society.
8. To work toward the effective recruitment of racial ethnic persons at every level of the College's life.
9. To maintain Christian governance and leadership by maintaining the practice that a large majority of Trustees and administrators be Christians.
10. To provide services to the Church such as preachers for pulpit supply, the Rhodes College Singers, and leadership for Church conferences and councils.

11. To provide Synod with a report of the campus ministry program and activities of the College in its Annual Report to the synod; and other reports as are deemed useful.

B. Synod Of Living Waters. The Synod of Living Waters is a governing body of the Presbyterian Church, U.S.A. as defined in the Book of Order, Chapter XII (G-12.0000) with jurisdiction as set forth in BO IX. As a governing body of the Church, the Synod is committed to and expresses the functions of the Church as stated in the BO I.

It seeks to be faithful to Jesus Christ and His Mission as set forth in Scripture and as revealed as a gift of the Holy Spirit. It believes that the rich diversity existing within its bounds is a clue to its effectiveness in fulfilling its mission.

This mission is pursued, among other ways, "by providing for a ministry in higher education."

In fulfilling the responsibilities of this covenant, the Synod of Living Waters agrees to:

1. Communicate to church governing bodies and congregations an understanding of Rhodes as a church-related college which provides students with an experience of living in a Christian community of sensitivity, mutual concern and awareness of the needs of the world, and which emphasizes developing the whole person: physically, spiritually, intellectually.
2. Work with Rhodes in the recruitment of students for enrollment in the College. The Church vitally aids in determining the level and quality of enrollment and the character of the institution.
3. Encourage financial support for Rhodes by regular benevolence giving, and by encouraging support by Presbyterians within the Synod of the College's capital funds programs and planned giving programs through trusts, wills, and bequests. Rhodes will consult with Synod about campaigns among governing bodies within the bounds of Synod.

C. Each party affirms the purpose of the other and hereby covenants to support and encourage the other in pursuing their missions.

#### V. Mutual Understanding And Accountability

A. Disposition Of Property. If Rhodes should cease to operate as an institution of higher learning, the Board of Trustees of the College will determine the disposition of property, except to the extent that donors have imposed restrictive reversion clauses on their individual gifts to the College.

B. Accountability And Communication. Both parties agree to provide regular and formal channels of communication including::

1. Rhodes will provide the Synod with copies of its Annual Audit, Minutes of its Board meetings, and other significant documents.
2. The Synod will provide Rhodes with copies of its Annual Audit, Minutes of Synod meetings, and other significant documents.
3. The Synod of Living Waters and the Board of Trustees of the College shall each appoint a staff person to see that the terminology of this covenant is kept current over each five-year period.
4. The text of this covenant shall be printed in the minutes of the Synod of Living Waters and in the Rhodes College Handbook, and shall be summarized in the Rhodes catalog and made available to members of the administration, faculty, staff and to other constituencies as deemed appropriate.

C. Review And Amendment Of The Covenant.

1. This Covenant shall be reviewed every five years by a team composed of persons appointed by the Synod and persons by the College's Board of Trustees.
2. This Covenant may be amended by the Synod of Living Waters and the Board of Rhodes College.
3. Special review of the Covenant relationship can be initiated either by Rhodes or Synod. Review by appropriate committees of Rhodes and of Synod may be needed if major forthcoming decisions change the nature of the Covenant.

VI. Formal Approval

This Covenant shall be effective upon formal approval by the Synod of Living Waters and the Board of Trustees of Rhodes College, each meeting in regular session.

**REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS** - January 18, 1991

Chair Bailey called the meeting to order at 2:15 pm in Room 302, S. DeWitt Clough Hall.

Members present:

Edgar H. Bailey, Chair; Mertie Buckman, Neville F. Bryan, George E. Cates, Nancy H. Fulmer, Ray U. Tanner, student member Kristin Anne Rudolph and staff member Brian E. Foshee.

Invited guest: Dr. Charles Lemond

Mr. Bailey asked Mr. Foshee to proceed with the agenda items.

Mr. Foshee gave a status report on Buckman Hall. The exterior stone on the north face of the building is completed; the stone on the south face is 90% complete. The slate roof on the north side is completed and the slate roof on the south side is approximately 20% complete. The interior partitions have been installed on all three floors and the mechanical mezzanine. Interior door frames and approximately 85% of window frames have been installed. All electrical conduit and wiring, mechanical equipment and duct work have been installed. He stated that the project is on schedule with a completion date of May 1991. It is anticipated that faculty move-in will begin in early June.

Dr. Charles Lemond, Director of the Computer Center, discussed the installation of a fiber optic network. This network will link distribution equipment in Palmer Hall with the new Computer Center in Buckman Hall. The installation will reduce the computer system vulnerability to lightning strikes and will allow for future expansion of the existing computer system.

Mr. Foshee discussed a proposed renovation of Palmer Hall. He stated that the summer opening of Buckman Hall will allow several faculty members and the Computer Center to vacate the 3rd floor of Palmer Hall. English Department faculty will then be consolidated on the 3rd floor. The first and second floor restrooms will be renovated. Under consideration is an office for the Executive Vice President in the space presently occupied by the Computer Center and the relocation of Development, College Relations and Public Information offices.

Harris Lodge will be renovated this summer when the Political Science Department moves to Buckman Hall. The relocation of the Alumni office from first floor Palmer Hall to Harris Lodge is being considered.

Mr. Foshee discussed a plan for emergency preparedness. He stated that the Emergency Preparedness Committee has completed a draft of procedures which establishes a chain of command and defines specific student, faculty and staff duties in the event of an emergency situation. He stated that Physical Plant and Security personnel have been instructed in the disconnection of utility services. Two portable generators and a radio communications system have been purchased. Flashlights, portable radios, batteries and sanitary supplies have been stockpiled.

Mr. Foshee discussed a proposed renovation of the Briggs Student Center. The project would include the installation of an elevator and the consolidation of campus mail facilities.

There being no further business, the meeting was adjourned at 3:05 pm.

**REPORT OF THE COMMITTEE ON DEVELOPMENT** - January 17, 1991

The meeting was called to order at 2:00 p.m.

Members present were:

David D. Watts '63, Chair, Jack A. Belz, S. Ray Zbinden '60, Frank Norfleet  
Alvin Wunderlich, Jr. '39

Invited Guest:

G. Douglass Alexander

**CAMPAIGN PLANNING COMMITTEE**

Dean Lineback reported on the Sesquicentennial Campaign reviewing the discussion in Thursday morning's committee meeting. It was an outstanding meeting, where members discussed feelings about Rhodes. A general marketing plan and the case statement may be voted on about March 1 and the results and recommendations of the Planning Committee will be discussed at the April Board meeting. The committee will discuss the accounting policy for the campaign and how to recognize gifts at Friday's meeting.

**ANNUAL FUND**

Ms. Jacobson gave a report on the Annual Fund. As of December 31, 1990, total gifts were up 10.6%. The goal for the Annual Fund is 13.2% over last year. The Alumni Division showed the smallest percentage increase with receipts and pledges totaling \$572,857, a 3.4% increase. Other areas of concern are the Business Division, young alumni participation, and pledge payments. Alumni participation stands at 23.8% with a final participation goal of 45%.

Receipts and pledges for the Diehl Society were at \$557,135, a 10.6% increase. Total members in the Diehl Society are up from 63 to 67 as of December 31 from last year.

**TRUSTEE DIVISION**

Ms. Jacobson reported that as of December 31, trustee receipts totaled \$230,163, and receipts and pledges totaled \$405,217. These amounts reflect a 23% increase over the same date last year.

Pledges from trustees who have not made a pledge or gift equal the amount needed to reach our goal of \$500,000. However, these pledges have not yet been made. In addition, it will be imperative that all trustee gifts be paid by June 30, in order to be counted in this year's campaign. Last year, late payments kept trustees from meeting our goal.

**CORPORATE DIVISION**

Ms. Jacobson developed a short list of potentially significant corporate prospects with whom we have little or no contact and asked the trustees if they had any information on any of the persons or firms to please contact the Development Office.

**PLANNED GIVING**

The number of bequests as of December 31 stood at 176. Three new estate plans have been added since September 30. The committee discussed the receipt bequests received by the College.

A planned giving letter will be sent out later this month targeting young alumni who graduated between 1970 and 1990 on how they can make Rhodes a direct beneficiary in their wills or life insurance policies.

Discussion followed on how to get entering or graduating students to make Rhodes a direct beneficiary in their wills.

A Heritage Society dinner was hosted in Jackson, MS by alum Dr. Terry Westbrook. Another Heritage Society reception will be held January 24 and members of the Heritage Society have invited the members of the Golden Lynx.

Ms. Jacobson presented a list of individuals who have attended corporate breakfasts. Individuals who have had little involvement with the College were invited. Faculty members made presentations on interesting, timely topics.

The President's Council members at the November meeting were urged to bring a guest to the meeting to introduce them to the College as well.

The meeting was adjourned at 3:15 p.m.

**REPORT OF THE COMMITTEE ON ENROLLMENT** - January 17, 1991

The Committee on Enrollment was called to order at 2:17 p.m. by Acting Chair Frank Moore with the following members in attendance: Mr. Marion Adams, Dr. Robert Enzminger, Mr. Ted Henry, Dean Sally Thomason, Ms. Belinda Woodiel and Dean Dave Wottle. Ms Kim McQueen joined the Committee shortly thereafter. Chair Moore welcomed the group and then asked for the Admissions Report.

**ADMISSIONS REPORT**

Dean Wottle began his report by discussing the results of the Early Decision option available to students who definitely know they want to attend Rhodes in August 1991. We received the second largest number of Early Decision applications ever, 91 as compared to 74 last year and 67 the year before. Upon accepting approximately 70% of the applicants (72), we currently have deposits from 63 students, the second largest number ever (the largest number of E.D. deposits, 71, was achieved in 1987 following the TIME magazine article). This number accounts for 16% of our targeted enrollment of 388 new students for August, 1991. The difference between the number of students who indicated they would attend (72) and the number who deposited (63) rather significant as we normally expect to yield 95% of those E. D. students we accept. More than in the past, financial aid concerns was listed as the major reason for not depositing.

January admission numbers were good, but less than a year ago due to the smaller number of students we were able to offer January admission from our wait list last spring. We were also hampered by the fact that no financial aid funds were available this year for January admittees.

Statistics for Regular Decision are positive at the present time. We are currently en route to receiving a record number of student inquiries, with 19,385 students requesting information from Rhodes so far this year as compared to 17,309 last year and 14,900 the year before. In addition, the number of students who have interviewed with an admission officer is 49% higher than last year and 35% more than two years ago. Applications are currently running 6% ahead of last years number which is a good sign. However, with our application deadline quickly approaching, the next three weeks will be critical. Recent conversations with competitor institutions indicate that Rhodes is fairing well in the current demographic climate.

Even though our initial figures are healthy, the Admission Office anticipates a difficult recruitment year and will be concentrating a great deal of effort on improving our yield on accepted students this spring.

Dean Wottle distributed a copy of the new Institutional Financial Aid Application and explained that by requiring this form be completed by all current and entering students, the College should realize substantial savings in our financial aid budget while reducing some loopholes in the financial aid process. The process of determining financial need was discussed as well as an explanation of several federal student loan programs. Dean Wottle indicated that our policy for awarding need-based aid has been changed this year whereby some accepted students will be receiving less desirable student loans as part of their financial aid package.

Dean Wottle indicated that our long term enrollment goal remains at 1,450 FTE by 1998 as stated in the College's Plan for Excellence. Currently, we are in the third year of a five year enrollment freeze at 1,360 FTE.

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**SPECIAL STUDIES REPORT**

Dean Sally Thomason reported that there were 192 participants in Special Studies courses this past fall, with a total income of \$64,125. The first semester income for the Adult Degree Program was \$24,585. From July 1 to December 31, seventy-five organizations rented Rhodes

Exhibit E

as a conference/meeting facility, for a total revenue of \$20,475. The listing of facility users was included in the information Vice-President Harlow referred to in his report to the entire Board.

Dean Thomason introduced Kim MacQueen, Director of Programs, who gave an overview of what is being offered through Special Studies in the spring and summer.

Kim MacQueen reported that the 1991 spring and summer will be a busy time for the division. The course offerings were streamlined this fall to include only successful programs from the past year and were then added to slightly this spring. The spring offerings of non-credit courses to the community are doing great to date. Highlights include the premier of the "Survey of Astronomy" course being taught by Dr. Bob MacQueen, new chair of the Physics Department, and a course reviewing the Era of Catherine the Great, concluding with a tour of the exhibit coming to Memphis this spring. The new Lore of Literature program is in its second semester and has expanded its offerings to include four courses this spring, two of which are being taught by the Board of Trustees' member, Dunbar Abston.

Summer plans include additional course offerings to the community featuring a repeat of the "Grandpairs: Art Adventures for the Grandparent and Grandchild" course and a children's version of the Catherine the Great course, leading to a tour of the exhibit.

Other summer plans include Rhodes Resident Summer Scholars program for high school students seeking an experience similar to their first year in college. Last year students from all over the U.S. attended the program with 22 states represented. This summer we will offer, for the first time, two sessions of this two-week program. Students completing the courses satisfactorily will be eligible for college credit. Additional summer programs include the Rhodes Choral Masterworks program for the first year, the Children's Writing Conference, Rhodes Elderhostel program for two weeks in May and June and a Math Institute, concentrating on geometry, for Tennessee area high school teachers sponsored by the Woodrow Wilson Foundation.

The question was asked whether Special Studies activities benefits the Admissions Office. Dean Wottle indicated that they do, with the Summer Scholars and Adult Degree programs being directly beneficial. Dean Thomason added that exposure to the College by such groups as Elderhostel and teacher education programs also have the potential of assisting admissions. She indicated that the Adult Degree program has grown in enrollment from 7 students its first year to 13 students this year.

There was a brief discussion of future planning for Special Studies, as the increased use of the campus for conferences and programs in the summer is making it increasingly difficult for Physical Plant to schedule annual renovation and repairs. The ongoing effort to attract more corporate and community users to campus may be counter-productive and a financial analysis is being done to determine the total cost of conference use, including indirect costs (utilities, maintenance, housekeeping, etc.). Dean Thomason asked for Committee members' opinions as to the public relations value of conferences and meetings.

Mr. Moore summarized the committee members opinions by saying that the committee likes the exposure the College receives from the summer programs but that such programming should not interfere with regular student activities/preparation and must be self-sufficient.

Discussion followed on Rhodes' study-abroad offerings and the need for multiple brochures in Special Studies as well as the academic performance of some Adult Degree students during the fall semester.

There being no further business, the meeting was adjourned at 3:35 p.m.

**REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM** - January 18, 1991

Members present:

Board: Mr. Abston (Chair), Dr. Hill, Mr. Crabtree, Mr. Orgill

Faculty: Professor Hatfield

Student: Mr. Foster

Staff: Dean Dunathan, Dean Llewellyn, Ms. Handwerker

The meeting was called to order at 2:15 p.m. by Mr. Abston.

Dean Llewellyn distributed a faculty salary profile which showed average faculty salaries for 1989-90 and how they compared with the AAUP averages, the 50 colleges, and the 10 colleges with which we compare ourselves.

Dean Llewellyn noted that Rhodes has 6 people on sabbatical (either one semester or full year) which represents 4 FTE. There are also 7 people on leaves of absence which represents 4 1/2 FTE.

An update on new faculty searches was given by Dean Llewellyn. Searches were initiated for thirteen positions. Two of these positions have been filled: Political Science and International Studies. The remaining searches being conducted are in the following disciplines:

3 Religious Studies	1 Art History
1 Mathematics	1 Computer Science
1 Bus. Admin.	2 History
1 Foreign Language	1 Int. Stu. (Seidman Chair)

Dean Dunathan touched on several curricular matters:

- The internship program is being refurbished and handled through the expanded career and counseling center.
- A four week Intensive Language Program is being offered in three languages (French, Spanish, and German). This program which is offered in May after the end of the academic year is available to students who have completed their first year of foreign language at Rhodes. Students will be taught in country by instructors in European Institutes with tutoring being done by a Rhodes faculty member.
- The Arabic and media programs are being reassessed. Neither will be offered next year.
- The College is host this semester to two visiting professors from England: Arthur Marwick in History and Michael Leslie in English.  
Dean Dunathan reported that as a direct result of Work Group I, the intensive language program was developed, the I.S. department is expanding with potentially six faculty members, and some of the Hill-Mellon Presidential Discretionary Funds will be used by faculty members to develop new courses in a global direction and to upgrade the language lab facilities. The funding of an on-line catalogue for the library is a direct result of Work Group II.

Dean Dunathan touched briefly on the European Studies Program and British Studies at Oxford noting that European Studies had 19 students participate last year and expects to have 25 this year. British Studies participation was down last year possibly due to that being the first year of the program under new consortial arrangements.

Dean Llewellyn gave an overview of the Rhodes Science Initiatives which was a successful \$3.5 million grant awarded to Rhodes in support of the natural sciences. There are three foundations contributing to the Rhodes Science Initiatives:

- Keck which has contributed \$200,000 to Biology
- Kresge which has contributed \$350,000 to be divided among Chemistry (\$150,000), Mathematics (\$100,000), and Physics (\$150,000)
- Plough which will contribute \$550,000 over the next ten years.

Professor MacQueen reported on the developments taking place in the Physics Department noting the curricular changes taking place and those projected for both science and non-science majors. Professor MacQueen stated that with the Rhodes Science Initiatives the physics department has been able to upgrade old equipment, purchase new state of the art equipment, and allow students to broaden their experience in advanced experimentation. The physics department has been awarded three grants, 2 NSF and 1 NASA, which will enhance the research program for physics faculty and students.

Dean Dunathan told the committee that Dean Llewellyn would be joining the ranks of full-time professors next year. The entire committee thanked Dean Llewellyn for his service to the committee and for his service to the college as an administrator.

There being no further business, the meeting was adjourned.

**REPORT OF THE COMMITTEE ON FINANCE** - January 18, 1991

The meeting of the Committee on Finance was called to order by Mr. S. Herbert Rhea, Chair, at 2:15 p.m. on Thursday, January 17, 1991, in the Hill Board Room, Palmer Hall. Other members in attendance were: Mr. Michael McDonnell, Mr. Robert Amis, Mr. James Prentiss, Mr. Spence Wilson, Mr. Charles Sherman, Ms. Mary Gordon Walker, Vice President David Harlow, Dean Allen Boone, Mr. N. P. McWhirter, and Mr. Arthur Weeden.

The first topic of business was a discussion of the current operating budget and results for the first six months ending December 31, 1990 (attachment #1). Dean Boone pointed out that the year-to-date budget picture looked good. Higher than expected enrollment should produce higher tuition revenues offset somewhat by higher financial aid expenditures. A slightly lower percentage of revenues received by the end of the year as compared to the previous period a year ago was more a reflection of new billing procedures and a new payment plan introduced this year. All in all, it appears that Rhodes should end the year within the prescribed budget targets and that the year-end renovation and replacement budget looked favorable.

Mr. McWhirter presented the cash-management report which reflected an 7.7% current yield on those in-house managed funds totaling \$10,500,000 at December 31, 1990.

Mr. McWhirter then reviewed the list of real estate holdings owned by the college. Rhodes has a contract on the commercial property on Person Avenue for \$10,100 per acre which should close next month. Several other properties are currently listed by a local real estate firm and every attempt is being made to actively market these properties. In the past twelve months, six properties have been sold yielding approximately \$475,000.

Mr. Art Weeden, Director of Financial Aid then reviewed the current over commitment of loans through the federal Perkins Loan program. A combination of factors led the College to over committing funds through the federal Perkins Loan program. Mr. Mike McDonnell, chair of the Investment Committee reviewed the actions of the January 2, 1991 meeting and stated that the Investment Committee concurred in the resolution (attachment #2) to make a \$250,000 investment commitment from endowment funds for purposes of funding these loans with the provision that the College subsidize the interest rate through the annual operating budget (the difference between the federally mandated 5% rate and the prevailing rate for Stafford Loans of 8%) by 3% annually during the life of the outstanding loan balance. After discussion, the committee voted unanimously to recommend the amended resolution to the full board.

Dean Boone reviewed the preliminary 1991-92 operating budget (attachment #3). The fundamental assumptions include virtually level enrollment with a slight decrease in the number of residential units available to house students. With regard to student charges, the rates for tuition, room, and board will increase 11.6%, 5.0%, and 6.0% respectively for an average 9.9% increase. The total increase in operating expenditures is projected to be 8.5% over the current year. The most significant percentage increases are in financial aid, student wages (due to minimum wage increase), and faculty /staff compensation. Gift and grant income and other miscellaneous income sources are pexpected to be flat with little increase from the current year. Due to the gains make through our endowment management, our spending formula will allow a 9.5% increase in income from endowment. The budget was approved unanimously as recommended.

There being no other business the committee adjourned.

SUMMARY

INCOME AND EXPENSE REPORT DECEMBER 31, 1990

(Attachment 1)

	1/12 BUDGET	DECEMBER ACTUAL	6/12( 50.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1990-91 ACTUAL/ BUDGET	1989-90 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	1,291,660.17	568,643.06	7,749,961.00	13,073,734.31	168.69%	15,499,922.00	84.34%	91.40%
SPECIAL STUDIES	41,799.33	12,157.00	250,796.00	142,757.28	56.92%	501,592.00	28.46%	22.93%
INTEREST & OTHER	74,094.83	117,728.48	444,569.00	649,563.62	146.11%	889,138.00	73.05%	73.56%
ENDOWMENT INCOME	290,893.42	290,893.40	1,745,360.50	1,745,360.40	100.00%	3,490,721.00	50.00%	50.02%
ANNUAL SUPPORT PROGRAM	172,750.00	273,464.14	1,036,500.00	813,975.90	78.53%	2,073,000.00	39.26%	36.21%
TOTAL EDUCATION & GENERAL	1,871,197.75	1,262,886.08	11,227,186.50	16,425,391.51	146.30%	22,454,373.00	73.15%	76.78%
AUXILIARY ENTERPRISES	460,276.92	39,200.37	2,761,661.50	5,131,913.46	185.82%	5,523,323.00	92.91%	89.13%
STUDENT AID	10,750.00	0.00	64,500.00	112,231.69	174.00%	129,000.00	87.00%	69.96%
TOTAL EDUCATION & GENERAL	2,342,224.67	1,302,086.45	14,053,348.00	21,669,536.66	154.19%	28,106,696.00	77.09%	79.25%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	643,841.08	598,971.03	3,863,046.50	3,389,002.46	87.72%	7,726,093.00	43.86%	40.02%
ATHLETICS	71,120.58	61,149.37	426,723.50	487,391.00	114.21%	853,447.00	57.10%	53.61%
LIBRARY	62,241.42	43,711.04	373,448.50	419,296.47	112.27%	746,897.00	56.13%	55.98%
STUDENT SERVICES	184,388.33	156,288.96	1,106,330.00	1,144,126.21	103.41%	2,212,660.00	51.70%	50.79%
PLANT OPER & MAINT	163,724.67	131,604.15	982,348.00	909,802.29	92.61%	1,964,696.00	46.30%	46.31%
GENERAL ADMINISTRATION	351,443.50	200,547.12	2,108,661.00	1,721,817.35	81.65%	4,217,322.00	40.82%	46.68%
TOTAL EDUCATION & GENERAL	1,476,759.58	1,192,271.67	8,860,557.50	8,071,435.78	91.09%	17,721,115.00	45.54%	44.99%
AUXILIARY ENTERPRISES	264,739.33	249,175.49	1,588,436.00	1,564,101.36	98.46%	3,176,872.00	49.23%	51.11%
SPECIAL STUDIES	44,780.75	33,219.64	268,684.50	215,600.09	80.24%	537,369.00	40.12%	35.19%
STUDENT AID	474,960.58	-17,530.00	2,849,763.50	5,832,462.56	204.66%	5,699,527.00	102.33%	100.12%
TOTAL EDUCATION & GENERAL	2,261,240.24	1,457,136.80	13,567,441.50	15,683,599.79	115.59%	27,134,883.00	57.79%	57.10%
EXCESS OF INCOME / EXPENSE		-155,050.35		5,985,936.87				
BUDG COMM CONTINGENCY	11,373.92	5,066.60	68,243.50	30,598.64	44.83%	136,487.00	22.41%	19.66%
RENOVATION & REPLACENT	69,610.50	7,206.74	417,663.00	23,222.12	5.56%	835,326.00	2.78%	1.93%
TOTAL EDUCATION & GENERAL	2,342,224.66	1,469,410.14	14,053,348.00	15,737,420.55	111.98%	28,106,696.00	55.99%	55.31%
EXCESS OF INCOME / EXPENSE		-167,323.69		5,932,116.11				

Date: January 7, 1991

To: Committee on Finance

From: James H. Daughdrill, Jr.

Re: Rhodes' Commitment to the Investment for Student Loans

I recommend the following resolution be adopted by the Board of Trustees:

**RESOLUTION:** In keeping with the commitment of the Board of Trustees to ensure adequate loan funds be made available to Rhodes students and in the spirit of our past participation in the Stafford Loan Program (Guaranteed Student Loans), we authorize for the 1990-91 academic year an investment of \$250,000 through the Perkins Loan fund. These funds will be made available from the previously reserved Guaranteed Student Loan Program in the endowment fund. Furthermore, the operating budget will subsidize the endowment fund by 3% per annum on the outstanding balance of loans to provide the interest rate differential between the Stafford Loan and Perkins Loan Programs.

**Historical Perspective:** Since the late 1970's, Rhodes' Board of Trustees has been committed to ensuring that adequate loans funds be made available to the student body. At its April 13, 1977 meeting, the Board agreed to become an institutional lender in the Guaranteed Student Loan (GSL) Program. Five years later (April 22-23, 1982), the Board of Trustees reaffirmed their commitment to ensuring the availability of adequate loan funds by authorizing a maximum investment (from the endowment) of \$500,000.

In the early 1980's when interest rates were quite high and the GSL program was not as profitable for commercial lenders, Rhodes' level of lending became significant. In the 1982-83 academic year, our lending level was \$204,101. Since that time the interest rates have come down and, as a result, Rhodes has not had any difficulty finding adequate outside funds for the GSL (now the Stafford Loan) Program. Hence, in recent years our Office of Financial made a conscious effort to reduce the number of loans made with Rhodes' funds.

**The Current Year:** In the current year we experienced a drop in the family income level of our students. The result of this drop was a decrease in the parents' ability to pay and an increase in student financial need. A higher student financial need caused us to award more loan funds in order to fulfill the College's commitment to meet 100% of the demonstrated need of accepted students. As a result, we are currently over committed in our Perkins Loan Program for 1990-91 by \$338,621. In keeping with the Board's previous action, I am proposing that the Board approve a maximum investment from the endowment through the Perkins Loan fund for 1990-91 of \$250,000. The remaining \$88,621 will be offset by replacing the Perkins Loans of some students with PLUS (Parents Loans to Undergraduate Students) loans.

PRELIMINARY OPERATING BUDGET  
 JANUARY 7, 1991

	90-91	% CHANGE	91-92
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$11,470	11.6%	\$12,800
Room	\$2,492	5.0%	\$2,618
Board	\$1,790	6.0%	\$1,898
<b>TOTALS:</b>	<b>\$15,752</b>	<b>9.9%</b>	<b>\$17,316</b>
Fall Enrollment (FTE)	1330		1350
Dormitory Occupancy	1117		1070

<b>INCOME BUDGET:</b>	90-91		91-92
<b>TUITION AND FEES:</b>			
Tuition	\$14,677,723	13.4%	\$16,651,368
Tuition-Summer School	\$10,000	20.0%	\$12,000
Summer Writing		100.0%	\$21,000
European Studies	\$262,500	9.5%	\$287,500
Student Activity Fees	\$210,140	1.5%	\$213,300
Applied Music Fees	\$30,000	6.0%	\$31,800
Special Course Fees	\$20,250	1.0%	\$20,453
Application Fees	\$63,000	2.4%	\$64,500
Extra Hours	\$2,500	0.0%	\$2,500
Graduation & Misc. Fees	\$22,000	0.0%	\$22,000
Registration & Transcripts	\$5,500	-27.3%	\$4,000
Special Studies	\$501,592	4.8%	\$525,800
Micro Center	\$10,500	0.0%	\$10,500
Music Academy	\$192,850	2.1%	\$196,910
<b>TOTAL:</b>	<b>\$16,008,555</b>	<b>12.8%</b>	<b>\$18,063,631</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,755,728	-0.4%	\$2,744,815
Board	\$1,979,436	0.6%	\$1,990,662
<b>TOTAL:</b>	<b>\$4,735,164</b>	<b>0.0%</b>	<b>\$4,735,478</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$41,500	1.2%	\$42,000
Annual Support Program	\$1,956,500	0.1%	\$1,958,000
Capital Funds Unrestricted	\$75,000	-33.3%	\$50,000
<b>TOTAL:</b>	<b>\$2,073,000</b>	<b>-1.1%</b>	<b>\$2,050,000</b>
<b>ENDOWMENT INCOME:</b>	<b>\$3,490,721</b>	<b>9.5%</b>	<b>\$3,820,784</b>

	90-91		91-92
<b>OTHER INCOME:</b>			
Theater	\$17,600	2.0%	\$17,944
Bookstore	\$746,394	1.0%	\$754,080
Interest Income	\$310,000	0.0%	\$310,000
Swimming Pool	\$40,000	1.9%	\$40,750
Indirect Cost Recovery	\$27,000	69.3%	\$45,698
Miscellaneous Income	\$3,000	1.0%	\$3,030
Traffic Fines	\$15,000	0.0%	\$15,000
Dividends, Royalties, Commissions	\$54,000	0.9%	\$54,500
College Work-Study	\$129,000	-2.3%	\$126,000
Athletic Income	\$2,222	0.1%	\$2,225
Restricted Scholarships	\$196,000	0.0%	\$196,000
Desk-Top Publishing	\$31,265	8.0%	\$33,766
Telephone	\$87,775	0.0%	\$87,775
Parkway House	\$140,000	-5.5%	\$132,250
<b>TOTAL:</b>	<b>\$1,799,256</b>	<b>1.1%</b>	<b>\$1,819,018</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$28,106,696</b>	<b>8.5%</b>	<b>\$30,488,911</b>

**EXPENSE BUDGET:**

EDUC. & GENERAL:	1990-91			1991-92			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
Art	\$109,078	\$14,168	\$123,246	\$153,280	\$16,478	\$169,758	40.5%	16.3%	37.7%
Religious Studies	\$407,298	\$8,540	\$415,838	\$471,471	\$13,105	\$484,576	15.8%	53.5%	16.5%
English	\$448,984	\$18,316	\$467,300	\$485,681	\$18,950	\$504,631	8.2%	3.5%	8.0%
Foreign Languages	\$587,380	\$19,206	\$606,586	\$679,297	\$20,180	\$699,477	15.6%	5.1%	15.3%
Language Center	\$25,925	\$2,443	\$28,368	\$27,740	\$2,567	\$30,307	7.0%	5.1%	6.8%
Music	\$298,113	\$22,483	\$320,596	\$322,625	\$23,611	\$346,236	8.2%	5.0%	8.0%
Philosophy	\$123,219	\$3,125	\$126,344	\$183,288	\$3,325	\$186,613	48.7%	6.4%	47.7%
Theater/Med Arts	\$168,096	\$29,420	\$198,416	\$213,151	\$29,639	\$242,790	26.1%	0.7%	22.4%
Search/Values Course	\$0	\$6,000	\$6,000	\$0	\$6,250	\$6,250	0.0%	4.2%	4.2%
Summer Writing				\$0	\$9,700	\$9,700	100.0%	100.0%	100.0%
Music Academy	\$168,457	\$12,350	\$180,807	\$180,249	\$12,950	\$193,199	7.0%	4.9%	6.9%
European Studies	\$9,673	\$252,827	\$262,500	\$33,746	\$248,265	\$282,011	248.9%	-1.8%	7.4%
Anthro & Sociology	\$140,812	\$11,086	\$151,898	\$150,669	\$11,690	\$162,359	7.0%	5.4%	6.9%
Economics & Business	\$565,188	\$19,598	\$584,786	\$679,849	\$20,299	\$700,148	20.3%	3.6%	19.7%
Education	\$42,568	\$4,020	\$46,588	\$45,548	\$4,175	\$49,723	7.0%	3.9%	6.7%
History	\$433,992	\$13,111	\$447,103	\$458,858	\$15,734	\$474,592	5.7%	20.0%	6.1%
International Studies	\$251,676	\$15,266	\$266,942	\$299,396	\$15,583	\$314,979	19.0%	2.1%	18.0%
Political Science	\$213,923	\$12,728	\$226,651	\$266,816	\$13,619	\$280,435	24.7%	7.0%	23.7%
Psychology	\$271,554	\$13,871	\$285,425	\$290,564	\$14,250	\$304,814	7.0%	2.7%	6.8%
Biology	\$372,274	\$41,344	\$413,618	\$401,430	\$40,520	\$441,950	7.8%	-2.0%	6.8%
Chemistry	\$313,799	\$31,870	\$345,669	\$333,733	\$34,548	\$368,281	6.4%	8.4%	6.5%
Mathematics & Comp. Sci.	\$258,979	\$13,583	\$272,562	\$335,315	\$13,761	\$349,076	29.5%	1.3%	28.1%
Physics	\$282,714	\$12,643	\$295,357	\$302,504	\$13,529	\$316,033	7.0%	7.0%	7.0%
Summer School	\$20,427	\$150	\$20,577	\$21,856	\$150	\$22,006	7.0%	0.0%	6.9%
Interdisciplinary Humanities	\$50,676	\$851	\$51,527	\$49,035	\$818	\$49,853	-3.2%	-3.9%	-3.2%
Computer Center	\$258,539	\$170,570	\$429,109	\$276,636	\$194,099	\$470,735	7.0%	13.8%	9.7%
Library	\$400,405	\$316,492	\$716,897	\$428,434	\$334,176	\$762,610	7.0%	5.6%	6.4%
Research & Faculty Devel.	\$116,164	\$119,000	\$235,164	\$97,312	\$136,500	\$233,812	-16.2%	14.7%	-0.6%
Media Center				\$0	\$5,250	\$5,250	0.0%	100.0%	100.0%
American Studies				\$0	\$1,000	\$1,000	0.0%	100.0%	100.0%
Asian Studies				\$0	\$1,000	\$1,000	0.0%	100.0%	100.0%
Urban Studies				\$0	\$1,000	\$1,000	0.0%	100.0%	100.0%
Women's Studies				\$0	\$1,000	\$1,000	0.0%	100.0%	100.0%
Dean Academic Affairs	\$635,699	\$149,257	\$784,956	\$385,990	\$162,903	\$548,893	-39.3%	9.1%	-30.1%
<b>TOTAL:</b>	<b>\$6,976,512</b>	<b>\$1,334,318</b>	<b>\$8,310,830</b>	<b>\$7,574,473</b>	<b>\$1,440,624</b>	<b>\$9,015,097</b>	<b>8.6%</b>	<b>8.0%</b>	<b>8.5%</b>

	1990-91			1991-92			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
<b>STUDENT SERVICES:</b>									
Athletics	\$476,137	\$291,324	\$767,461	\$509,467	\$324,190	\$833,657	7.0%	11.3%	8.6%
Swimming Pool	\$26,768	\$13,018	\$39,786	\$28,641	\$13,668	\$42,309	7.0%	5.0%	6.3%
Counseling Center	\$148,634	\$23,986	\$172,620	\$106,521	\$6,549	\$113,070	-28.3%	-72.7%	-34.5%
Career Services				\$103,786	\$21,261	\$125,047	100.0%	100.0%	100.0%
Admissions	\$401,845	\$339,401	\$741,246	\$429,974	\$367,634	\$797,608	7.0%	8.3%	7.6%
Registrar	\$129,917	\$11,008	\$140,925	\$139,011	\$12,011	\$151,022	7.0%	9.1%	7.2%
Financial Aid Office	\$121,362	\$49,219	\$170,581	\$129,857	\$52,106	\$181,963	7.0%	5.9%	6.7%
Chaplain/Kinney	\$36,200	\$4,013	\$40,213	\$43,173	\$5,550	\$48,723	19.3%	38.3%	21.2%
Dean Of Students	\$184,513	\$76,232	\$260,745	\$202,021	\$81,236	\$283,257	9.5%	6.6%	8.6%
Security	\$318,186	\$15,300	\$333,486	\$336,150	\$16,065	\$352,215	5.6%	5.0%	5.6%
Student Activity Fund	\$0	\$127,323	\$127,323	\$0	\$129,238	\$129,238	0.0%	1.5%	1.5%
Residential Life	\$17,600	\$50,728	\$68,328	\$18,832	\$41,827	\$60,659	7.0%	-17.5%	-11.2%
Health Services	\$28,614	\$25,212	\$53,826	\$30,067	\$29,093	\$59,160	5.1%	15.4%	9.9%
Student Center	\$0	\$2,560	\$2,560	\$0	\$2,688	\$2,688	0.0%	5.0%	5.0%
<b>TOTAL:</b>	<b>\$1,889,775</b>	<b>\$1,029,324</b>	<b>\$2,919,099</b>	<b>\$2,077,500</b>	<b>\$1,103,116</b>	<b>\$3,180,616</b>	<b>9.9%</b>	<b>7.2%</b>	<b>9.0%</b>
<b>PLANT OPER. &amp; MAIN:</b>									
Housekeeping	\$605,619	\$53,285	\$658,904	\$676,870	\$55,949	\$732,819	11.8%	5.0%	11.2%
Physical Plant	\$521,027	\$168,888	\$689,915	\$557,498	\$178,322	\$735,820	7.0%	5.6%	6.7%
Utilities	\$0	\$393,372	\$393,372	\$0	\$427,871	\$427,871	0.0%	8.8%	8.8%
Grounds	\$170,175	\$39,030	\$209,205	\$182,086	\$40,982	\$223,068	7.0%	5.0%	6.6%
Mailroom	\$0	\$3,584	\$3,584	\$0	\$3,763	\$3,763	0.0%	5.0%	5.0%
<b>TOTAL:</b>	<b>\$1,296,821</b>	<b>\$658,159</b>	<b>\$1,954,980</b>	<b>\$1,416,454</b>	<b>\$706,887</b>	<b>\$2,123,341</b>	<b>9.2%</b>	<b>7.4%</b>	<b>8.6%</b>
<b>GENERAL ADMINISTRATION</b>									
Administrative Services	\$268,892	\$145,846	\$412,738	\$285,412	\$153,138	\$438,550	6.9%	5.0%	6.3%
Board of Trustees	\$0	\$58,440	\$58,440	\$0	\$61,362	\$61,362	0.0%	5.0%	5.0%
Pres. Plan for Excellence	\$0	\$118,048	\$118,048	\$0	\$123,950	\$123,950	0.0%	5.0%	5.0%
Hill/Pres Acad Discr Fund	\$0	\$42,525	\$42,525	\$0	\$44,651	\$44,651	0.0%	5.0%	5.0%
President's Office	\$230,452	\$97,156	\$327,608	\$250,632	\$93,000	\$343,632	8.8%	-4.3%	4.9%
Executive Vice-Pres.	\$154,831	\$67,625	\$222,456	\$165,670	\$94,718	\$260,388	7.0%	40.1%	17.1%
Comptroller	\$299,017	\$78,225	\$377,242	\$319,948	\$82,136	\$402,084	7.0%	5.0%	6.6%
Planning & Inst. Analysis	\$59,517	\$8,758	\$68,275	\$63,683	\$11,220	\$74,903	7.0%	28.1%	9.7%
Development	\$594,497	\$314,123	\$908,620	\$635,921	\$330,828	\$966,749	7.0%	5.3%	6.4%
College Relations	\$133,145	\$56,915	\$190,060	\$142,465	\$59,761	\$202,226	7.0%	5.0%	6.4%
Public Information	\$97,986	\$101,889	\$199,875	\$104,845	\$106,900	\$211,745	7.0%	4.9%	5.9%
Insurance	\$0	\$222,067	\$222,067	\$0	\$233,170	\$233,170	0.0%	5.0%	5.0%
Staff Training & Devel.	\$0	\$18,690	\$18,690	\$0	\$25,500	\$25,500	0.0%	36.4%	36.4%
<b>TOTAL:</b>	<b>\$1,836,337</b>	<b>\$1,330,307</b>	<b>\$3,166,644</b>	<b>\$1,760,760</b>	<b>\$1,420,334</b>	<b>\$3,388,910</b>	<b>7.2%</b>	<b>6.8%</b>	<b>7.1%</b>

	1990-91			1991-92			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
<b>AUXILIARY ENTERPRISES:</b>									
Residence Halls	\$59,101	\$460,000	\$519,101	\$63,238	\$454,508	\$517,746	7.0%	-1.2%	-0.3%
Food Service	\$0	\$1,525,170	\$1,525,170	\$0	\$1,565,000	\$1,565,000	0.0%	2.6%	2.6%
Special Studies	\$267,805	\$261,764	\$529,569	\$286,551	\$280,083	\$566,634	7.0%	7.0%	7.0%
McCoy Theater	\$0	\$17,600	\$17,600	\$0	\$17,944	\$17,944	0.0%	2.0%	2.0%
Bookstore	\$105,024	\$576,949	\$681,973	\$112,376	\$569,385	\$681,761	7.0%	-1.3%	0.0%
Parkway House	\$0	\$140,000	\$140,000	\$0	\$132,250	\$132,250	0.0%	-5.5%	-5.5%
Telephone System	\$18,766	\$190,636	\$209,402	\$20,080	\$192,308	\$212,388	7.0%	0.9%	1.4%
Debt Service	\$0	\$1,016,752	\$1,016,752	\$0	\$1,068,853	\$1,068,853	0.0%	5.1%	5.1%
Desk-Top Publishing	\$27,740	\$11,172	\$38,912	\$29,682	\$11,731	\$41,413	7.0%	5.0%	6.4%
<b>TOTAL:</b>	<b>\$478,436</b>	<b>\$4,200,043</b>	<b>\$4,678,479</b>	<b>\$511,927</b>	<b>\$4,292,062</b>	<b>\$4,803,989</b>	<b>7.0%</b>	<b>2.7%</b>	<b>2.7%</b>
<b>STUDENT FINANCIAL AID:</b>	<b>\$0</b>	<b>\$5,694,607</b>	<b>\$5,694,607</b>	<b>\$0</b>	<b>\$6,450,736</b>	<b>\$6,450,736</b>	<b>0.0%</b>	<b>13.3%</b>	<b>13.3%</b>
<b>STUDENT WAGES:</b>	<b>\$0</b>	<b>\$455,910</b>	<b>\$455,910</b>	<b>\$0</b>	<b>\$515,178</b>	<b>\$515,178</b>	<b>0.0%</b>	<b>13.0%</b>	<b>13.0%</b>
<b>BUDGET CONTINGENCY:</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>0.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>RENO. &amp; REPLACEMENT:</b>	<b>\$0</b>	<b>\$826,146</b>	<b>\$826,146</b>	<b>\$0</b>	<b>\$906,042</b>	<b>\$906,042</b>	<b>0.0%</b>	<b>9.7%</b>	<b>9.7%</b>
<b>GRAND TOTALS:</b>	<b>\$12,477,880</b>	<b>\$15,628,814</b>	<b>\$28,106,695</b>	<b>\$13,548,930</b>	<b>\$16,939,979</b>	<b>\$30,488,909</b>	<b>8.6%</b>	<b>8.4%</b>	<b>8.5%</b>
<b>UNALLOCATED BUDGET</b>			<b>\$0</b>			<b>\$0</b>			

**REPORT OF THE COMMITTEE ON INVESTMENTS** - January 18, 1991

The meeting of the Committee on Investments was called to order by Mr. Michael McDonnell at 2:00 p.m. on Wednesday, January 2, 1991 in the Hill Board Room of Palmer Hall. Other members in attendance were Dr. Ralph Hon, Mr. James Thomas, Mr. Bruce Campbell, Dr. Robert McCallum, Vice President David Harlow, Dean Allen Boone, and Mr. N. P. McWhirter.

The first order of business concerned the resolution being recommended to the Committee on Finance at the upcoming January Board meeting. This resolution would allow previously allocated GSL funds in the endowment to be used for providing up to \$250,000 in the Perkins Loan Program. It was reported that the return on these loans will be 5% annually compared with 8% under the GSL/Stafford Loan Program. The Committee discussed this investment difference in return and recommended approval of the resolution with the condition that the resolution provide that the 3% differential in return be supplemented from the operating budget to the endowment fund.

Mr. McDonnell then asked for discussion of the investment policies and any changes that were needed. It was recommended and passed unanimously that wording be added stating any investments in real estate or venture capital funds would in the future require approval by the Board of Trustees. The Committee requested that Mr. McWhirter and Dean Boone prepare a draft with this change in policy and to submit this draft for approval at the next Committee meeting.

The discussion turned to the review of asset allocations between fixed income and equity investments. On September 30, 1990, the endowment portfolio under management is allocated 51.3% to fixed income investments and 42.8% to equity investments. The Committee has in the past stated that equity positions should not exceed 2/3 of the total endowment, and it was the consensus of the Committee that this restriction on the level of investment in the equity sector should remain in force.

Mr. McWhirter then reviewed the list of internally managed assets with the Committee. This compilation totaled \$17,468,977. Income producing assets comprise \$16,558,397, which includes external scholarship trusts, investment in Special Studies Building, and 20 Parkway House units. Dean Boone and Mr. McWhirter were instructed to divest all stocks and mutual funds upon receipt in order to accumulate funds to be managed by Barrow Hanley or any investment manager to be selected at a later date and that this would be added as a standard investment policy. The Committee also requested that Mr. McWhirter discuss with the Development Office whether or not zero coupon bonds need to be held to maturity or could be invested for a higher return by an investment manager. A quarterly report on internally managed assets will be prepared on a comparative basis and submitted to the Committee at each meeting, with a format which separates cash equivalents, bonds, equities, and other investments.

The Committee discussed the need for diversification of managed assets and the manner in which a new manager would be selected and hired. It was pointed out that this action would provide a diversity of management styles to the fund and enhance competition of performance by managers. The Committee requested that a meeting be called in early February to discuss with Gerber/Taylor Associates, Inc. how they would conduct a search and to make suggestions as to any prospective managers that the Committee might want to consider.

There being no further business, the meeting was adjourned.

Bill J

**REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE**- January 18, 1991

The committee on Students and Campus Life was called to order by Chairman Kenneth F. Clark at 2:15 p.m. in Bellingrath Social Room. Members in attendance were: Trustees Bill Bryce, Kenneth Clark, Joseph Roberts, Henry Strock, Ron Terry; Professor John Olsen; Student Doug Bacon; Ex-Officio members Thomas C. Shandley and Ronald J. Kovach. Present by invitation: Lynn Dunavant, Laura Miller, Billy Newton, Judy Roaten and Marjorie Thigpen. The following members were absent: E.A. Alburty, Emily Alburty, W.L. Davis, Jr., Vicki Roman.

Ms. Lynn Dunavant, Coordinator of Student Development, discussed the six components of a healthy person and the programs available on campus to enhance these components and promote wellness lifestyles for students. Programs include: Assertiveness, Date Rape, Male/Female Relationships, Goal Setting, Drug Prevention, Communication Skills, Self Esteem for Minority Students, et al.

According to Ms. Laura Miller, Director of Student Activities, the new alcohol policy has had significant impact on the attendance of campus wide social programming this fall. Recently, however, students have been coming back to campus programs, particularly at lunch. Ms. Miller informed the committee of creative alternatives planned for the second semester with hopes of pulling the campus community together.

Rev. Billy Newton, Chaplain and Coordinator of Kinney Programs, reported on the new initiatives by chaplain and students to meet spiritual needs on campus. Chaplain Newton stated that today's students express concern about one's relationship to God, to the community, and to the world. As chaplain, his responsibility is to facilitate their explorations of these relationships through prayer groups, Bible study, student religious groups, Kinney Program, et al. Chaplain Newton distributed a calendar of weekly religious activities available to students.

Marjorie Thigpen, Student Assembly President, presented the current student concerns:

- 1) The uncertain future of Minority Student Advisor, Karen Conway. Students continue to stress the importance of securing this position.
- 2) The increase in faculty/student ratio within specific departments.
- 3) The Board's decision not to build a new residence hall in the near future. Enrollment has continued to increase while dorms remain at capacity.

Dean Thomas Shandley began his report by updating the committee on the mentoring program for minority students at Rhodes. Students participating in this program will be paired with a member of the faculty/staff or a friend of the College with similar interests. He also presented the committee with a copy of the first newspaper from Career Services, "The Career Appeal" and announced the completion of the Career Services staff. Mr. Wes Moran, Assistant Director of Career Services, will begin on February 4, 1991.

Dean Shandley continued with a report on the alcohol violations, which remain at 37 violations with 3 being second time offenses, and an outstanding report on dorm vandalism:

1988-89 - dorm vandalism was	\$ 15,800.00
1989-90 - dorm vandalism was	6,600.00 (during 1989-90 the College added two Assistant Directors of Residence Life)
1990-91 - to date has reported	1,900.00 (\$950.00 actual damage)

The committee took a few minutes to discuss the world crisis and the heartfelt concerns and fears of the students.

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