

**MINUTES OF BOARD OF TRUSTEES
RHODES COLLEGE
April 18 and 19 1991**

4-91-1 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, April 18, 1991 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

Dr. Blount asked for a moment of silence in thanksgiving for the life of William L. Bowden who served as president of Rhodes College from 1970 to 1973.

The meeting was opened with prayer by Mr. Frank Moore.

4-91-2 The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

SYNOD OF LIVING WATERS

Marion S. Adams, Jr., '93
Bland W. Cannon, '91
George E. Cates, '93
Ted M. Henry, '92
Billy M. Hightower, '92
James H. Prentiss III, '93
K.C. Ptomey, Jr., '91
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
Kristin Anne Rudolph

HONORARY TRUSTEES

Mertie W. Buckman
Frank M. Norfleet
Harold F. Ohlendorf
Charles R. Sherman
Alvin Wunderlich, 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
Bruce E. Campbell, Jr., '91
Kenneth F. Clark, Jr., '92
Charles P. Cobb, '93
John H. Crabtree, Jr., '93
C. Stratton Hill, Jr., '93
Michael McDonnell, '93
William J. Michaelcheck, '92
L. Frank Moore, '92
Joseph Orgill, III, '91
Harry J. Phillips, Sr., '92
S. Herbert Rhea, '92
Joseph L. Roberts, Jr., '92
Vicki G. Roman, '91
Ronald Terry, '92
James A. Thomas III, '91
David D. Watts, '92
Spence L. Wilson, '92
S. Ray Zbinden, '91

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

LIFE TRUSTEES

Paul Tudor Jones
Robert D. McCallum

PRESENT BY INVITATION

Peggy Arnold
Bill Berg
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

GUESTS

G. Douglass Alexander
William Craddock
Brenda Eckles

The following Trustees were absent:

SYNOD OF LIVING WATERS

W. L. Davis, '93
Henry B. Strock, Jr., '92
Mary Elizabeth Walker, '92
William F. Winter, '91

ELECTED BY TRUSTEES

Neville F. Bryan, '91
William H. Bryce, Jr., '92
Nancy H. Fulmer, '91
Henry Goodrich, '91
Nancy Huggins, '91

LIFE TRUSTEES

L. Palmer Brown
Margaret Hyde
P.K. Seidman
W. C. Rasberry
John W. Wade

HONORARY TRUSTEES

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

Mr. Clark declared a quorum was present. (See Exhibit A, p. 11 for Board committee list)

4-91-3 Dr. Blount welcomed Messrs. Alexander and Craddock.

4-91-4 Dr. Blount presented a plaque to Mr. Charles Sherman recognizing him as an honorary trustee of the College.

4-91-5 Dr. Blount made the following remarks:

"Following the meeting at NorthRiver, we set up a Campaign Planning Committee to deal with the priorities that came out of that significant meeting. For four months this Planning Committee has been hard at work under the very able leadership of Ken Clark. I not only was impressed with the leadership but how diligent the members have been in approaching the serious questions that we have been dealing with. We all owe them a vote of thanks and appreciation for what they have done.

"Ken Clark, Chair, is going to lead our discussion. We have invited to this meeting the members of the Planning Committee who are not members of the Board. They have all worked very hard, and this campaign will set the direction of Rhodes College into the twenty-first century. We have set for ourselves lofty goals. The recommendation from the committee today will start us on that path toward national leadership. If we are going to be one of the nation's best liberal arts colleges, it's going to take hard work, cooperation, sacrifice, and support. And I know that each and every one of us will feel the dedication that this committee has developed as we discuss the momentous course that we have ahead of us. We will proceed, after the two hours set aside to discuss this committee's findings, in the regular trustee meeting and the committee meetings."

4-91-6 Mr. Clark made the following remarks:

"I hope that this afternoon we have had the last of our silent prayers, and that as we talk about the proposals of the Campaign Planning Committee that we will provoke lively discussion. I think that it's fair to say that when you gave the Committee this charge to plan for an occasion so momentous, some of us were concerned about trying to raise significant amounts of money in this day and time, albeit for the perceived needs of the College. Clearly, until you reach the point where you are so convinced of the rightness of a project, raising money has little appeal for most of us.

"What we have worked through for the last several months has been a process of building a framework upon which to respond to your charge, and then trying to flesh out that framework into a doable plan - a process which has involved more than just playing with statistics but has demanded a little of the heart and soul of each of us as well. It is our hope today that in discussing these proposals each of you will feel free to share with us your particular passionate view of this small gem of a College, and tell us those things which are most meaningful to you, and from the gathering of all those expressions we will be better able to express to the rest of the world how collectively we feel about this institution and the aspirations we have for it.

"We will bring to you, at the conclusion of my remarks, a formal resolution to be adopted. I will follow that resolution as an outline, but in order to put the proper focus on what we are about, let's discuss first the so-called Case for the College which must be clearly stated if we are to go forth and ask for significant contributions in support of it. In doing so, we must not only have a sense of the historical past and a sense of the urgency of the moment, but also a vision for how we can combine the aspirations of the College's various constituencies with the needs of the College itself. If we can't do that in writing, then we can't articulate it for others.

"Therefore, our first task is to craft a Case Statement. We have distributed that to you in preliminary draft form. It is our thought that even if you sign on to the Case Statement in its present form, it will be a document which will, in fact, grow and evolve over time as other constituencies are heard from.

"If you will turn to that document, I want to focus your attention primarily on the 8-page introduction. The pages which follow are a reiteration of the projects which came out of our retreat at North River to which dollar values have been assigned. The first eight pages are really the Committee's expression of the case for Rhodes College. While a preliminary draft was prepared by Doug Alexander's very able assistant, and thoroughly discussed by the Committee to obtain individual input, the document was ultimately laid in the lap of my good friend from Princeton University, Dunbar Abston, for final drafting. Dunbar has done an absolutely superb job in pulling together our wide-ranging expressions, and I acknowledge, in advance, his significant contribution to this effort.

"I want to start the discussion by saying that my particular testimonial to this whole exercise is set forth in that item on page three which says, 'Rhodes is a gem, it is unique, it has all of those things I most value in a liberal arts college; the challenge of the intellect, the pursuit of knowledge, wisdom and the demand for excellence and all this in a cordial, civilized atmosphere that speaks of tradition.' In making this Committee's report, I want you to know that it has my complete affirmation. Having said that, and all of you having received this Case Statement, I would encourage some of you who have not been a part of the planning process to come forward and give us some indication of those things about Rhodes College that you feel are its significant selling points and values. The floor is open to anyone who would like to comment on the Statement or share your own particular views."

4-91-7 The Board unanimously approved the following resolution (Capital Campaign Exhibits A, B, & C of appear as Exhibit B of minutes [pgs 12-54]):

Resolved that:

The Board of Trustees of Rhodes College proceed with a comprehensive fund-raising campaign culminating in the celebration of the College's sesquicentennial year, 1998. The Campaign shall be called "The 150th Anniversary Campaign for Rhodes."

Further resolved that:

- **The Size and Scope of the Campaign shall be as set forth in Exhibit A. (pg. 12)**
- **The Policy for Counting Commitments and Recognizing donors shall be set forth in Exhibit B. (pgs 13 & 14)**
- **The Marketing Plan in Summary shall be as set forth in Exhibit C. (pgs 15-20)**
- **The Case Statement shall be adopted, in draft form, as stated in Exhibit D. (pgs 21-54)**
- **The Campaign will be announced publicly at the direction of the Steering Committee upon receipt of a total of approximately \$20 million to \$25 million in outright gifts in the four capital project areas, including the Principal Gifts. The Campaign shall conclude with the College's Sesquicentennial Celebration in the year 1998.**
- **The Campaign Planning Committee defers to the Board's regular budgeting process the provision for incremental costs associated with the Campaign.**

Finally resolved that:

A Campaign Steering Committee be appointed to guide the Campaign and to refine the Case Statement and other details of the Campaign as needed.

4-91-8 The Board approved as mailed the minutes of the Board of Trustees meeting held on January 17 and 18, 1991.

4-91-9 Vice President Harlow gave the following report:

"A study recently appeared in the paper which looked at graduation rates for many of the local public colleges and universities. One major university in the area was found to have a graduation rate of 16%: 1 out of 6 new students remained to graduate.

"Graduation rates and rates of student retention are areas we've devoted a lot of attention to at Rhodes. I've been working with a group on our campus to study our retention, decide whether it can be improved, and if so, how to improve it.

| | |
|--|-----|
| "This spring Rhodes graduation rate is | 70% |
| Washington and Lee's is | 75% |
| Davidson's is | 89% |
| Amherst's is | 92% |

- ◇ On a national scale, provided by the Higher Education Research Institute, about 30% of students at public 4-year colleges graduate within 4 years. About 55% either graduate or return for a fifth year.
- ◇ Among private 4-year colleges, about 50% graduate in 4 years.
- ◇ By comparison, Rhodes graduates 70% in four years. Another 5% return to finish up in the fifth year.

"This number is steadily improving. The retention of Rhodes students from freshman to sophomore year has gone from 86% to 88% to 90% in the last three years. In the last year, we've made a number of improvements in student services which will have a positive impact on retention. We've increased the staffing in personal counseling and career counseling; we've improved the freshman orientation program; we're getting better information about why students decide to leave Rhodes.

"Improved retention benefits not just students, but the College as a whole. A 1% increase in retention is equivalent to a 3.5% increase in freshman applications. Retention is a win-win situation.

"We're not happy with our graduation rate. We think it can be better. We think it ought to be 80% to 85%."

4-91-10 President Daughdrill gave the following bulletin board-type report:

"The Board is generally aware of issues in higher education, and I want to call to the Board's attention two things: One, a view of where higher education is today, and the other a forecast of where private higher education will be in the future.

"The first is from Bob Atwell, president of the American Council on Education, who spoke at the Southern University Conference meeting this spring. His assessment of where higher education is today can be summarized in one word 'dismal.'

"First, external factors--the poor economy, the war in the Gulf, the 'peace dividend' which did not materialize, and 45 out of 50 states with deficits. Internally, several instances cost colleges dearly in public perception: a) abuse of indirect costs from grants, b) PC (politically correct thinking) which has shown up in virtually every publication. Criticism started in the conservative press, moved into the vast popular press; and, increasingly, is coming from liberal academics who are concerned about what they see happening on campuses around the country. c) Negative press regarding intercollegiate athletics, and d) possible collusion in financial aid management among colleges and universities. These make for a rough time for higher education."

President Daughdrill next read the highlights of Dr. Manning Pattillo's report regarding the future of higher education in the United States. Dr. Pattillo, who is now with the Southern Association of Colleges and Schools and is working as an adjunct professor at the

University of Georgia in higher education, has experience in both the private and public sectors and is respected in both.

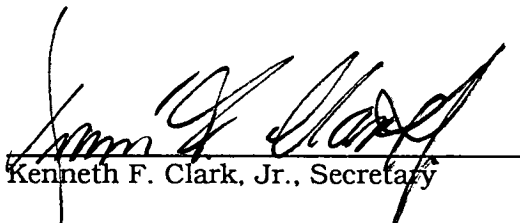
Finally, President Daughdrill expressed his feelings regarding the action the Board had just taken. "The vote that the Board of Trustees took today is an historic vote. This is a landmark, an important day in the history of the College. We are grateful for the vision that you have shown and the commitment you have demonstrated. It will make a great deal of difference in the lives of the students in the years to come. I am reminded of words written by Spinoza, 'All excellent things are as difficult as they are rare.'"

He thanked the Board and ended "Godspeed to all of us in accomplishing these goals."

4-91-11 Dr. Blount thanked Connie and Dunbar Abston and Irene and Joe Orgill for hosting the Thursday night dinner. He then asked if anyone needed help with directions or transportation to the Hunt and Polo Club.

4-91-12 Dr. Blount asked Mr. Charles Cobb to chair the Committee on Board Directions and Leadership and Mr. Frank Moore to chair the Committee on Enrollment .

4-91-13 The Board adjourned to committee meetings at 3:15.


Kenneth F. Clark, Jr., Secretary

Friday, April 19, 1991

4-91-14 The Board of Trustees resumed its meeting on Friday, April 19, 1991 at 9:00 A.M. in the Edmund Orgill Room on campus.

The meeting was called to order by the chair, Dr. Blount. Dr. Blount thanked the Orgills and the Abstons for the lovely dinner party.

The meeting was opened with prayer by Dr. K.C. Ptomey.

Secretary Clark called the roll. Members present were:

SYNOD OF LIVING WATERS

Marion S. Adams, Jr., '93
 Bland W. Cannon, '91
 George E. Cates, '93
 W. L. Davis, '93
 Ted M. Henry, '92
 Billy M. Hightower, '92
 James H. Prentiss III, '93
 K.C. Ptomey, Jr., '91
 Ray U. Tanner, '91

FACULTY TRUSTEES

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

STUDENT TRUSTEES

Gregory B. Foster

HONORARY TRUSTEES

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

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 Robert W. Amis, '93
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 Winton M. Blount, '93
 Bayard Boyle, Jr., '93
 Kenneth F. Clark, Jr., '92
 Charles P. Cobb, '93
 John H. Crabtree, Jr., '93
 C. Stratton Hill, Jr., '93
 Nancy Huggins, '91
 Michael McDonnell, '93
 William J. Michaelcheck, '92
 Joseph Orgill, III, '91
 S. Herbert Rhea, '92
 Joseph L. Roberts, Jr., '92
 Vicki G. Roman, '91
 James A. Thomas III, '91
 David D. Watts, '92
 Spence L. Wilson, '92
 S. Ray Zbinden, '91

LIFE TRUSTEES

Paul Tudor Jones
 Robert D. McCallum
 P. K. Seidman

PRESENT BY INVITATION

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

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

The following Trustees were absent:

SYNOD OF LIVING WATERS

Henry B. Strock, Jr., '92
 Mary Elizabeth Walker, '92
 William F. Winter, '91

LIFE TRUSTEES

L. Palmer Brown
 Margaret Hyde
 W. C. Raspberry
 John W. Wade

ELECTED BY TRUSTEES

Jack A. Belz, '93
 Neville F. Bryan, '91
 William H. Bryce, Jr., '92
 Bruce E. Campbell, Jr., '91
 Nancy H. Fulmer, '91
 Henry Goodrich, '91
 L. Frank Moore, '92
 Harry J. Phillips, Sr., '92
 Ronald Terry, '92

HONORARY TRUSTEES

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

STUDENT TRUSTEES

G. Demetri Patikas
 Kristin Anne Rudolph

Mr. Clark declared a quorum was present. (See Exhibit A, p. 11 for Board committee list)

4-91-15 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP -
Mr. Henry Goodrich, Chair (Exhibit C, p.55)

The Board approved that the following trustees be re-elected to the Class of 1994:

| | |
|-----------------|---------------------|
| Edgar H. Bailey | Vicki G. Roman |
| Henry Goodrich | James A. Thomas III |
| Nancy Huggins | S. Ray Zbinden |

4-91-16 The Board approved that the following trustees be nominated to the Synod of Living Waters for re-election to the Board:

K. C. Ptomey, Jr. Bland W. Cannon

And, in the event the Synod of Living Waters adopts a new Covenant with the College whereby it no longer elects trustees to the Rhodes Board of Trustees, the Board also approved that Messrs. Ptomey and Cannon automatically be moved from the category of Synod-elected to Board-elected trustees, Class of 1994.

4-91-17 The Board approved that the following trustees be elected officers for the 1991-92 session:

| | |
|-------------|-----------------------|
| Chair- | Winton M. Blount |
| Vice Chair- | Charles P. Cobb |
| Secretary - | Kenneth F. Clark, Jr. |
| Treasurer- | S. Herbert Rhea |

4-91-18 Mr. Goodrich reminded the Board that the meeting dates for the 1991-92 session are:

October 24 and 25, 1991
January 16 and 17, 1992
April 9 and 10, 1992

and that the suggested meeting dates for the 1992-93 session are:

October 22 and 23, 1992
January 21 and 22, 1993
April 15 and 16, 1993

4-91-19 The Board approved the following resolution:

**In Memoriam
William Lukens Bowden
1922 — 1991
Seventeenth President of the College**

The Board of Trustees of Rhodes College records with deep sorrow the death of Dr. William L. Bowden on December 15, 1990. An alumnus of the College, Class of 1948, his leadership as an educator is recognized throughout our region. As President of the College, he served his alma mater with distinction from 1970 until 1973 when he was named executive director of the Southern Growth Policies Board. Upon accepting the College presidency on October 16, 1969, Dr. Bowden said, "I know of no college with greater potential." For his contributions toward the fulfillment of that promise, Rhodes will be forever grateful.

4-91-20 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS - Mr. Kenneth F. Clark, Jr., Chair. (Exhibit D. pgs.56-57)

Report received.

4-91-21 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David D. Watts,
Chair. (Exhibit E., pgs.58 & 59)

The Board approved the following resolution recognizing the leaders of the 1990-91 Annual Fund:

That the Board of Trustees, upon the successful completion of the campaign on June 30, 1991, commend the members of the 1990-91 Annual Fund Council for their outstanding efforts. These leaders are:

| | |
|----------------------------------|--|
| International Chair: | Dunbar Abston, Jr. |
| Alumni Division: | John C. Sites '74 Robert M. Wild, Jr. '66 |
| Trustee Division: | Nancy J. Huggins '74 |
| Parents Division: | Sondra and William M. Fondren, Jr. |
| Friends Division: | Leo M. Bearman, Jr. |
| Business Division: | Ronald G. Klayman Michael A. Edwards '79 |
| Campus Division: | Michael T. Clary '77 David Y. Jeter |
| Church Division: | John B. Rogers, Jr. |
| Charles E. Diehl Society: | James A. Thomas III '62 |
| Red and Black Society: | Lynda Lipscomb Patton '60 |
| Phonathon Chairs: | Christopher T. Buchanan '93 Vickie L. Hardy '93 |

4-91-22 Plaques of Appreciation for terms completed were presented or will be mailed to the following:

Trustees: Neville Bryan, Bruce E. Campbell, Jr., Nancy H. Fulmer, Joseph Orgill III,
Ray U. Tanner, and William F. Winter.
Professor F. Michael McLain
Student Trustees Gregory B. Foster and Kristin Anne Rudolph

4-91-23 REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. Marion Adams, Acting Chair.
(Exhibit F., pgs.60-61)
Committee report received.

4-91-24 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr.
Dunbar Abston, Chair. (Exhibit G., pgs. 62-68)

The Board approved the following actions:

That Dr. Steve Gadbois, Assistant Professor of Mathematics and Computer Science, be promoted to Associate Professor of Mathematics and Computer Science effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

That Dr. Susan Kus, Assistant Professor of Anthropology/Sociology, be promoted to Associate Professor of Anthropology/Sociology effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

That Dr. Valerie Nollan, Assistant Professor of Foreign Languages, be promoted to Associate Professor of Foreign Languages effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

That Dr. Valarie Ziegler, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

4-91-25 REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Chair. (Exhibit H., pgs. 69-81)

The Board approved the 1991-92 operating budget (see pgs. 70-75)

In order for the College to provide improved facilities through renovation, replacement and addition of equipment, and to fund the faculty early retirement program, the **Board approved the following resolution:**

That once the operating results for fiscal 1990-91 are determined, the College is authorized to distribute the surplus funds for the following items. (See pgs. 76-80)

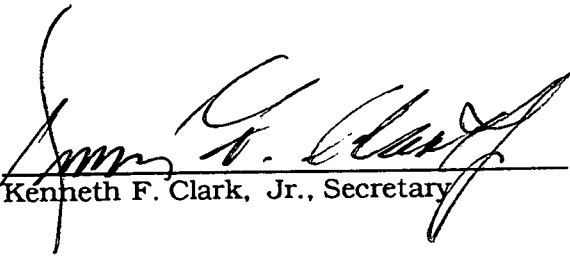
4-91-26 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chair. (Exhibit J., p. 82)
Committee report received.

President Daughdrill remarked on the following items:

- a). With the completion of Buckman Hall, the beauty of this campus is apparent to those who drive along North Parkway for the first time. This should have even an additional benefit to the College.
- b). Dr. Robert Llewellyn, Associate Dean, is returning to full-time teaching and is attending his last Board meeting in his present position. Dr. Daughdrill thanked him for his many contributions through the years, and wished him the best in the next chapter of his professional work.
- c). Dr. Daughdrill complimented Vice President David Harlow who arrived at Rhodes just a year ago and in that short time has learned more and given more leadership to the institution than any person he has been associated with. Dr. Daughdrill said that the enthusiasm for Dean Harlow's leadership is broad, genuine, and deep.
- d). He mentioned that many of the ivy league colleges and most of Rhodes' peer colleges are having budget deficits. Rhodes is fortunate; it has maintained a balanced budget for many years. Two people have provided especially able leadership, tough decision-making, and good financial planning, and they are Dean Allen Boone and Mr. Mac McWhirter.
- e). President Daughdrill said that he tries to report at every meeting on situations that affect higher education. He said he would continue to bring such matters to the attention of the Board, even if they are dire and negative. But he was grateful that most do not apply to Rhodes. One of those has been commonly called PC, or lack of tolerance, which is a serious problem in higher education. He said that Rhodes has stood for a set of core values and that is the reason why many of us are here.
- f). President Daughdrill said that Rhodes had been named as "A College of Character" about five years ago. Recently another group has recognized Rhodes as a character building college--the John Templeton Foundation. He read from the plaque:

"Rhodes College has been declared a member of the 1990-91 John Templeton Foundation honor roll for character building colleges. The purpose of the honor roll for character building colleges is to recognize those institutions in higher learning in the United States that consciously attempt to instill integrity and value judgment in the educational experience of each student. Presidents and development directors of colleges and universities across the United States have chosen to honor your school by selecting it to appear on the 1991 Honor Roll. (Dated March 1991 and signed by Mr. John Templeton) "

The meeting went into executive session immediately following break at approximately 10:30 a.m.



Kenneth F. Clark, Jr., Secretary

Exhibit ABOARD OF TRUSTEES COMMITTEES FOR 1990-91Board Dir. & L'ship

*Henry Goodrich, Ch.
 *Winton M. Blount
 J. Bayard Boyle, Jr.
 Bruce E. Campbell, Jr.
 Charles P. Cobb

L. Palmer Brown
 Robert D. McCallum

Faculty Member

Ben W. Bolch

Student MemberStaff(Non-Voting)

Loyd C. Templeton, Jr.
 Helen W. Norman

Buildings & Grounds

*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

Development

*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

Enrollment

*Nancy J. Huggins, Ch.
 Marion S. Adams, Jr.
 Ted M. Henry
 L. Frank Moore
 K. C. Ptomey
 William F. Winter

Snowden Boyle
 William C. Rasberry

#Robert Entzminger Belinda Jo Woodiel

David J. Wottle
 Sally Thomason

Fac. & Educ. Program

*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

Finance

*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

Stu. & Campus Life

*Kenneth F. Clark, Jr., Ch.
 William H. Bryce, Jr.
 W. L. Davis, Jr.
 Joseph Roberts, Jr.
 Vicki G. Roman
 Henry Strock, Jr.
 Ronald Terry

E. A. Alburty
 Emily Alburty

John S. Olsen Douglas B. Bacon

Thomas C. Shandley
 Ronald J. Kovach

Investment

*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

Audit

L. Palmer Brown, Ch.
 Edgar H. Bailey

P.K. Seidman
 Spence L. Wilson

Rebecca Sue Legge

N.P. McWhirter

*Winton M. Blount, ex officio, all committees
 *Executive Committee Member
 #Elected by Faculty or Students

*James H. Daughdrill, Jr., ex officio, all committees
 David Harlow, ex officio, Dean of College Affairs Committees

Exhibit A:
The size and scope of the 150th Anniversary Campaign for Rhodes shall be as follows:

| | |
|---|-----------------------------|
| HIGHEST PRIORITY CAPITAL PROJECTS..... | \$ 36,000,000 |
| To Provide a Global Perspective | \$ 6,800,000 |
| Curriculum Enhancement..... | \$ 1,000,000 |
| Foreign Language Instruction..... | 2,300,000 |
| Speakers Series..... | 500,000 |
| Term Abroad Opportunities..... | 1,200,000 |
| International Student Recruitment | 1,800,000 |
| To Strengthen and Support the Faculty | 8,900,000 |
| Endowment for Faculty Support.... | \$ 6,500,000 |
| Expansion of Library Services..... | 2,400,000 |
| To Provide a Student Life Center | 17,400,000 |
| Multipurpose Building..... | \$ 8,200,000 |
| Renovation, Interior Work in New Bldg., Endowment..... | 7,200,000 |
| Athletic/Field Improvements..... | 2,000,000 |
| To Improve Student Services | 2,900,000 |
| Academic Support..... | \$ 1,300,000 |
| Adult Degree Program..... | 1,000,000 |
| Student Retention Programs..... | 600,000 |
| NEW ESTATE PLANS..... | 36,000,000 |
| ANNUAL FUND (Fiscal years 1992-1998)..... | 18,200,000 |
| DONOR-RESTRICTED PROJECTS..... | <u>9,800,000</u> |
| CAMPAIGN TOTAL | <u>\$100,000,000</u> |

Exhibit B

Exhibit B:

The Campaign policy for counting commitments and recognizing donors shall be as follows:

**Pledges and Outright Gifts for Capital Projects,
Annual Fund and Donor-Restricted Purposes**

Commitments to be received within 5 years of the date of a pledge shall be counted and recognized in the Campaign at full value on that date.

Estate Plans for Rhodes

The purpose of including estate plans in the Campaign is to generate a substantial future cash flow for the College and to enable those who cannot make a substantial outright gift to participate in the Campaign in a significant way. Estate plans that qualify in the Campaign include:

- **Bequest** by will for an amount or a percentage of the estate
- **Unitrust**, providing the donor or other beneficiary a variable income for life and a front-end tax deduction
- **Annuity Trust** and **Gift Annuity**, providing a fixed income for life and a front-end tax deduction
- **Charitable Lead Trust**, providing an income stream for Rhodes, with the principal eventually going to one's heirs; it may provide tax benefits to the donor
- **Gift of a Home or Farm with Life Tenancy**, in which the donor retains the use of the property for life and receives a front-end tax benefit
- **Life Insurance** (*Note: Please see your tax advisor concerning the deductibility of life insurance.*)
- **Zero-Coupon Bond**

Estate plans for Rhodes shall be counted and recognized in the Campaign as follows:

- 1) All new estate plans for Rhodes that are in force as of July 1, 1991 ("new" = not counted in the previous campaign) and all that are created or revealed to Rhodes during the course of the Campaign shall count as estate plans at face value. Exceptions are listed under Item 7.
- 2) New estate plans that mature during the course of the Campaign shall be re-classified as outright gifts instead of estate plans, as of the maturity date.
- 3) Cumulative lifetime gifts, including estate plans of all types at the value counted in the Campaign, totaling \$1 million or more shall be recognized

in the **Benefactors' Circle** in the Cloister. Any commitment revoked or not honored, which reduces the lifetime total to less than \$1 million, shall result in the removal of the donor's name from the Benefactors' Circle.

- 4) To count in the Campaign, the value of an estate plan must be confirmed in writing.
- 5) A subcommittee of the Steering Committee shall be responsible for interpreting the policy for counting and recognizing estate plans, should questions arise.
- 6) The value of estate plans from the previous campaign that mature during this Campaign shall be included only to the extent that the value exceeds what was previously counted.
- 7) Limitations to counting estate plans include:
 - A) **Contingency bequests** shall not be counted.
 - B) **Charitable Trusts, Annuities and Life Tenancy Agreements:**
 - (1) Counted at value of principal: All **Unitrusts, Annuity Trusts**, and **Gift Annuities** in operation during the course of the Campaign.
 - (2) Counted at value of income stream: **Charitable Lead Trusts**
 - (3) Counted at actuarial value: All **Charitable Trusts** created in the donor's will. Note: The actuarial value is based on the life expectancy of the lifetime beneficiary.
 - (4) Counted at current fair market value, based on a qualified appraisal: **Gift of Home or Farm with Life Tenancy Retained**
 - C) **Life Insurance** with Rhodes as direct beneficiary:
 - (1) Counted at face value: Whole or universal life insurance policies on the donor's generation (e.g. self and spouse).
 - (2) Counted at cash value: Life insurance on a younger generation.
 - (3) Not counted: Term life insurance.
 - D) **Zero-coupon bonds** maturing within the actuarial life expectancy of the donor shall be counted at their maturity value. The value of those with later maturity dates shall be limited by the life expectancy of the donor.
- 8) Irrevocable plans for the College, whose purpose is not restricted, may be recognized on the campus by naming an already-built facility or area of the campus as the donor wishes. For purpose of this type of recognition, the basis shall be the actuarial value of the plan, although the full value is counted in the Campaign total as an estate plan.

Exhibit C:

The Campaign Marketing Plan, in summary, shall be as follows:

I. Marketing Strategy

A. The Campaign shall proceed as follows--

1. **Planning Phase** -- In this phase the Campaign Planning Committee recommends the size and scope of the campaign, gift counting policy, and other details and creates the Case Statement, the central document of the Campaign.
2. **Pre-Campaign Phase** -- In this phase the Campaign Steering Committee begins its work, with the appointment of the Principal Gifts Committee. At all times, the Campaign leaders should solicit the largest gifts before proceeding with the smaller ones. (See Attachment 1 for organization structure.)

First to be involved in the Campaign are those who believe most strongly in the mission of the College, who want to secure its position as a great liberal arts college, and who have the wherewithal to make it happen. Like all leaders, they are few in number. And they will set the pace for all others.

- a. The Principal Gifts Committee solicits the Principal Gift in each of the four capital projects. Principal Gifts shall be sought in the following ranges:

| | |
|---------------------|-------------|
| Faculty Support | \$3,500,000 |
| Student Life Center | \$3,500,000 |
| Global Perspective | \$3,000,000 |
| Student Services | \$1,000,000 |
 - b. Then the Lead Gifts Committee shall begin its work, soliciting the Lead Gifts (the second tier gifts in each project) as well as some Major Gifts (third tier).
 - c. Board solicitation shall take place at this time.
3. **The Campaign** -- The Campaign officially begins with a public announcement when the amount pledged toward the four capital projects reaches approximately \$20 million to \$25 million. The Principal Gifts Committee and the Board Committee have concluded their work; all other committees are fully operational.
 - a. The Campaign shall be broadened to include all constituents of the College. Especially targeted shall be all individuals who

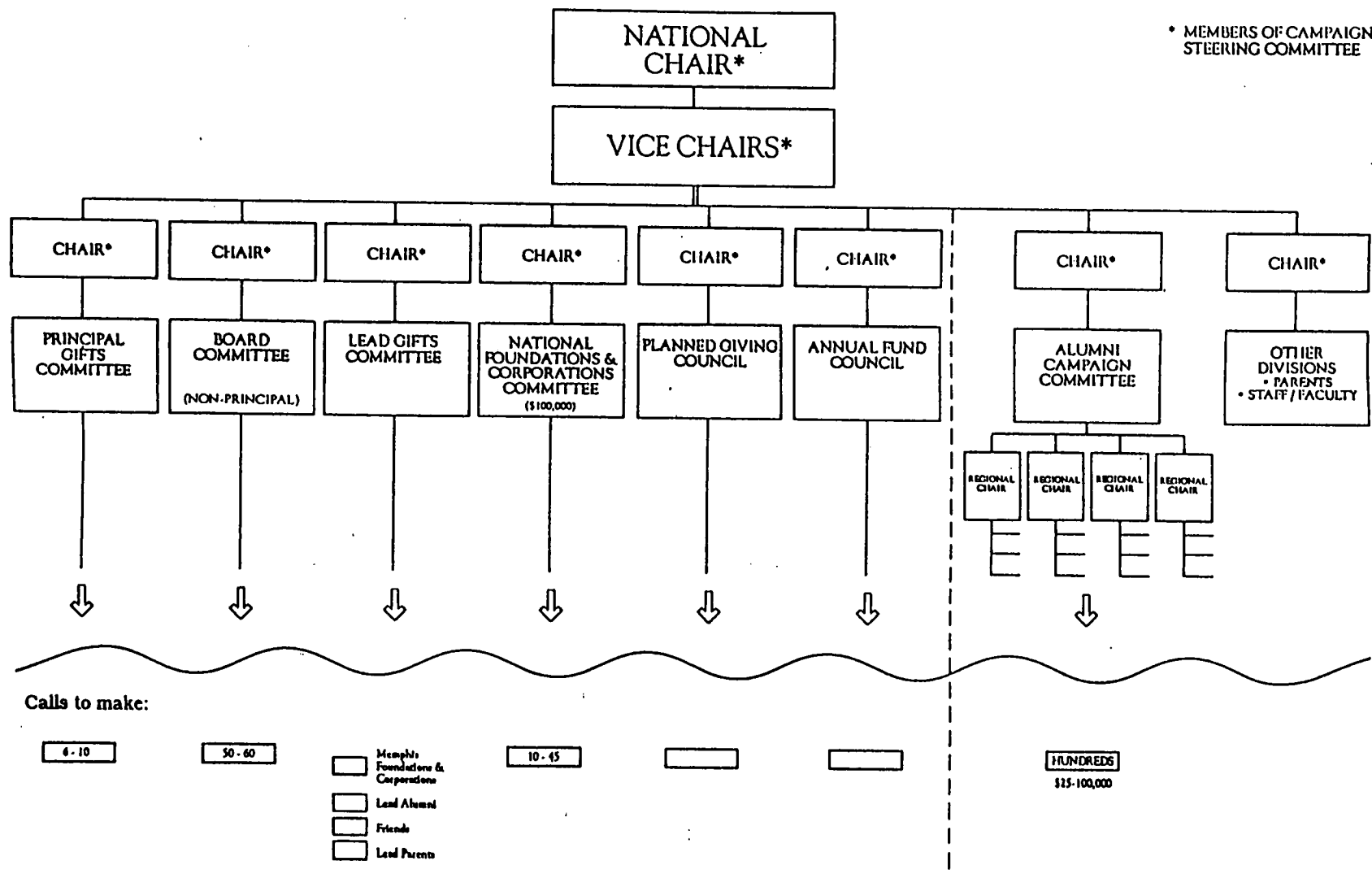
Exhibit B

- (1) Have an interest in Rhodes as a flagship institution for Memphis and the South
- (2) Believe in quality education in a small-college environment
- (3) See Rhodes as a place that teaches the importance of values, along with the importance of scholarship.

- b. The Campaign Case Statement shall be sent in abbreviated form to all constituents.

II. Marketing Tools

- A. There shall be the full Case Statement in draft form and later printed form, and an executive summary of it to facilitate solicitation and recruitment of volunteers.
- B. A videotape shall be developed for the Campaign.
- C. A Campaign theme and logotype will give unity to the materials used and will appeal to the prospects and volunteers.
- D. There shall be a list of commemorative opportunities (See Attachment 2 for commemorative opportunities for donors of Principal, Lead and Major Gifts). In a revised form, it may be used with the proposal or placed into the pocket of the Case Statement.
- E. Back-up material, such as endowment comparisons, information on academic departments, a concise history of the College, etc., shall also be developed as needed.
- F. A campaign folder shall be created for proposals, with pockets for campaign materials.
- G. In addition to the Benefactors' Circle, other appropriate means shall be developed to recognize those who make major commitments in the Campaign.
- H. Support Tools:
 1. Campaign Stationery
 2. Pledge Cards
 3. Printed mailing labels and large envelopes
 4. Visuals for the Student Life Center
 5. Campaign newsletter to inspire volunteers and donors
 6. Annual Fund pieces, with the Campaign look and theme



Note: The committees will function in sequential order; the Principal Gifts Committee first, followed by the Board Committee and Lead Gifts Committee, etc.

Exhibit C, Attachment 2:

**Gifts Needed to Provide a Global Perspective
 Throughout the Liberal Arts Curriculum**

Commemorative Opportunities for Principal-Lead-Major Gifts:

- \$2,000,000 Donor names grant program for languages or international recruitment
- 1,000,000 Donor names term abroad program or grant program to enhance curriculum
- 500,000 Donor names international speakers series

Note: The donor of the Principal Gift may choose among the options above, or select other ways to recognize the gift.

| <u>Gift Scale:</u> | <u>Number</u> | <u>Size</u> | <u>Subtotal</u> | <u>Total</u> |
|--------------------|---------------|---------------|-----------------|--------------------|
| Principal Gift | 1 | 3,000,000 | 3,000,000 | 3,000,000 |
| Lead Gifts | 1 | 1,000,000 | 1,000,000 | 1,000,000 |
| Major Gifts | 1 | 500,000 | 500,000 | 1,950,000 |
| | 3 | 250,000 | 750,000 | |
| | 7 | 100,000 | 700,000 | |
| Special Gifts | Many | Under 100,000 | 750,000 | <u>750,000</u> |
| | | | | \$6,700,000 |

Gifts Needed to Strengthen and Support the Faculty

Commemorative Opportunities for Principal-Lead-Major Gifts:

- \$3,500,000 Donor may choose a combination of naming opportunities, including the endowment for the library computer system or several professorships or one of several unnamed buildings on the campus, such as the tower housing the Mathematics-Computer Department, or the new residence hall, or the new dining hall
- 1,000,000 Donor names a distinguished professorship¹ or two regular professorships¹
- 500,000 Donor names a professorship¹ or visiting professorship¹
- 250,000 Donor names a faculty fellowship¹

¹The normal gift required for an endowed faculty chair is \$1,500,000 for a Distinguished Professorship; \$1,000,000 for a professorship; \$750,000 for a Visiting Professorship; \$500,000 for a Faculty Fellowship. Currently an endowment-matching program is underway that requires only half the amount for positions within the 12-1 student-faculty ratio; a total of \$3.5 million is available in matching funds.

| <u>Gift Scale:</u> | <u>Number</u> | <u>Size</u> | <u>Subtotal</u> | <u>Total</u> |
|--------------------|---------------|---------------|-----------------|---------------------|
| Principal Gift | 1 | 3,500,000 | 3,500,000 | 3,500,000 |
| Lead Gifts | 2 | 1,000,000 | 2,000,000 | 2,000,000 |
| Major Gifts | 2 | 500,000 | 1,000,000 | 2,800,000 |
| | 4 | 250,000 | 1,000,000 | |
| | 8 | 100,000 | 800,000 | |
| Special Gifts | Many | Under 100,000 | 600,000 | <u>600,000</u> |
| | | | | \$ 8,900,000 |

Gifts Needed to Provide a Student Life Center

Phase I

Commemorative Opportunities for Principal-Lead-Major Gifts:

- \$3,500,000 Donor names new multi-purpose building
- 2,000,000 Donor names 3-court multi-sport forum/assembly hall
- 1,500,000 Donor names tower of multi-purpose building
- 500,000 Donor names lobby of multi-purpose building
- 100,000 Donor names north-south or east-west concourse on first floor of new construction

| <u>Gift Scale:</u> | <u>Number</u> | <u>Size</u> | <u>Subtotal</u> | <u>Total</u> |
|--------------------|---------------|---------------|-----------------|---------------------|
| Principal Gift | 1 | 3,500,000 | 3,500,000 | 3,500,000 |
| Lead Gifts | 1 | 2,000,000 | 2,000,000 | |
| | 1 | 1,500,000 | 1,500,000 | 3,500,000 |
| Major Gifts | 1 | 500,000 | 500,000 | |
| | 2 | 100,000 | 200,000 | 700,000 |
| Special Gifts | Many | Under 100,000 | 500,000 | <u>500,000</u> |
| | | | | \$ 8,200,000 |

PHASE II

Commemorative Opportunities for Principal-Lead-Major Gifts:

- \$2,000,000 Donor names new building linking Hyde Gym to multi-purpose building
- 1,000,000 Donor names student activity center or basketball arena in Mallory Gym
- 500,000 Donor names weight room, running track, or aerobics area
- 250,000 Donor names training room
- 100,000 Donor names fitness center, A.D. office, Alumni Room or other large room

| <u>Gift Scale:</u> | <u>Number</u> | <u>Size</u> | <u>Subtotal</u> | <u>Total</u> |
|--------------------|---------------|---------------|-----------------|---------------------|
| Principal Gift | 1 | 2,000,000 | 2,000,000 | 2,000,000 |
| Lead Gifts | 2 | 1,000,000 | 2,000,000 | 2,000,000 |
| Major Gifts | 3 | 500,000 | 1,500,000 | |
| | 1 | 250,000 | 250,000 | 2,250,000 |
| | 5 | 100,000 | 500,000 | |
| Special Gifts | Many | Under 100,000 | 950,000 | <u>950,000</u> |
| | | | | \$ 7,200,000 |

(Student Life Center, Continued)

PHASE III

Commemorative Opportunities for Principal and Major Gifts:

\$1,500,000 Donor names football stadium
500,000 Donor names soccer field

| <u>Gift Scale:</u> | <u>Number</u> | <u>Size</u> | <u>Subtotal</u> | <u>Total</u> |
|---------------------------|----------------------|--------------------|------------------------|---------------------|
| Principal Gift | 1 | 1,000,000 | 1,000,000 | 1,000,000 |
| Major Gifts | 1 | 500,000 | 500,000 | 500,000 |
| Special Gifts | Many | Under 100,000 | 500,000 | <u>500,000</u> |
| | | | | \$ 2,000,000 |

Gifts Needed to Improve Student Services

Commemorative Opportunities for Principal-Major Gifts:

\$1,000,000 Donor names adult degree program or the peer tutoring program
500,000 Donor names the student retention program
250,000 Donor names endowment to assist in the tutoring program
100,000 Donor names endowment to assist in study skills, orientation, or other areas of the student services project

| <u>Gift Scale:</u> | <u>Number</u> | <u>Size</u> | <u>Subtotal</u> | <u>Total</u> |
|---------------------------|----------------------|--------------------|------------------------|---------------------|
| Principal/Lead Gift | 1 | 1,000,000 | 1,000,000 | 1,000,000 |
| Major Gifts | 1 | 500,000 | 500,000 | |
| | 2 | 250,000 | 500,000 | 1,600,000 |
| | 6 | 100,000 | 600,000 | |
| Special Gifts | Many | Under 100,000 | 300,000 | <u>300,000</u> |
| | | | | \$ 2,900,000 |

Note: As an alternative to the commemorative opportunities listed above, a donor may prefer to name an existing facility or area of the campus not yet named. A full list of such naming opportunities is available in the Development Office.

Rhodes College

1848-1998

The 150th Anniversary Campaign

This is a work in progress. It invites the reader to work with the College to bring together Rhodes' vision for the future and his or her own. The reader is asked to review this document, ask questions, discuss points of interest, and respond in ways that can change lives for generations to come.

Table of Contents

| | Page |
|---|------|
| I. Introduction | 1 |
| II. Endowment for Excellence | 8 |
| III. Campaign Goals | 9 |
| A. Highest Priority Capital Projects | 9 |
| 1. To Provide a Global Perspective | 9 |
| 2. To Strengthen and Support the Faculty | 14 |
| 3. To Provide a Student Life Center | 18 |
| 4. To Improve Student Services | 22 |
| B. New Estate Plans | 26 |
| C. Annual Fund | 28 |
| D. Donor-Restricted Projects | 28 |
| IV. The 150th Anniversary Campaign in Summary | 29 |

I. INTRODUCTION

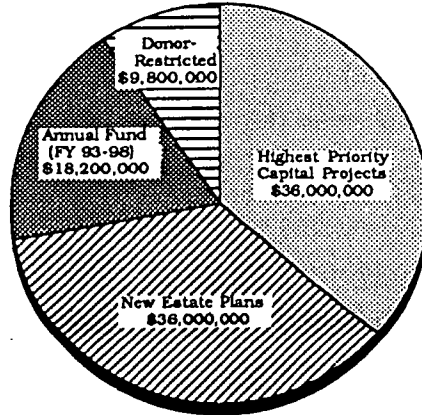
On a November day in 1925, a handful of small acorns was planted in the still raw earth of the new Memphis campus of what was to become Rhodes College. They were taken from the giant oak that stood on the old campus at Clarksville, some 200 miles away. Sixty-five years later, the trees that have grown from these acorns are nearly mature. Their roots are deep in West Tennessee soil. Their trunks are strong and straight. They stand as a symbol of the vision and strength that have propelled Rhodes into first place on the "up and comers" list of national liberal arts colleges in the 1990-91 edition of *America's Best Colleges*, published by *U.S. News & World Report*.

Poised for Greatness

Rhodes is poised to take a leading role in the nation's higher education system. The same vigorous spirit that moved the College and planted the oaks now inspires Rhodes as it grows toward becoming a pre-eminent liberal arts institution with a global perspective. But the College must marshal its financial resources to meet this challenge. To enable it to reach its ambitious goal, the Board of Trustees has authorized The 150th Anniversary Campaign for Rhodes. This is a major, comprehensive campaign that seeks \$100,000,000 for immediate and long term endowment, capital projects, special funds and ongoing support. The campaign will conclude in 1998, the College's sesquicentennial year. With this financial support, Rhodes can become one of the few truly distinguished liberal arts institutions in the nation.

Exhibit B

Included in the campaign are these specific goals: \$36 million in immediate, highest-priority capital projects; \$18.2 million to augment



the annual operation of the College; \$9.8 million in donor-restricted projects; and \$36 million in new estate plans to underwrite the future progress of the College.

Deep Roots for Growth

Rhodes is a small, coeducational liberal arts college that provides its students with an outstanding undergraduate education. The College emphasizes quality teaching and the scholarship required to support it. Its low student-faculty ratio and small classes stimulate intellectual growth.

Founded in 1848, Rhodes has a long, inspiring history of commitment to academic goals and an impressive record of achievement. It is one of only 8 percent of colleges and universities in the United States to be awarded a chapter of Phi Beta Kappa, the prestigious national honor society. Its strong curriculum boasts distinctive programs for study -- the strengths of which can be measured by the success of its graduates. In the last decade alone, Rhodes has produced five Fulbright Scholars and seven National Science Fellows, in addition to Woodrow Wilson Fellows, Danforth Fellows and NCAA Fellows. These academic accomplishments

Exhibit B

underscore the College's intellectual promise, as does the high rate of acceptance by its applicants to the nation's most prestigious graduate schools.

In the past decade, student achievement, measured by scores on standardized tests as well as the extra-curricular record of its entering students, has improved substantially. During this period the College's enrollment has grown by 33 percent, but the key 12-to-1 student-faculty ratio has been maintained. This dual achievement of growth in both quality and size is virtually unequalled in American higher education in recent years.

Insert at margin:

"Rhodes is a gem. It is unique. It has all those things I most value in a liberal arts college: the challenge of the intellect, the pursuit of knowledge and wisdom, a demand for excellence, and all this in a cordial, civilized atmosphere that speaks of tradition."

-- Kenneth F. Clark, Jr.
Partner, McDonnell Boyd

Over the past ten years, Rhodes' growth in quality and numbers has been underwritten by an increasing endowment. The College has operated on a balanced budget each year for the past 19 years -- an enviable record of fiscal responsibility that few colleges and universities can match.

The Rhodes campus has understandably been called one of the most beautiful in America. Thirteen of its classic, Collegiate Gothic buildings, with walls of mellow cut stone trimmed in limestone, pierced by leaded-glass windows and capped with thick slate roofs, are on the National Register of Historic Places. By action of the Board, future buildings at Rhodes will continue to be constructed in the Collegiate Gothic style. The College's city location, on 100 acres of park-like property in the heart of Memphis, offers Rhodes students the stimulating advantages that only a metropolitan area can.

Exhibit B

In 1986, *Time* magazine named Rhodes to its list of nine "hot colleges on the climb." It has been ranked "Highly Competitive+" by *Barron's Guide to the Most Prestigious Colleges* and named "one of America's 50 top liberal arts schools" in the 1991 *National Review College Guide*. And, first cited as one of the six most "up and coming" liberal arts colleges by *U.S. News* in 1989, the following year it jumped to number one in that category. By all measures, Rhodes is poised for greatness.

Committed to the Liberal Arts

Rhodes was founded on the fundamental principle that the best education for life is an education in the liberal arts and sciences. It will continue to support that principle. In the last analysis, a liberal arts education is a lively, ongoing dialogue between teachers and students, a process that President James H. Daughdrill, Jr. has characterized as "moments of fascination and discovery." The 150th Anniversary Campaign for Rhodes seeks to ensure not only the continuation of this dialogue and the high quality of those who take part in it, but also many more of those moments.

A Plan for National Pre-eminence

To enhance the excellence of a Rhodes education, task forces appointed by the Board of Trustees have completed two years of intensive planning. They have identified several areas for improvement and growth to propel Rhodes into the first rank of the nation's liberal arts colleges. If it is to achieve its goal of educational pre-eminence, Rhodes must be resolute in its efforts to attract the best faculty and students, and must develop and further strengthen the distinctive programs that set it apart, particularly those which provide a truly international perspective. A successful comprehensive campaign will enable it to do these things.

Exhibit B

In this decade, colleges and universities will face two problems simultaneously: a shortage of faculty in many areas and a shrinking applicant pool of qualified high school graduates. Talented scholars have been drawn increasingly to careers outside the academic world, where much higher levels of remuneration may be found. To attract the best faculty in the marketplace, Rhodes must be able to offer considerably higher salaries. Endowment for faculty support must be increased if Rhodes is simply to remain competitive and must be substantially increased if Rhodes is to achieve national prominence. Success of this Campaign will ensure that the College can attract and retain top individuals at all academic levels, from senior professors to young, able instructors.

Rhodes must also continue its efforts to recruit the best and most promising students. Selectivity in admissions will intensify, measured not only by class rank, standardized test scores, and grade-point average, but also by such important intangibles as character, breadth of interests, leadership ability, determination to succeed, and willingness to work. But to attract numbers of outstanding applicants from which Rhodes can choose, the College must offer outstanding educational value -- by means of its faculty, its curriculum and its facilities.

Insert at margin:

"Rhodes is a place where a donor can combine his dreams with those of the institution. In my case it's the hope of educating persons to operate in a global environment who have solid values that span across cultural, political and geographic barriers."

--Robert H. Buckman, Chairman, Buckman Laboratories

To expand the curriculum with new course offerings and to achieve greater depth in well-established departments, while keeping the important 12-to-1 student-faculty ratio, Rhodes must continue its controlled growth during the next decade. An enrollment of 1,450 is envisioned by 1998, a 7 percent increase over current levels. The National Center for Education Statistics projects that there will be 10

Exhibit B

percent fewer secondary school graduates in 1994 than there were six years earlier. Competition for the best of these -- the students that Rhodes wants -- will reach its highest intensity in the mid-90s, at a time when Rhodes will still be increasing its enrollment.

The success of The 150th Anniversary Campaign, which is projected to include endowment and capital funds for a refocused curriculum with strong global scope, increased faculty support, library enhancement, student support services, and the construction of an urgently needed Student Life Center, should enable Rhodes to achieve these goals.

A Life Mission

Rhodes has been affiliated with the Presbyterian Church since 1855. The College's commitment and Church relationship are more than assent to a set of vague values or sentimental emotions. It is a view of existence and reality based upon faith in God as creator, sustainer and redeemer of life. It recognizes that the fear of God is the beginning of wisdom and that truth is God's self-revelation. It is dedicated to the spiritual growth of students, a special witness to the Christian faith and the Judeo-Christian heritage, and a community that nurtures lives of faith and service.

The College mission statement embraces lofty ideals. The standards it sets are high. Its focus is on learning and personal growth. Rhodes' purpose is:

- to educate its students to lead lives of genuineness and excellence;
- to expand the horizons of knowledge and scholarship;
- to live as a community of truth, loyalty and service.

The College helps its students establish a personal value system, emphasizing integrity and responsibility, as exemplified by the Honor Code. Rhodes educates its students to lead the most meaningful and

Exhibit B

fulfilling lives of which they are capable; to love and appreciate learning; to understand the ethics of justice and the value of freedom. Rhodes empowers its students to translate these concerns into effective action.

That is Rhodes' mission. The mission of the larger Rhodes community -- its alumni and friends -- is to build an institution and support an environment where these ideals may be realized.

Shaping the Future

For nearly 150 years, alumni of Rhodes have shaped the future of the South and the nation. They have fought eight wars and marched for peace. They have ministered to souls and to the sick. They are educators, business executives, lawyers, farmers, diplomats, bankers, homemakers, doctors, civic and religious leaders, writers and artists. Most important, they are contributors -- to their families, their communities and the society they live in.

Insert at margin:

As I walk through the Rhodes campus, I inevitably become aware of its strongest asset -- its students. Here one finds a quality of character and intellect, a spirit of congeniality, and an atmosphere of civility. These attributes confirm the caliber of this College.

-- Dunbar Abston, Jr.
Instructor

Support of The 150th Anniversary Campaign for Rhodes is an investment in the future. It ensures that the College will continue to produce graduates with enduring values, who will, in turn, influence the moral, economic and political direction of the region, the nation and the world.

The world needs such leaders now as never before. With the powerful support of its constituents, Rhodes is prepared and will be equipped to meet that need.

II. ENDOWMENT FOR EXCELLENCE

Rhodes has proven to be an excellent steward of its resources. A Trustee Committee oversees Rhodes' investments; two nationally known investment firms manage the endowment. During the past ten years, the return on investment has exceeded the goals set by the committee, and, in the last six years, has matched or outperformed standard indices and has exceeded the average return rate for all U.S. colleges and universities.

The College also maintains a conservative fiscal policy, using income representing only 5 percent of the two-year average value of the endowment each year, and returning earnings above this to principal, thus allowing the endowment continued growth.

Over the past ten years, Rhodes' endowment has increased eight-fold, from \$10,000,000 in 1980 to over \$80,000,000 in 1991. This growth is impressive and has allowed Rhodes to assume a premier position among Southern liberal arts colleges.

But Rhodes falls behind when its endowment is directly compared with those in its 50-college peer group (see enclosure), a blue-ribbon list of the best liberal arts colleges in the country. In 1990, Rhodes stood 32nd on that list. Nearly half of the colleges that were ranked above Rhodes in the 50-college peer group had endowments that were double, triple, or, in three cases, more than quadruple the size of Rhodes'.

Clearly Rhodes' endowment must be substantially increased if the College is to set national standards for excellence in the liberal arts.

Fully one-half of all capital gifts generated by this campaign will be added to the College's present endowment, boosting it to a level that will empower Rhodes to become a pre-eminent liberal arts college. The augmentation of the endowment is one of the most important goals of The 150th Anniversary Campaign.

III. CAMPAIGN GOALS

A. HIGHEST PRIORITY CAPITAL PROJECTS

1. To Provide a Global Perspective throughout the Liberal Arts Curriculum: \$6.8 million

One of Rhodes' most distinguishing characteristics and most widely recognized strengths is also one of its highest goals: the education of students to live and to lead as citizens of the global community. The growth of Rhodes' International Studies department, which was founded in 1952 and regularly graduates more students than any other liberal arts college in the nation, makes this goal achievable. But the global aspect of a Rhodes education must not be limited to one department; it must be encouraged throughout the entire curriculum and outside the classroom. The College is committed to strengthening the curriculum and enriching the extracurricular experience to give a Rhodes education increased global emphasis and scope.

The College has identified five areas -- curriculum enhancement, language instruction, an international speakers series, term-abroad opportunities and recruiting of international students -- that must be reinforced if the College is to achieve its goal.

Insert at margin:

"There's no such thing as a distinguished biology department that isn't global in its outlook. Take just three issues -- acid rain, famine and food supply, and global warming. These would hardly be touched by a traditional biology program, like the one I had at Southwestern. Today, they must be addressed."

-- Bland W. Cannon, M.D. '41

Curriculum enhancement, \$1,000,000: Rhodes has one of the most distinguished, well-known International Studies departments in the United States, but new courses must be developed and existing courses must be enhanced in all disciplines, including the sciences, humanities, social sciences and fine arts, so that the education that students receive at Rhodes has a truly global perspective. Endowed funds producing annual

Exhibit B

grants totaling \$50,000 are needed to encourage development of the curriculum.

The grants would support the following:

- salary grants during the summer to develop specific courses, and funds for faculty travel to universities where such courses are offered;
- "released time" for faculty during a semester for developing or first offering a new course;
- courses or workshops for faculty to develop new teaching competencies, similar to the George Porter Douglass Seminars that train faculty in the Search course; and
- funds for appointment of visiting faculty, full-time and part-time, whose skills enable them to offer new courses or reorganize existing courses.

Estimated annual expenditures:

| | |
|---|---------------|
| Summer support for course development.. | \$ 15,000 |
| Released time..... | 8,000 |
| Workshops for faculty..... | 12,000 |
| Visiting appointments..... | <u>15,000</u> |
| TOTAL..... | \$ 50,000 |

Endowment required..... \$ 1,000,000

Intensive language instruction, \$2,300,000: The Department of Foreign Languages and Literature offers instruction in ten languages: Chinese, French, German, Greek, Hebrew, Italian, Japanese, Latin, Russian and Spanish. Others are taught when there is sufficient demand. This menu of courses sets Rhodes apart from most other liberal arts colleges and makes it comparable to major American universities. To further strengthen the course of language instruction, Rhodes must offer more advanced courses; provide expert instruction in conversation, and

Exhibit B

increase the number of exchange students and the variety of cultures they represent.

Endowed funds are needed to provide support which will:

- improve instruction in Japanese, Chinese, Russian, and other modern languages through full-time appointments;
- establish a student-exchange program in at least five languages; and
- establish intensive summer programs for focused study in at least four languages.

In addition, a one-time capital gift is needed to equip a language lab with state-of-the-art interactive programs and the associated hardware for language instruction.

Estimated annual expenditures:

| | |
|---|----------------------------|
| Language-faculty salary support..... | \$ 80,000 |
| Support for exchange students..... | 20,000 |
| Summer language program..... | <u>10,000</u> |
| TOTAL..... | \$ 110,000 |
| | |
| Endowment required..... | \$ 2,200,000 |
| Interactive language laboratory..... | <u>100,000</u> |
| TOTAL..... | <u>\$ 2,300,000</u> |

International speakers series, \$500,000: Rhodes has special endowments that support speakers series in several different departments: the arts, public affairs and international studies. These lectures add intellectual enrichment and stimulation, but most visiting lecturers focus on the special needs of that particular department. The proposed International Speakers Series would be an all-college series that would bring well-known figures to campus to speak on a broad range of global topics. This

Exhibit B

fund would occasionally be able to help support a semester-long visit by a distinguished lecturer.

Estimated annual expenditure:

International speakers series..... \$ 25,000

Endowment required..... \$ 500,000

Term Abroad Opportunities, \$1,200,000: Study abroad is an invaluable learning experience. Rhodes students currently take part in the Rhodes-directed British Studies at Oxford program and a European Studies program, which Rhodes sponsors cooperatively with the University of the South. The College's goal is to triple the number of students who have had term-abroad experiences, from about 10 percent to at least 30 percent of a graduating class. Rhodes must move aggressively to establish new term-abroad opportunities for its students, by developing programs that allow them to study abroad with instruction primarily in English. These may later become affiliated programs of a new college consortium, the Associated Colleges of the South.

A new staff position must be created to direct the current programs and develop new ones, and to advise students interested in opportunities for study in another country.

Estimated annual expenditure:

To fund the Director's position..... \$ 40,000

To organize and initiate programs..... 20,000

TOTAL..... \$ 60,000

Endowment required..... \$ 1,200,000

Exhibit B

Recruiting and assisting international students, \$1,800,000: The presence of international students enriches campus life, inside and outside the classroom. American students can learn much from fellow international students, who come from varied cultural backgrounds and have different intellectual talents. Informal exposure to another's culture and language is invaluable; friendships forged in this way last a lifetime.

As part of its increased emphasis on a global education for its students, Rhodes' goal is to have 200 applicants a year from other countries by 1998. Currently, international students registered at Rhodes are about 1 percent of the total enrollment. A program of active recruiting must be initiated in order to increase significantly the number of applications to the College from outside the United States. This will require additional funds for travel by admission-office staff, as well as financial-aid funds to meet the special expenses of these students.

Estimated annual expenditure:

| | |
|-------------------------|---------------|
| Recruiting expense..... | \$ 25,000 |
| Financial aid..... | <u>65,000</u> |
| TOTAL..... | \$ 90,000 |

Endowment required..... \$ 1,800,000

2. To Strengthen and Support the Faculty: \$8.9 million

Endowment support, \$6,500,000: An endowed Distinguished Professorship is the most prestigious means available to a college president or dean for attracting first-rate faculty. It will not only bring the best faculty to the campus but it will keep them productive, effective in the classroom, and happy to stay at Rhodes. Just one new faculty member of this caliber will influence colleagues at Rhodes, encourage other such scholars to consider Rhodes, and attract the best students. Other types of endowed faculty positions will bring to Rhodes promising younger faculty as well as distinguished visiting lecturers.

The need for endowment to support professorships and other faculty positions at Rhodes is great and comes at a time when faculty shortages are developing in many fields nationwide. The number of new applicants for a single position is dramatically lower than it was ten years ago. The time it takes to fill a position is longer. Excellent candidates are more difficult to attract even in such traditionally oversupplied disciplines as literature, history and philosophy.

In 1984, Rhodes selected two peer groups -- a 50-college and a 10-college listing -- against which the College measures its progress. Recently, a Board of Trustees task force on faculty compensation found that the average Rhodes faculty salary at all levels is well below both peer-group averages, although the total package, including fringe benefits and tuition allowance, is adequate. As a result, the Board directed that the average faculty salary be increased, so that it ranks above the average of the 10-college comparison group, at the Full, Associate, and Assistant Professor levels. An additional \$325,000 annually for faculty salaries -- the income from \$6.5 million in new gifts to support faculty -- will achieve that goal.

Exhibit B

Another survey of peer colleges found that, on average, other colleges had nine fully endowed professorships. Rhodes has three. In the nationwide competition for the best faculty, this places Rhodes at a serious disadvantage.

To create a competitive advantage for Rhodes in the search for the best faculty, The 150th Anniversary Campaign for Rhodes seeks endowments for faculty support in the following categories:

- ***Distinguished Professorships*** (each requiring an endowment of \$1.5 million). These appointments in key departments will bring faculty to the College who are nationally or internationally recognized scholars, teachers and leaders in their fields.
- ***Professorships*** (each requiring an endowment of \$1 million). These positions will support accomplished teachers and scholars, who will add strength to important areas of the curriculum.
- ***Visiting professorships*** (each requiring an endowment of at least \$750,000). These appointments will bring outstanding individuals from other institutions to Rhodes for a limited term. Such faculty have an important effect through the courses they teach, their constructive criticism of a department's curriculum, and the view they give of other institutions.
- ***Faculty fellowships*** (each requiring an endowment of \$500,000). These will give extra support to younger faculty members with extraordinary promise. They may teach less than full-time and their fellowships may be held up to three years.
- ***Faculty development funds*** in varying endowments of \$50,000 or more provide faculty with essential support for professional activities, such as travel funds or funds for student assistants.

Exhibit B

In summary, an increase of \$325,000 in the annual budget for faculty salaries (the income from \$6.5 million in new endowment gifts) will increase the average faculty salary at Rhodes to a level above the average of the 10-college comparison group. This support for faculty may be provided through a number of combinations of the endowments listed above, at the discretion of donors.

Annual amount to reach salary goal..... \$ 325,000

New endowment required..... \$ 6,500,000

Insert at margin:

Endowment Challenge: As an incentive for donors to create endowments for current faculty positions, the Board of Trustees has approved an endowment challenge program to match such gifts on a one-for-one basis. The Board has allocated \$3,500,000 toward this matching program. This amount is not included in the \$6,500,000 required in new gifts to reach the goal for faculty support, but it will be available to match the first \$3,500,000 of those gifts.

For example: A donor wants to endow a professorship in a particular department, for which the Dean would like to attract or keep a prominent professor. The donor gives the College \$750,000; the College adds another \$750,000 to create a \$1.5 million endowment; and the donor names the Distinguished Professorship. The College then upgrades the position, enabling the Dean to fill it with a pre-eminent teacher and scholar.

Expansion of Automated Library Services, \$2,400,000: At some colleges and universities, computerization of access to the library collection has tripled the use of the library, even without the purchase of a single new volume. In 1991, with funds provided by bequests, Rhodes installed an on-line catalogue for Burrow Library, enabling users, including faculty in their offices as well as students in their dorm rooms, to access a variety of data bases and on-line bibliographical services. In effect this establishes a campus-wide information network. The on-line catalogue and circulation system and on-line serials and acquisition systems have rapidly improved the library and information service at Rhodes for its faculty and student users.

Exhibit B

This system enables Rhodes to take vital first steps toward linkage with current and developing information networks and databases at major universities. When the system is fully operational, Rhodes will have all the advantages of a prestigious liberal arts college while overcoming the great disadvantage, inherent in its small size, of limited library and research facilities. This is another key factor in attracting first-rate faculty and first-rate students.

The on-line system recently installed serves as a system hub, into which modules controlling acquisitions, serials and circulation are integrated. Users benefit through:

- additional search capability through multiple key words;
- increased availability of books and journals;
- instant, remote access to the catalogue; and
- access to holdings in other libraries.

Operational effectiveness of the library is increased through:

- inventory control;
- improved collection development;
- improved staff utilization.

The College must establish an endowment to support the costs of the full development of this system.

Anticipated annual expense..... \$ 120,000

Endowment required..... \$ 2,400,000

3. To Improve the Quality of Life at Rhodes by Providing a Student Life Center: \$17.4 million

Rhodes has long been dedicated to the development of the whole student, nurturing its students' physical as well as their intellectual and spiritual growth. The College's successes in intercollegiate athletics, the growing number of students involved in sports at all levels -- intercollegiate, intramural and club, and the personal and professional success of Rhodes' alumni-athletes all reflect the College's dedication and commitment. Regrettably its facilities do not.

The William Neely Mallory Gymnasium, built in 1953, was constructed to meet the demands of a 1950s-style physical education program, dominated by male intercollegiate competition. The participation of women was minimal. The Ruth Sherman Hyde Gymnasium was built in the early 1970s, reflecting an increased involvement in women's intercollegiate and intramural sports. Since then, Rhodes' student body has increased by over 40 percent, and the role of sports and fitness has changed dramatically. Fitness has become a lifestyle, not simply a by-product of athletic competition. Students, faculty and staff are just as interested in their own personal fitness and recreation as watching sports from the sidelines.

Insert at margin:

"I'm proud to show prospective students every area of the campus except one. When we get to Hassell Hall I point toward the north forty and say, 'Over there is our gym,' and then take them on to the Briggs Student Center."

-- Suzanne S. Garverick '93
Atlanta

Both these vintage gymnasiums are woefully inadequate to serve the present-day needs of the Rhodes community. The facilities simply cannot accommodate Rhodes' much expanded and diversified intercollegiate athletic programs. Even less is offered for the purely recreational athlete.

This inadequacy becomes even more glaring when the College's facilities are compared with those of its small liberal-arts competitors or the major universities that have the greatest number of cross-applicants with Rhodes. A growing number of prep schools and public schools from which the College draws students have physical education facilities far better than the facilities at Rhodes. This places the admissions program at a marked competitive disadvantage.

Insert at margin:

"A fellow asked me recently how many of our football players stayed on to graduate. He'd been reading about poor graduation rates at other institutions. I shook my head and said, 'I can't recall any of ours who didn't.' Rhodes football players not only graduate, most of them become business leaders, doctors and lawyers."

-- Michael T. Clary '77

Director of Athletics, Rhodes College

Rhodes has placed a high priority on the construction and improvement of these facilities, not just because of their importance to the admissions program but primarily because physical fitness is a vital component of a life-long health program. Regular exercise is an important stress-reducer for students who are under considerable academic and social pressure, as well as for faculty and staff.

The new center will become an important social and recreational hub on campus year-round, as the Alburty Pool currently is during warm months. In addition, ceremonies held outside, such as Commencement and other formal convocations of the College, can be moved there in inclement weather, and lectures by nationally renowned speakers who draw large crowds can be scheduled there. Presently there are no large indoor spaces at Rhodes capable of holding even half the student body, and popular events must frequently be moved off campus to accommodate their audiences. The effect of Rhodes' sponsorship of such off-campus programs is lost.

Exhibit B

In summary, nothing will have a more immediate and profound impact on the quality of life of the entire Rhodes community than a new Student Life Center.

The athletic facilities at Rhodes must meet the same standards as its academic facilities and programs. Proposed improvements include:

- construction of a multipurpose gymnasium, ringed by an indoor track, and including a student lounge/grill and aerobic/dance facility;
- renovation of Mallory Gym offices, classroom spaces and locker facilities;
- remodeling of Hyde Gym to include the construction of four additional racquetball and two squash courts;
- construction of a synthetic-surface running track;
- construction of a new football stadium; and
- relocation of soccer and baseball stadiums.

Exhibit B

The projected cost for the proposed Student Life Center is estimated to be as follows:

Phase I:

Construction of new multipurpose building..... \$ 8,200,000

Phase II:

Renovation of Mallory and Hyde
Gymnasiums..... \$ 2,800,000

Completion of interior work on
multipurpose building..... 2,700,000

Endowment for new
construction..... 2,200,000

Subtotal 7,700,000

Phase III:

Athletic/intramural field improvements 1,500,000

TOTAL \$ 17,400,000

Exhibit B**4. To Improve Student Services: \$2.8 million**

The College feels the strongest sense of responsibility toward its students. It seeks endowment funds to strengthen the services it offers to them in three critical areas: student support programs, adult degree programs, and student retention.

Student Support, \$1,260,000: A task force of the Board of Trustees has proposed several programs to support students at risk, particularly those experiencing academic difficulties. Virtually all of Rhodes' statistics place it among the leading liberal arts colleges in the nation, but its 63 percent, five-year retention-to-graduation rate is one of the lowest among colleges in its peer group (based on figures in a recent issue of *U.S. News & World Report*). Although a student's withdrawal often involves complex reasons, almost a quarter of these withdrawals may be attributed to academic difficulties, and a Rhodes student who is experiencing difficulties at present has few options for help.

To avoid the loss of these students, both in terms of recruiting dollars and human potential, Rhodes initiated a peer tutorial program in 1989. Tutors are provided for the ten academic courses with the largest number of students and the highest number of dropouts. Peer tutors are nominated and selected by the faculty. Students, referred by faculty, are not charged for this service. (These are dollars well spent by the College. A 1 percent increase in retention is equivalent to a 3 to 4 percent increase in freshman applications.)

An endowment is sought to underwrite and expand the tutorial program. This would also provide for the full-time staffing of a writing-skills laboratory, for individualized instruction of students with learning deficiencies, and would support testing to identify and assess students with potential academic difficulties, possibly through computerized learning-assessment tools.

The College also seeks endowment to improve direct services to these and other students, including adult-degree and international students, through the newly created position of Assistant Dean of Academic Affairs. The responsibilities of this post include identifying students in academic difficulty and helping them maximize their academic performance.

Estimated annual expenditures:

| | |
|---|---------------|
| Assistant Dean of Academic Affairs..... | \$ 45,000 |
| Expanded tutorial program..... | <u>18,000</u> |
| TOTAL..... | \$ 63,000 |

Endowment required..... \$ 1,260,000

Adult Degree Program, \$1,000,000: An integral part of the Rhodes educational philosophy is that learning is a life-long process. The Rhodes College Adult Degree Program, administered through the Meeman Center for Special Studies, was established in 1987 in response to a profound change in higher education: the increasing demand to educate and train older students, who seek new job skills or are simply pursuing new interests. (Over 50 percent of those attending colleges and universities in the United States are over the age of 24.)

Currently the Adult Degree program enrolls 25 students who are 24 years of age or older as candidates for a Rhodes BA degree. Rhodes is proud of these students, whose diverse backgrounds and experience enrich the educational environment for all. As their number grows in this decade, applicants for admission from this category will become increasingly important. As alumni, their contributions can be immediate and powerful.

Until now the Adult Degree Program has been a pilot project, totally funded by tuition and gifts. Now that its merit and viability have been

Exhibit B

demonstrated and it has gained faculty support, the program must be established permanently through an endowment.

Estimated annual expenditure:

Adult Degree program..... \$ 50,000

Endowment required..... \$ 1,000,000

Programs to improve student retention, \$600,000: Students from varied cultural and economic backgrounds enrich the fabric of the College. But the retention rate of disadvantaged minority students at Rhodes has lagged far behind the retention rate of other students. The College received a grant for the academic year 1989-90 specifically to address and propose solutions to the problem of these students' retention rate.

A survey of minority students at the College indicated that:

- the quality of the College was decisive in enrollment choice;
- frequently cited reasons for withdrawal were a sense of social isolation as well as rising costs;
- an improved orientation program and increased study-skills program would aid incoming disadvantaged students; and
- a tutorial program and increased social activities specifically for these students would help them remain at Rhodes.

Among the programs successfully implemented in the past year were:

- a pre-orientation program for minority students;
- a part-time counselor/advisor for minority students;
- scholarships for a study-skills program;
- enhanced awareness of the needs and concerns of minority students, including such programming as race relations seminars.

The College now seeks endowment funds to continue programs and services, initiated under the grant, that are considered critical to the retention of these students.

The combined annual costs of the retention program are estimated to be:

| | |
|-----------------------------|--------------|
| Counselor/advisor..... | \$ 25,000 |
| Study skills tutorials..... | 3,000 |
| Orientation program..... | <u>2,000</u> |
| TOTAL..... | \$ 30,000 |

Endowment required..... \$ 600,000

B. NEW ESTATE PLANS: \$36,000,000

Rhodes is an enduring institution, with long-term aspirations and long-term plans. With the proper nurturing and support, it will produce well-educated men and women into the 21st Century and beyond.

The 150th Anniversary Campaign for Rhodes accommodates the donor who shares this long-term vision for excellence in education and who chooses Rhodes to implement this vision. The Campaign has a goal of \$36,000,000 in new estate plans of all types, which will ensure the best possible education at Rhodes over the coming generations.

A well-planned estate will provide financial security for an individual's family and heirs. At the same time, through a planned gift to Rhodes it leaves an enduring legacy that speaks to succeeding generations of the donor's values and priorities. Such planning provides other benefits as well. It may reduce federal estate taxes and provide lifetime income without management responsibility for the benefactors. And it may be an excellent complement to an outright gift plan, perpetuating those areas the donor supported during his or her lifetime.

There are an number of attractive vehicles for planned giving. Each enables the donor to make a future gift to Rhodes' endowment through an instrument that yields an income for life or other benefits and also offers immediate tax savings. Among these plans are:

- **Charitable Remainder Unitrust**, which pays the donor a lifetime income that may grow over time;
- **Charitable Lead Trust**, which yields immediate income to the College, then reverts to the donor or heirs;
- **Charitable Remainder Annuity Trust**, which pays a fixed income for the life of the donor and/or spouse; and

- **Gift of Residence or Farm with Retained Life Tenancy**, which allows the donor and spouse to enjoy the property for life and provides current tax deductibility.

Donors may also contribute to The 150th Anniversary Campaign through a **bequest**, in which the donor leaves to Rhodes a percentage of his or her estate, a specific dollar amount, specific securities or property.

Insert at margin:

To encourage the creation of estate plans with Rhodes as a direct beneficiary, the College will reimburse the donor for up to \$200 in legal fees incurred in such planning.

Donors may also contribute to the Campaign by making Rhodes the owner and beneficiary of a new or existing **life insurance policy**. Such a gift enables donors to make a larger gift to the College than previously thought possible, and offers tax deductions for the approximate cash value of the policy and/or for continuing premium payments by the donor. The donor is encouraged to call the Development Office (collect) at (901) 726-3850 to discuss qualifying insurance plans and their place in the Campaign.

The Rhodes College Development Office will make every effort to assist donors in determining an estate plan that benefits both parties, although it does not provide legal advice. The donor should seek counsel from a legal or tax advisor.

The Campaign goal for new estate plan gifts is **\$36,000,000** in virtually all types of such plans, counted at face value.

C. ANNUAL FUND: \$18,200,000

The Annual Fund is Rhodes' primary vehicle for supporting immediate and ongoing academic and administrative operations. It has been a key factor in the College's extraordinary record of 19 years of balanced budgets. The Annual Fund offers a wide range of support for such important areas as:

- student scholarships;
- faculty salaries;
- classroom and laboratory equipment; and
- general operation of the College.

To support Rhodes in its quest for academic excellence, the cumulative campaign goal for annual giving is **\$18,200,000** by 1998, increasing annually from \$2,052,000 in fiscal year 1992 to \$3,254,000 in the final year of the Campaign.

D. GIFTS FOR DONOR-RESTRICTED PROJECTS: \$9,800,000

In this category are gifts for purposes beyond those outlined in The 150th Anniversary Campaign -- those gifts which are not anticipated but which will greatly enhance its ongoing programs. In the past, such historic gifts have included the Lillian and Morrie Moss Lectures in the Visual Arts, the Frank E. Seidman Distinguished Award in Political Economy, and the Hyde and Bellingrath Merit Scholarships.

Such gifts may take the form of real estate or personal property, such as rare books or works of art, as well as cash or securities to fund a specific project with deep personal meaning. The College will work with donors to make their unique vision for Rhodes' future a reality. Such lasting investments add immeasurably to the quality of college and campus life.

The goal for donor-restricted projects is **\$9,800,000**.

IV. THE 150th ANNIVERSARY CAMPAIGN IN SUMMARY

Rhodes College is poised for greatness. Like its sturdy oaks, firmly rooted in the earth yet stretching toward the sky, the College can attain impressive heights -- setting new standards for education in the liberal arts and enabling its graduates to assume leading roles as citizens of the global community.

The 150th Anniversary Campaign for Rhodes offers the donor unprecedented opportunities to change lives and reaffirm the spirit of faith and determination that has been the College's hallmark for nearly 150 years.

Your financial commitment to Rhodes will enable the College to enter the new century -- and its second 150 years -- assured of the level of achievement it seeks, yet preserving the traditional strengths and values it promotes. With your help, Rhodes will become a pre-eminent liberal arts college.

**SUMMARY OF GOALS
FOR THE 150TH ANNIVERSARY CAMPAIGN FOR RHODES**

| | |
|--|------------------------------------|
| HIGHEST PRIORITY CAPITAL PROJECTS..... | \$ 36,000,000 |
| To Provide a Global Perspective | \$ 6,800,000 |
| Curriculum Enhancement..... | \$ 1,000,000 |
| Foreign Language Instruction..... | 2,300,000 |
| Speakers Series..... | 500,000 |
| Term Abroad Opportunities..... | 1,200,000 |
| International Student Recruitment | 1,800,000 |
| To Strengthen and Support the Faculty | 8,900,000 |
| Endowment for Faculty Support.... | \$ 6,500,000 |
| Expansion of Library Services..... | 2,400,000 |
| To Provide a Student Life Center | 17,400,000 |
| Multipurpose Building..... | \$ 8,200,000 |
| Renovation, Interior Work, Endowment | 7,700,000 |
| Athletic/Field Improvements..... | 1,500,000 |
| To Improve Student Services | 2,900,000 |
| Academic Support..... | \$ 1,300,000 |
| Adult Degree Program..... | 1,000,000 |
| Student Retention Programs..... | 600,000 |
| NEW ESTATE PLANS..... | 36,000,000 |
| ANNUAL FUND (Fiscal years 1993-1998)..... | 18,200,000 |
| DONOR-RESTRICTED PROJECTS..... | <u>9,800,000</u> |
| CAMPAIGN TOTAL | <u><u>\$100,000,000</u></u> |

All gifts to The 150th Anniversary Campaign For Rhodes are tax-deductible; gifts for capital purposes may be paid over a five years.

Recognition of Donors

To honor those whose generosity has made a historic difference at Rhodes, in 1985 the Trustees dedicated the **Benefactors' Circle**, which lies at the heart of the College -- in the Cloister of Palmer Hall. The Benefactors' Circle recognizes those who have made cumulative lifetime commitments of \$1,000,000 or more to the College, including all types of giving counted in the Campaign.

Major capital gifts are recognized through naming the program, endowed professorship, other endowed fund, or the facility provided by the donor. They may be named for the donor or persons of the donor's choosing. The Campaign offers a wide range of commemorative gift opportunities, including the naming of facilities or areas of the campus yet unnamed. A complete list of commemorative opportunities is available through the Development Office.

Rhodes gives special recognition to those individuals whose generous unrestricted annual giving underwrites such important expenses as faculty salaries, classroom equipment, and books for the library. Membership in the **Charles E. Diehl Society**, named for the beloved president of the College from 1917 to 1949, is extended to those who support the College with unrestricted annual gifts of \$25,000 (Fellow), \$15,000 (Benefactor), \$10,000 (Sustainer), and \$5,000 (Patron).

The **Red and Black Society** takes its name from the colors of the College. Members provide annual unrestricted gifts at the Senior Membership level of \$2,500 to \$5,000; and the Regular Membership Level of \$1,000 to \$2,500.

The **Loyalty Club**, established in 1989-90, provides donors at all levels the opportunity for club membership. There are six levels of giving from \$36 up to \$1,000.

The **Heritage Society** recognizes those who ensure the future strength of the College by including Rhodes as a direct beneficiary in an estate plan. Such plans include bequests, life insurance policies, charitable gift annuities, life income trusts and revocable trusts.

For more information about recognition, membership in a society, or the status of your cumulative giving, please contact the Development Office.

In rear pocket of folder:

50 COLLEGE COMPARISON GROUP

Ranked by Endowment

| | | | |
|----------------------|----------------|------------------------|-------------------|
| Wellesley | \$ 374,127,000 | Reed* | 89,662,000 |
| Smith | 341,927,000 | Wheaton (IL) | 86,906,000 |
| Macalester * | 320,127,000 | Franklin & Marshall | 85,356,000 |
| Williams | 314,697,000 | Davidson * | 85,092,000 |
| Swarthmore | 304,911,000 | Haverford | 83,876,000 |
| Pomona | 295,982,000 | Holy Cross | 81,055,000 |
| Grinnell | 286,770,000 | Rhodes * | 80,156,000 |
| Wesleyan University | 270,948,000 | Colby | 77,682,000 |
| Amherst | 269,441,000 | Denison | 75,071,000 |
| Vassar | 240,670,000 | Wooster | 74,707,000 |
| Oberlin | 229,515,000 | Lawrence | 68,024,000 |
| Middlebury | 227,448,000 | Bates * | 62,504,000 |
| Mount Holyoke | 180,000,000 | Goucher | 59,760,000 |
| Carleton | 175,793,000 | Centre * | 50,690,000 |
| Bryn Mawr | 154,602,000 | Dickinson | 46,492,000 |
| Bowdoin | 151,744,000 | Kalamazoo | 41,637,000 |
| Occidental * | 146,545,000 | Connecticut College | 39,243,000 |
| Colorado College | 137,694,000 | Saint Olaf | 38,643,000 |
| Trinity (CT) | 137,155,000 | Washington-Jefferson** | 36,184,000 |
| Wabash | 129,621,000 | Kenyon* | 34,011,000 |
| Hamilton | 114,519,000 | Lake Forest | 32,779,000 |
| Washington and Lee * | 109,484,000 | Knox | 28,732,000 |
| Claremont McKenna | 103,078,000 | Sarah Lawrence | 14,976,000 |
| Whitman | 99,935,000 | Hampshire ** | 9,463,000 |
| Sewanee * | 97,000,000 | Bennington | 4,177,000 |

Note: All figures are from annual endowment study of National Association of College and University Business Officers, June 30, 1991, unless otherwise noted.

*One of the 10-college comparison group.

**From CASE Voluntary Support of Education, 1988-89

Undergraduate International Relations Programs at American Colleges and Universities

Listed by Number of Graduates

Group A: Over 100 graduates per year

American University
George Washington University

Georgetown University

Group B: Over 50 graduates per year

Air Force Academy
Brigham Young University
Univ. of California - Davis
University of Colorado
University of Maine - Orono
Miami University

Michigan State University
University of Pennsylvania
San Francisco State University
Stanford University
University of Virginia

Group C: Over 25 graduates per year

Brown University
Colgate University
Florida State University
University of Minnesota
Ohio State University

• **RHODES COLLEGE** (27 in '88, 43
in '89, 34 in '90)
Tufts University
University of South Carolina
Univ. of Southern California
Univ. of Wisconsin - Madison

Group D: 10 to 25 graduates per year

Baylor University
Boston University
Bradley University
California State Univ. - Chico
• Carleton College
Univ. of Central Michigan
• Claremont-McKenna College
University of Delaware
• Dickinson College
Emory University
George Mason University
• Goucher College
Johns Hopkins University
• Kalamazoo College
• Kenyon College
• Lafayette College
• Lake Forest College

• Lehigh College
• Lewis and Clark College
• Mary Washington College
Memphis State University
• Mount Holyoke College
• Occidental College
• Pomona College
• Saint Joseph's College (PA)
University of San Diego
University of South Florida
Southwest Texas State University
Syracuse University
Texas Christian University
Tulane University
U.S. International University
University of Wisconsin (Milwaukee)

• Liberal Arts College

Source: James Cass and Max Birnbaum, Comparative Guide to American Colleges, 12th Ed., (New York: Harper and Row, 1985) and International Studies Department, Rhodes College. In addition to the programs listed here, there are 76 other programs with fewer than 10 graduates per year. Thus there are a total of 133 International Studies/International Relations undergraduate programs, most of them at middle-sized public universities.

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP -Mr. Charles Cobb,
Acting Chair - April 19, 1991

The Committee convened at 3:30 p.m. in the Orgill Room, S. DeWitt Clough Hall.
Members Present: Blount, Boyle, Campbell, Cobb, McCallum, Daughdrill, Bolch.
Staff: Templeton, Norman, Hall
Members Absent: Goodrich, Brown

A motion was passed that the following trustees be nominated for re-election to the Class of 1994:

| | |
|-----------------|---------------------|
| Edgar H. Bailey | Vicki G. Roman |
| Henry Goodrich | James A. Thomas III |
| Nancy Huggins | S. Ray Zbinden |

A motion was passed that the following trustees be nominated to the Synod of Living Waters for re-election to the Board Class of 1994:

| | |
|-------------------|-----------------|
| K. C. Ptomey, Jr. | Bland W. Cannon |
|-------------------|-----------------|

and, in the event the Synod of Living Waters adopts a new covenant whereby it no longer elects trustees to the Rhodes Board of Trustees, then Messrs. Ptomey and Cannon would automatically be moved from the category of Synod-elected to Board-elected trustees and elected to the Class of 1994.

A motion was passed that the following slate of officers be nominated to the Board to serve during the 1991-92 session.

| | |
|-------------|------------------|
| Chair- | Winton M. Blount |
| Vice Chair- | Charles P. Cobb |
| Secretary- | Kenneth F. Clark |
| Treasurer- | S. Herbert Rhea |

Mr. Cobb was asked to remind the Board that the following meeting dates for the 1991-92 session are:

October 24 and 25, 1991, January 16 and 17, 1992, April 9 and 10, 1992

and that the suggested meeting dates for the 1992-93 session are:

October 22 and 23, 1992, January 21 and 22, 1993, April 15 and 16, 1993

The Committee voted to recommend to the Board the following resolution:

In Memoriam
William Lukens Bowden
1922 — 1991
Seventeenth President of the College

The Board of Trustees of Rhodes College records with deep sorrow the death of Dr. William L. Bowden on December 15, 1990. An alumnus of the College, Class of 1948, his leadership as an educator is recognized throughout our region. As President of the College, he served his alma mater with distinction from 1970 until 1973 when he was named executive director of the Southern Growth Policies Board. Upon accepting the College presidency on October 16, 1969, Dr. Bowden said, "I know of no college with greater potential." For his contributions toward the fulfillment of that promise, Rhodes will be forever grateful.

Mr. Cobb stated that the "Statement of Policies and Procedures Regarding the Faculty" is still being discussed and revised. Document should be ready to present to the Board at the October meeting.

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

The Committee on Students and Campus Life was called to order by Chairman Kenneth F. Clark at 3:20 p.m. in Voorhies Social Room. Members in attendance were: Trustees Joseph Roberts; Vicki Roman; Professor John Olsen; Student Doug Bacon; Ex-Officio members Thomas C. Shandley and Ronald J. Kovach. Present by invitation: Ralph Hatley, Judy Roaten and Marjorie Thigpen. The following members were absent: Bill Bryce, Henry Strock, Ron Terry.

Dean Tom Shandley introduced Ralph Hatley, Director of Campus Safety, who gave an overview of current and planned issues for campus safety. Mr. Hatley began with an update on the various dimensions of training offered to the campus safety officers which recently included twenty hours of instruction. He also reported on the success of the gatehouse opening which began operation March 25, 1991, newly initiated recognition programs, and public awareness procedures.

A residence hall damage update was given by the Associate Dean of Student Affairs, Ronald J. Kovach. Mr. Kovach compared the damage to date with residence hall damage of the past two years.

| | |
|--------------------------|-------------|
| August 1988 - June 1989 | \$15,857.00 |
| August 1989 - June 1990 | 6,755.00 |
| August 1990 - April 1991 | 4,343.00 |

He attributed this dramatic reduction to: 1) staffing - not only has the staff increased by two Assistant Directors of Residence Life over the past two years but the training and responsibilities of the R.A.'s have increased; 2) improved communication and cooperation between staff, residents and Physical Plant; 3) the student development of "Standards of Community Responsibility" and 4) upgrading the conditions and furnishings in residence halls and improved job performance of the housekeeping staff.

Dean Kovach distributed a copy of the updated Housing Agreement that will go into effect next year. This document will appear in the Student Handbook and serve as a much needed clarification of housing policies between students and the College.

Ms. Marjorie Thigpen, out-going president of the Student Assembly, informed the committee of recent events - the International Food Fest, the "Build Aid" which raised money to help build a house in the Memphis community and the election of Ms. Amber Khan to the American Association of University Students as Vice President of Membership. This is the first national office held by a Rhodes student. The student concerns mentioned were: the water drainage on campus, the continued need for improved lighting, and the need for the college to institutionalize the recycling projects of Campus Green.

Ms. Thigpen then reported on a recent survey conducted by Student Assembly. 50 colleges were contacted requesting a copy of their alcohol policy. Of the 50 policies requested 25 were received, 22 with less restrictive policies. The 22 colleges with less restrictive alcohol policies allowed alcohol in designated locations on campus, assigned identification to under-age students and allowed them to attend functions where alcohol was being served. Discussion followed with Dean Shandley reminding the committee that the mandate by the Federal Government was to ensure no illegal consumption of alcohol.

Tom Shandley, Dean of Student Affairs, began his report with information on the Career Lynx program. This program connects students with alumni in targeted cities for assistance with full-time, summer and intern positions. To date Career Services has established Coordinators in Atlanta and Jackson, MS. The Coordinators serve as a resource to the Director of Career Services, providing potential job leads, newspaper articles about the economy and/or city job fairs, etc.

Exhibit D

Dean Shandley also reported on retention efforts - withdrawals are down 33% over last year. He then announced the newly appointed position for Ms. Karen Conway. In August, Ms. Conway will become the full-time Director of Multi-Cultural Affairs with responsibilities in programming, recruitment and retention. The Dean of Student Affairs concluded his report with the announcement of increased participation in the recent student elections--5 students ran for president and 23 ran for the office of student trustee representative.

There being no further business, the meeting was adjourned.

Exhibit E

REPORT OF THE COMMITTEE ON DEVELOPMENT- April 18, 1991

Chair David D. Watts '63 called the meeting to order at 3:30 p.m. Members present were: William J. Michaelcheck '69, Frank Norfleet, James A. Thomas III '62, David D. Watts '63, Alvin Wunderlich, Jr. '39, and S. Ray Zbinden '60

Invited Guests: Doug Alexander and Bill Berg

ALUMNI SURVEY

Mr. Berg reported on the Alumni Survey. During the last four years, the survey has been sent to alumni from the 50's, 60's, 70's and 80's to find out our alumni's perceptions and feelings about the College. Over 2,600 alumni have responded.

Alumni answered questions regarding sense of pride as an alum, how the College could serve them better, etc. The percentage of respondents decreased with the age of alum, yet the sense of pride and commitment to the College increases. Results can be used to target alumni for future involvement.

CAMPAIGN PLANNING COMMITTEE

Dean Lineback reported on the 150th Anniversary Campaign. He expressed his satisfaction with the processes which led to the approval of the campaign. The Development Committee will oversee the work of the Campaign Steering Committee as well as the other development activities of the College.

ANNUAL FUND

Ms. Jacobson reported that the special requests for solicitation (creation of Lynx Club and solicitation by the Political Science department) were approved by the Development Committee.

TRUSTEE REPORT

As of April 17, 1991, the trustees have pledges totalling \$528,945. That amount exceeds our goal of \$500,000 by almost \$29,000.

My thanks to each of you who has made your gift to the annual fund campaign, which is so important to the operation of the College. There are only two trustees who have not made firm pledges, and I am confident that we will reach 100% participation among our current trustees.

Payments of these pledges total \$357,777. Let me remind you that our pledges are due by June 30 and no gifts paid after that time can be counted.

PLANNED GIVING

The number of planned gifts as of March 31, 1991, stood at 259. Since January 1991, five new life insurance policies have been added, 3 trusts, and 2 bequests. The committee discussed the importance of a strong Planned Giving marketing campaign.

ANNUAL FUND

The Annual Fund to date has total receipts of \$1,242,769 toward the goal of \$1,900,000, a 9.9% increase in receipts over last year. Receipts and pledges stand at \$1,622,148. The alumni division is a significant problem, being 2.3% behind in receipts and pledges to date and 400 pledges behind last year. Alumni participation is 31.4%, 1.4 points lower than this time last year. A telemarketing service has been hired to call alumni who have not made a gift. In addition an alumni clean-up process has also been started to ask current alumni who are classified as alumni but attended only 2 semesters or less, if they want to remain on our mailing lists, and/or solicitation lists. This process will decrease our alumni base and provide a more accurate alumni participation total.

DIEHL SOCIETY

The 1990-91 goal for the Charles E. Diehl Society is \$700,000. Pledges already total \$707,842. Total number of gifts (receipts and pledges) are 79, up from 72 this time last year. A Diehl Garden Party was held Wednesday evening in Fisher Garden with a good turn out.

A motion was made and passed to recognize the outstanding work of the leaders of the Annual Fund:

That upon successful completion of the 1990-91 Annual Fund Campaign, the Board recognize the outstanding work of the members of the Annual Fund Council who led the drive this year. The leaders are:

| | |
|----------------------------------|---|
| International Chair: | Dunbar Abston, Jr. |
| Alumni Division: | John C. Sites '74 |
| | Robert M. Wild, Jr. '66 |
| Trustee Division: | Nancy J. Huggins '74 |
| Parents Division: | Sondra & William M. Fondren, Jr. |
| Friends Division: | Leo M. Bearman, Jr. |
| Business Division: | Ronald G. Klayman |
| | Michael A. Edwards '79 |
| Campus Division: | Michael T. Clary '77 |
| | David Y. Jeter |
| Church Division: | John B. Rogers, Jr. |
| Charles E. Diehl Society: | James A. Thomas III '62 |
| Red and Black Society: | Lynda Lipscomb Patton '60 |
| Phonathon Chairs: | Christopher T. Buchanan '93 |
| | Vickie L. Hardy '93 |

The meeting was adjourned at 4:45 p.m

REPORT OF THE COMMITTEE ON ENROLLMENT - April 18, 1991

The Committee on Enrollment was called to order at 3:30 p.m. by Acting Chair Frank Moore with the following members in attendance: Mr. Marion Adams, Dr. Robert Entzminger, Mr. Ted Henry, Dean Sally Thomason, Ms. Belinda Woodiel and Dean Dave Wottle. Acting Chair Moore welcomed the group and then asked for the Admissions Report.

ADMISSIONS REPORT

Dean Wottle began his report by stating that the 1990-91 recruitment year has been a tense one for most college admission professionals. The decline in the number of high school seniors, concern by students and parents over the escalating costs of attending college and intense competition for the "best and brightest" students by all colleges have contributed greatly to a feeling of uncertainty, concern and fear amongst the admission profession. Although this has been the toughest year in the last fifteen, we have had an all-time high number of applications. While Rhodes is certainly not immune to these concerns, we are cautiously optimistic about the prospects for enrolling the entering class for August, 1991.

Dean Wottle reviewed the most recent admissions status report which showed that applications were ahead of last year's number by a little over 1% (2,055 versus 2,028) and we are currently 11 deposits ahead of last year (141 versus 130). Telephone calls by Rhodes students, alumni and admissions staff during the last week indicate that most accepted students are still very unsure of their final college choice even at this late date. With the Candidates Reply Date of May 1 rapidly approaching, the next two to three weeks will be the time of decision for most students with the success or failure of our admission year hanging in the balance. Many students still have not made their decision. The enrollment goal this year is 388 compared to 427. Dean Wottle explained how the wait list acted as a tremendous buffer to help hit the goal.

Dean Wottle gave statistics as to how the applicant pool is self selecting. The admission office is quite encouraged by the caliber of students accepted for admission this year. Sixty-three percent of our applicant pool has been accepted to date, four percent less than a year ago. Of those students accepted, the average grade point average is 3.64 on a 4.00 scale. The average accepted student ranked in the top 9% of his/her graduating class, with the middle 50% scoring between 1110 and 1280 on the SAT and 26 to 30 on the ACT. Dean Wottle also mentioned that the accepted students were quite involved in a variety of extracurricular involvements and held many leadership positions.

Once again this year we have a well qualified wait-list from which to draw should our yield on accepted students be lower than we expect. Dean Wottle mentioned that the admission office anticipated having to accept at least 50 students from the wait-list and that acceptance calls to wait-list students will probably begin within the next few days.

Minority applications were slightly higher this year (283 compared to 271 last year) but the number of black applicants decreased 15 percent from 115 to 98 despite significant efforts on the part of the admissions office to encourage black student interest and enrollment at Rhodes.

Mr. Adams requested that a status report be sent to the Committee after the first of May. Dean Wottle distributed a report on extra-curricular and leadership activities of the applicant pool, showing how well rounded the students are. He said there were 7-10 international students in response to a question. It is difficult to recruit international students because of the lack of scholarship funds. Dean Thomason concurred that this is a problem citing as an example one of the Adult Degree students who has close to a 4.0 average is French, married to a Japanese researcher at the University of Tennessee who is unable to get any government funds or College aid to help with her tuition. Special Studies has been able to find private sources to help her. Professor Entzminger noted that English language inadequacies are also a problem in recruiting international students. This fall there will be two Japanese students at Rhodes who will receive special language tutoring before attempting regular classes.

Exhibit F

An additional policy that the Board will need to look at in promoting globalization of the curriculum is the current policy that no monies are given for Rhodes students who go to another school's overseas program. This limits our students' options. Dean Wottle noted that two or three students have been recruited from Latin America from their initiative in the fall.

SPECIAL STUDIES REPORT

As another indication of the increased interest in international studies, Dean Thomason reported on a new type of arrangement, never before offered, was developed with Federal Express this spring. Larry McMahan, Vice President of Human Resources at Federal Express, asked Special Studies to give them a proposal for training in international studies for their employees. As a pilot, a five-week course entitled, "International/Intercultural Understanding", was developed and was attended by 17 Federal Express employees and 5 regular undergraduate Rhodes students. A one credit hour course, it ran five weeks on Saturday mornings and was taught by regular foreign language and international studies faculty. The evaluations were glowing and Special Studies is already talking with other companies about setting up similar programs for them, as well as pursuing courses for Federal Express next year. Mr. Adams suggested that the International Chamber of Commerce would be a good resource for speakers who have had practical experience in the field.

Reporting on enrollment figures, Dean Sally Thomason was pleased to note that the nine continuing education courses offered this spring had exceeded the 248 participant goal, attracting a total enrollment of 330. She noted that five individuals had set up Independent Study courses with individual instructors. This has been particularly attractive for people who want intensive language training.

There were 324 participants in the very successful C. Whitney Brown Management Seminar featuring Harry Phillips and William Ruckelshaus on February 22. Everyone felt that the right decision had been made in bringing the Seminar back to Rhodes' Hardie Auditorium this year, as it is a perfect way to attract business people to the campus.

Special Studies has increased the advertising for the Adult Degree Program through the placement of ads in The Commercial Appeal, the Memphis Business Journal, Memphis Magazine and some radio spots. The recruitment goal for next fall is 30, but since the deadline for application is not until July 1, it is too early to have a clear indication of how the Program will do. Special Studies has had around 90 inquiries over the past month and is planning to offer an evening section of the entry course, Search, which should help meet the enrollment goal.

Dean Thomason asked to tell the Committee a little about the "Community Building" seminar held the first week of March. Even though it does not directly pertain to enrollment, it was a College-wide staff development program to enhance communication and enable us to better serve our "customers"--students, alumni, community and each other. This, in turn, should have a very direct effect on retention, and possibly an indirect effect on recruitment. Reuben Harris, a principle with the Tom Peters group, was brought to campus by Bob Buckman to lead the process. About 150 staff and a couple of faculty participated. It generated some excellent discussion and enthusiasm for generating and implementing ideas for improving operations.

There being no further business, the meeting was adjourned at 4:15 p.m.

REPORT OF THE COMMITTEE ON FACULTY & EDUCATIONAL PROGRAM - April 18, 1991

Members present:

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

Faculty: Professor Hatfield

Student: Mr. Foster

Staff: Dean Dunathan, Dean Llewellyn, Professor McMahon, Ms. Handwerker

The meeting was called to order at 3:25 p.m. by Mr. Abston. Dean Dunathan introduced Professor McMahon who will be joining the committee on a regular basis in the fall when he assumes the position of Associate Dean of Academic Affairs.

The committee received the recommendations of the President that:

Dr. Steve Gadbois, Assistant Professor of Mathematics and Computer Science, be promoted to Associate Professor of Mathematics and Computer Science effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

Dr. Susan Kus, Assistant Professor of Anthropology/Sociology, be promoted to Associate Professor of Anthropology/Sociology effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

Dr. Valerie Nollan, Assistant Professor of Foreign Languages, be promoted to Associate Professor of Foreign Languages effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

Dr. Valarie Ziegler, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1991-92 contract and be granted tenure effective with the 1992-93 contract.

The Committee moved and seconded that the recommendations be approved and presented to the Board for approval.

Dean Dunathan distributed information on new faculty appointments and briefly discussed each one, highlighting particular areas of interest. He noted that two more positions need to be filled and that a faculty member on a temporary appointment had been moved to tenure-track. Dean Dunathan stressed the fact that the College had made some very strong appointments; some in areas where the candidate pool was small. He mentioned that several of the appointments will also be teaching in the SEARCH courses.

Dean Dunathan directed attention to a faculty salary comparison that identified Rhodes as having made some progress in the last year in comparison with the "Group of 10" and a larger group of colleges listed in the AAUP.

Dean Llewellyn distributed a preliminary profile of the faculty for 1991-92 which summarized the FTE teaching for next year. He explained how Rhodes College arrives at its faculty/student ratio and noted that the faculty/student ratio for next year is 1/11.79. Dean Dunathan supplied to the committee the results of the competition for Hill-Mellon funds. He noted that seventeen proposals were submitted and ten were funded.

Mr. Abston asked for future agenda items and the following were selected:

- To continue with departmental reports in specific areas of interest.
- To discuss the SEARCH/LIFE courses.
- To examine things done to improve teaching and the evaluation of teaching.
- To look at the report on attrition generated by the office of Institutional Research.

There being no further business, the meeting was adjourned.

NEW FULLTIME FACULTY 1991-92
TENURE TRACK

ELLEN ARMOUR - will join the Religious Studies Department as Assistant Professor. Professor Armour received her B.A. from Stetson University, her M.A. from Vanderbilt University and expects to receive her Ph.D. from Vanderbilt University. The topic of Professor Armour's dissertation is "Forging an Alliance with Derrida and Irigaray." Professor Armour has had experience as a Teaching Assistant at Vanderbilt University and was a finalist for the Charlotte W. Newcombe Dissertation Fellowship.

DEE BIRNBAUM - will join the Department of Economics and Business Administration as an Associate Professor. Dr. Birnbaum received her B.A. from State University of New York at Stony Brook, her M.A. and Ph.D. from City University of New York. Dr. Birnbaum has had numerous papers published in American journals and has completed a two month study of the organization and management of health care services in Egypt funded by USAID. Before coming to Rhodes, Dr. Birnbaum taught at Tulane University.

ELIZABETH FEDER - will join the History Department as Assistant Professor. Professor Feder received her B.A. from the University of Michigan, her M.A. from Johns Hopkins and expects to receive her Ph.D. from Johns Hopkins in March, 1991. The topic of Professor Feder's dissertation is "The Elite of the Fallen: The Origins of a Social Policy for Unwed Mothers, 1880-1930." She is a social and cultural historian with special interests in women and social reform. Ms. Feder served as an adjunct instructor for two years at William Paterson College teaching courses in both Western Civilization and U.S. History.

MEHRAN KAMRAVA - will join the Department of International Studies as Assistant Professor. Dr. Kamrava received his B.A. in Political Science and History from California State University and his Ph.D. in Social and Political Sciences from the University of Cambridge. The topic of Dr. Kamrava's dissertation is "Causes of the Iranian Revolution, 1978-79." Dr. Kamrava was the Research Director for the Program on Developing Countries at the Institute for International Studies and has published several articles in American journals.

DAVID MCCARTHY - will join the Department of Art as Assistant Professor. Professor McCarthy received his B.A. from Gettysburg College, his M.A. from the University of Delaware and will receive his Ph.D. this spring from the University of Delaware. "Compromised Positions: Situations for the Nude in American Painting, 1955-1980" is the topic of Professor McCarthy's dissertation. Professor McCarthy is the recipient of a Henry Luce Foundation Fellowship and a Smithsonian Predoctoral Fellowship.

BRADFORD PENDLEY - will join the Department of Chemistry as Assistant Professor. Professor Pendley received his B.S. from Eckerd College, his M.S. from Cornell University and expects to receive his Ph.D. from Cornell University in Fall 1991. Professor Pendley's work has focused on the construction, characterization and use of ultramicroelectrodes and the use of chemically modified electrodes for the determination of trace quantities of metal ions in solution. Professor Pendley has recently been awarded the ACS Division of Analytical Chemistry Fellowship sponsored by DuPont and the Clark Award for Distinguished Teaching at Cornell University.

BRIAN STUART - will join the Department of Mathematics and Computer Science as Assistant Professor. Professor Stuart received his B.S. from Rose-Hulman Institute of Technology, his M.S. from Notre Dame University and is expected to receive his Ph.D. from Purdue University in May, 1991. Professor Stuart has taught classes in areas including artificial intelligence, operations systems, compilers, introductory programming and mathematical applications of computer science. Professor Stuart has recently been awarded the David Ross Research Fellowship and comes to Rhodes from Purdue University.

MICHAEL NELSON - will join the Political Science Department as Professor. Dr. Nelson received his B.A. from the College of William and Mary and his M.A. and Ph.D. from Johns Hopkins University. Dr. Nelson is an authority on the presidency and American national politics. He has been a member of the faculty at Vanderbilt University since 1979 where he has won two of the institution's top awards for his teaching skills. Dr. Nelson has also served as a political analyst for WSMV-TV, has published three books on the presidency or vice presidency and has edited or co-edited ten other books. He is the author of numerous papers in professional journals and of many articles in the popular press.

NON-TENURE TRACK

AMY HOLLYWOOD - will join the Department of Religious Studies as Assistant Professor. Ms. Hollywood received her B.A. from Bryn Mawr College, her M.A. from the University of Chicago, and expects to receive her Ph.D. from the University of Chicago in 1991. The topic of Professor Hollywood's dissertation is "The Soul as Virgin Wife: Meister Eckhart and the Beguine Mystics, Mechthild of Magdeburg and Marguerite Porete." Professor Hollywood is a member of the American Academy of Religion and has recently been awarded the Charlotte Newcombe Fellowship.

JIE LI - will join the Department of Foreign Languages as Instructor. Professor Li received his B.A. and M.S. from the Beijing University of Foreign Studies and expects to receive his Ph.D. from Tübingen University in Germany. The topic of his dissertation is "The Semantic and Conceptual Aspects of the German Local Prepositions - Analysis of 'AN' and 'BEI'." Professor Li will teach Chinese and German.

RICHARD MARTIN - will join the Department of English as Assistant Professor. Dr. Martin received his B.A., M.A. and Ph.D. from the University of California at Santa Cruz. The subject of Dr. Martin's dissertation was *Textual Theatricality: The Figure of the Stage in Shakespeare's Second Henriad*.

GAIL MURRAY - will join the Department of History as Assistant Professor. Professor Murray received her B.A. from the University of Michigan, her M.S.Ed. from the University of Central Arkansas, and will receive her Ph.D. in August from Memphis State University. The subject of Professor Murray's dissertation is *Perceptions of Poverty in the Antebellum South*.

1990-91 Rhodes Faculty Salary - Comparisons:

GROUP OF 10

| | <u>Rhodes</u> | <u>"Group of 10"</u> | <u>Rhodes - % Difference</u> |
|-----------|---------------|----------------------|------------------------------|
| Professor | \$49,500 | \$53,780 | 8.6% below (9.7% below)* |
| Associate | \$39,800 | \$40,930 | 2.8% below (5.9% below)* |
| Assistant | \$31,200 | \$33,020 | 5.8% below (5.9% below)* |

AAUP - COLLEGES

| | <u>Rhodes</u> | <u>AAUP-IIB</u> <u>"80th Percentile"</u> | <u>Rhodes - % Difference</u> |
|-----------|---------------|---|------------------------------|
| Professor | \$49,500 | \$47,600 | 4.0% above (2.9% above)* |
| Associate | \$39,800 | \$38,600 | 3.1% above (0.5% above)* |
| Assistant | \$31,200 | \$32,200 | 3.2% below (2.7% below)* |

*1989-90 data

Exhibit G

FTE Profile, 91-92 PROJECTED

| Full-Time Equivalent Faculty, Academic Year 1991-92 PROJECTED | | | | | |
|--|------------------------------|------------------------------|---------------------------------|----------------------------|-----------------------------------|
| Based on Actual Teaching Assignments | | | | | |
| Rhodes College | | | | | |
| 17-Apr-91 | | | | | |
| Department | Full-time Faculty | Part-time Faculty | Total F.T.E. Faculty | Sabbatic Leave: | Adm. Leave Release Tm: |
| Anthropology/Sociology | 2.50 | 1.00 | 3.50 | | 0.50 |
| Art | 2.00 | 1.49 | 3.49 | | 0.67 |
| Business Administration | 4.00 | 1.00 | 5.00 | | |
| Biology | 7.67 | 0.50 | 8.17 | | 0.33 |
| Chemistry | 4.50 | 0.33 | 4.83 | | 0.17 |
| Economics | 5.33 | 0.00 | 5.33 | | 0.67 |
| Education | 1.00 | 0.00 | 1.00 | | |
| English | 9.00 | 2.01 | 11.01 | 1.50 | 1.17 |
| Foreign Languages | 12.01 | 1.83 | 13.84 | | |
| Geology | 0.00 | 0.50 | 0.50 | | |
| History | 7.16 | 0.00 | 7.16 | | 0.67 |
| Humanities | 5.98 | 1.50 | 7.48 | | |
| International Studies | 4.50 | 0.00 | 4.50 | | 0.50 |
| Mathematics and Computer Science | 5.50 | 0.00 | 5.50 | 0.50 | |
| Music | 3.50 | 1.17 | 4.67 | 0.50 | |
| Philosophy | 1.67 | 0.00 | 1.67 | 0.50 | 0.33 |
| Physics | 4.00 | 0.00 | 4.00 | | |
| Political Science | 3.34 | 0.67 | 4.01 | | |
| Psychology | 5.50 | 1.00 | 6.50 | | 0.50 |
| Religious Studies | 8.50 | 0.67 | 9.17 | 1.00 | 0.50 |
| Theatre | 4.00 | 1.00 | 5.00 | | |
| TOTALS: | 101.66 | 14.67 | 116.33 | 4.00 | 6.01 |
| Faculty psns., appointed: | | | 126.34 | | |
| Faculty psns., grant supported: | | | 1.00 | | |
| Student/Faculty ratio (1360 students, 115.33 faculty:) | | | 11.79 | | |
| Date prepared: | | | | | |
| 17-Apr-91 | | | | | |

2 April 1991

MEMORANDUM

TO: Trustee Committee on Faculty and Educational Program
FM: Harmon Dunathan

Seventeen proposals for Hill-Mellon Presidential grants were received by 1/15/91. The requests totalled \$96,170 (about three times the funds available).

The following proposals were funded at the level indicated. In several cases we suggested that the authors work with the computer center or library or those planning for Buckman equipment in order to save funds from their original requests.

"Other" **Legge-Church.** Will conduct a study of other colleges' responses to new regulations concerning the CPA exam. Will study the feasibility of Rhodes offering graduate level work that would allow graduates of the program to sit for the CPA exam.

Request: \$6,500

Recommend: \$5,000

Computer **Ackerman.** Computer Assisted Classroom: A Revision of a Statistics Course.

Request: \$6,250

Recommend: \$5,000

Computer **Strandburg.** To contract an experienced Hypercard programmer to complete the development of the software that is needed to make the psychophysiology laboratory fully functional.

Request: \$1,000

Recommend: \$1,000

Audio Visual **Olsen.** The purchase of an LCD video projector for Frazier-Jelke classrooms capable of projecting VHS tapes on a screen in the same way slides can now be shown.

Request: \$6,549

Recommend: \$4,000

Computer **Kamhi.** The purchase of an additional Macintosh computer, appropriate software and representative contemporary scholarship in composition for the Writing Center.

Request: \$3,214

Recommend: \$3,214

Computer **Kesler.** The purchase of a software system, STELLA Stack Hypercard, to further work on computerization of labs.

Request: \$5,000

Recommend: \$3,000

Global **Mosby-Gray.** To support development of a new course in the Musical Heritage of Eastern Europe.

Request: \$6,882

Recommend: \$4,882

Audio Visual **Pohlmann.** Purchase of C-SPAN Taping Equipment.

Request: \$2,850

Recommend: \$2,850

Global/
Computer

Dinkelacker. To remedy deficiencies in technical support for language instruction. This will be achieved by supporting the attendance of faculty at off-campus workshops and conferences, by sponsoring campus workshops, by encouraging visits to other state-of-the-art learning centers, and by providing summer stipends for faculty to develop courseware.

Request: \$16,000

Recommend: \$6,000

Audio Visual

J. Clifton. To support development of a proposed course in the History of Photography.

Request: \$6,400

Recommend: \$2,400

Total Recommended: \$37,346

REPORT OF THE COMMITTEE ON FINANCE - April 18, 1991

The meeting of the Committee on Finance was called to order by Mr. S. Herbert Rhea, Chair, at 3:25 p.m. on Thursday, April 18, 1991, in the Hill Board Room, Palmer Hall. Other members in attendance were: Mr. Michael McDonnell, Mr. Robert Amis, Mr. Jim Prentiss, Mr. Spence Wilson, Mr. Charles Sherman, Dr. Thomas Barr, Dean Allen Boone, and Mr. Mac McWhirter.

The first item of business was a brief review of the current real estate holdings and efforts to dispose of certain properties. Dean Boone then reviewed the 1991-92 operating budget (attachment # 1). With the exception of a new position in the Dean of Students Office, there are virtually no changes from the budget that was submitted in January. The fundamental assumptions include 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 8.4% over the current year. The most significant percentage increases are in financial aid, student wages (due to the minimum wage increase), and faculty/staff compensation. Gift and grant income and other miscellaneous income sources are expected to be flat with little increase from the current year. Due to the gains made through our Endowment management our spending formula will allow a 9.5% increase in income from endowment. Finally, some aspects of the financial aid award process were discussed and the Committee requested a presentation at the next meeting from Dean David Wottle's staff. The budget was approved unanimously by the committee.

Dean Boone then reviewed the proposed R & R budget (attachment #2) and commented that we should be able to fund approximately the first 100 items on the list (approximately \$900,000). The resolution was adopted unanimously.

The next topic of business was a discussion of the current operating budget and results for the first nine months ending March 31, 1991 (attachment # 3). Mr. McWhirter 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 tuition and fees received by the end of March 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. Total revenue received to date is slightly ahead of last year's receipts for the comparable period, while expenses are running about 1% ahead of last year due to the academic year beginning earlier in August 1990. The excess of revenue over receipts at March 31, 1991 stands at \$4,894,747, approximately \$145,000 ahead of the nine months ended March 31, 1990. All in all, it appears that Rhodes should end the year within the prescribed budget targets and that the achievement of year-end Renovation and Replacement budget looks favorable.

Mr. McWhirter reviewed the insurance package held by the College. We recently renewed the Directors and Officers Liability policy with \$2,000,000 in coverage. Buckman Hall is scheduled to be added shortly and other property values increased to cover inflation in replacement cost, raising the values on the scheduled property to approximately \$99,000,000.

Dean Boone commented on the status of the new self-insurance medical program established this fiscal year. So far the program appears to be working quite well with Rhodes' costs below what they would have been had the College remained under the Blue Cross/IPA program. The plan will be monitored continuously over time as needed to keep cost increases from skyrocketing as they did during the last few years.

There being no other business the committee adjourned at 4:30 p.m.

Attachment #1

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: April 8, 1991
RE: 1991-92 Operating Budget

I recommend the following operating budget for 1991-92.

| | Budget 1990-91 | Budget 1991-92 |
|------------------|-------------------|-------------------|
| INCOME: | | |
| Tuition | \$14,677,723 | \$16,651,368 |
| Fees | 1,330,832 | 1,412,263 |
| Room & Board | 4,735,164 | 4,735,478 |
| Gifts & Grants | 2,073,000 | 2,050,000 |
| Endowment Income | 3,490,721 | 3,820,784 |
| Other Income | 1,799,256 | 1,801,020 |
| | <hr/> | <hr/> |
| Total Income | \$28,106,696 | \$30,470,913 |
| EXPENSE: | | |
| Compensation | \$12,477,881 | \$13,576,670 |
| Non-Compensation | 15,628,815 | 16,894,243 |
| | <hr/> | <hr/> |
| | \$28,106,696 | \$30,470,913 |

Exhibit H

OPERATING BUDGET
APRIL 18, 1991

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

| INCOME BUDGET: | 90-91 | | 91-92 |
|----------------------------|---------------------|--------------|---------------------|
| TUITION AND FEES: | | | |
| 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 |
| TOTAL: | \$16,008,555 | 12.8% | \$18,063,631 |
| ROOM & BOARD: | | | |
| Room | \$2,755,728 | -0.4% | \$2,744,815 |
| Board | \$1,979,436 | 0.6% | \$1,990,662 |
| TOTAL: | \$4,735,164 | 0.0% | \$4,735,478 |
| GIFTS AND GRANTS: | | | |
| 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 |
| TOTAL: | \$2,073,000 | -1.1% | \$2,050,000 |
| ENDOWMENT INCOME: | \$3,490,721 | 9.5% | \$3,820,784 |

Exhibit H

| | 90-91 | | 91-92 |
|-----------------------------------|---------------------|-------------|---------------------|
| OTHER INCOME: | | | |
| 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 | 2.6% | \$27,700 |
| 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 |
| TOTAL: | \$1,799,256 | 0.1% | \$1,801,020 |
| TOTAL INCOME BUDGET: | \$28,106,696 | 8.4% | \$30,470,913 |

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 | \$168,996 | \$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% |
| TOTAL: | \$6,976,512 | \$1,334,318 | \$8,310,830 | \$7,574,473 | \$1,440,624 | \$9,015,097 | 8.6% | 8.0% | 8.5% |

| | 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 | | | |
| STUDENT SERVICES: | | | | | | | | | |
| 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% |
| Carer Services | | | | \$131,526 | \$21,261 | \$152,787 | 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 | \$129,230 | \$129,230 | 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% |
| TOTAL: | \$1,889,775 | \$1,029,324 | \$2,919,099 | \$2,105,240 | \$1,103,116 | \$3,208,356 | 11.4% | 7.2% | 9.9% |
| PLANT OPER. & MAIN.: | | | | | | | | | |
| 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 | \$557,490 | \$178,322 | \$735,812 | 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% | 6.0% |
| Mailroom | \$0 | \$3,584 | \$3,584 | \$0 | \$3,763 | \$3,763 | 0.0% | 5.0% | 5.0% |
| TOTAL: | \$1,296,821 | \$658,159 | \$1,954,980 | \$1,416,454 | \$706,887 | \$2,123,341 | 9.2% | 7.4% | 8.6% |
| GENERAL ADMINISTRATION | | | | | | | | | |
| Administrative Services | \$266,892 | \$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 | \$64,761 | \$207,226 | 7.0% | 13.8% | 9.0% |
| 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% |
| TOTAL: | \$1,836,337 | \$1,330,307 | \$3,166,644 | \$1,968,576 | \$1,425,334 | \$3,393,910 | 7.2% | 7.1% | 7.2% |

| | 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 | | | |
| AUXILIARY ENTERPRISES: | | | | | | | | | |
| 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 | \$1,018,655 | \$1,018,655 | 0.0% | 0.2% | 0.2% |
| Desk-Top Publishing | \$27,740 | \$11,172 | \$38,912 | \$29,682 | \$11,731 | \$41,413 | 7.0% | 5.0% | 6.4% |
| TOTAL: | \$478,436 | \$4,200,043 | \$4,678,479 | \$511,927 | \$4,241,864 | \$4,753,791 | 7.0% | 1.6% | 1.6% |
| STUDENT FINANCIAL AID: | \$0 | \$5,694,607 | \$5,694,607 | \$0 | \$6,450,736 | \$6,450,736 | 0.0% | 13.3% | 13.3% |
| STUDENT WAGES: | \$0 | \$455,910 | \$455,910 | \$0 | \$515,178 | \$515,178 | 0.0% | 13.0% | 13.0% |
| BUDGET CONTINGENCY: | \$0 | \$100,000 | \$100,000 | \$0 | \$105,000 | \$105,000 | 0.0% | 5.0% | 5.0% |
| RENO. & REPLACEMENT: | \$0 | \$826,146 | \$826,146 | \$0 | \$905,502 | \$905,502 | 0.0% | 9.6% | 9.6% |
| GRAND TOTALS: | \$12,477,880 | \$15,628,814 | \$28,106,695 | \$13,576,670 | \$16,894,243 | \$30,470,913 | 8.8% | 8.1% | 8.4% |
| UNALLOCATED BUDGET | | | \$0 | | | \$0 | | | |

Attachment #2

TO: Committee on Finance
 FROM: James H. Daughdrill, Jr.
 DATE: April 8, 1991
 RE: Allocation of Renovation and Replacement Budget

In order for the College to provide improved facilities through renovation, replacement and addition of equipment, and to fund the faculty early retirement program, I recommend the following resolution:

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1990-91 are determined, the College is authorized to distribute the surplus funds for the following items:

| <u>ITEM</u> | <u>DEPT</u> | <u>PRIORITY</u> | <u>COST</u> |
|-----------------------------------|--------------|-----------------|-------------|
| ADMINISTRATIVE SERVICES | | | |
| Clough Cooling Tower | Phy. Plant | 2 | \$32,000 |
| Townsend A/C | Phy. Plant | 3 | 20,000 |
| Kennedy Air Handlers/Ceiling/Lts. | Phy. Plant | 4 | 40,000 |
| FJ-Outside Air Dampers | Phy. Plant | 5 | 19,500 |
| Rhodes Tower Roof | Phy. Plant | 6 | 15,000 |
| Student Center Roof | Phy. Plant | 42 | 13,500 |
| FJ Sump Pumps | Phy. Plant | 43 | 9,500 |
| Upgrade Outdoor Lighting | Phy. Plant | 44 | 20,000 |
| Austin Bldg. Roof/Entrance Reno. | Phy. Plant | 62 | 21,500 |
| FJ Heating/Cooling Coils | Phy. Plant | 63 | 15,000 |
| Palmer Tower Roof | Phy. Plant | 64 | 15,000 |
| Gym Hot Water Tank | Phy. Plant | 77 | 5,000 |
| Emergency Generator | Phy. Plant | 78 | 9,500 |
| Miscel. Sidewalks | Phy. Plant | 79 | 6,000 |
| Parking Lot Repairs | Phy. Plant | 80 | 10,000 |
| Mac Computers | Admin. Serv. | 81 | 13,500 |
| Parapets/walls Tuckpt./Caulk | Phy. Plant | 82 | 10,000 |
| Misc. Slate/Gutter Repair | Phy. Plant | 83 | 10,000 |
| Glassell Steam Coils | Phy. Plant | 89 | 12,000 |
| Bellingrath Tower Roof | Phy. Plant | 90 | 12,500 |
| Emerg. Bldg. Lts. | Phy. Plant | 96 | 15,000 |
| Palmer Wood Fascia Repair | Phy. Plant | 97 | 7,500 |
| Voorhies Door Replacement | Phy. Plant | 102 | 30,000 |
| Townsend Floors | Phy. Plant | 103 | 35,000 |
| Williford Chiller | Phy. Plant | 122 | 55,000 |
| Underground Gas Tank Replacement | Phy. Plant | 123 | 3,500 |
| Glassell Boiler Gas Burner | Phy. Plant | 124 | 11,800 |
| Chiller Testing | Phy. Plant | 125 | 10,000 |
| Campus Graphics | Phy. Plant | 126 | 10,000 |
| Gym Parking Lot Overlay | Phy. Plant | 142 | 48,000 |
| Piping Insulation | Phy. Plant | 143 | 5,000 |
| Palmer Tower Tuckpointing | Phy. Plant | 144 | 25,000 |
| Repair/Seal FJ Deck | Phy. Plant | 145 | 15,000 |
| Robb/Wh./Ellett Toilet Partitions | Phy. Plant | 146 | 15,000 |
| FJ-B Chair Replacement | Phy. Plant | 162 | 15,000 |

Exhibit H

| | | | |
|--|------------|-----|---------|
| Exterior Window Glazing/Paint | Phy. Plant | 163 | 10,000 |
| Bellingrath Toilet Partitions | Phy. Plant | 164 | 15,000 |
| Robb/Wh./Ellett Soc.Rm.Doors | Phy. Plant | 165 | 4,000 |
| Math Stair Treads | Phy. Plant | 166 | 5,500 |
| Trezevant Furniture Replacement | Phy. Plant | 185 | 100,000 |
| Robb/Wh./Ellett Furniture | Phy. Plant | 186 | 120,000 |
| Ctrl Chiller-Town./Voor./Trez. Complex | Phy. Plant | 187 | 700,000 |

TOTAL**\$1,564,800****ACADEMIC DIVISION**

| | | | |
|--------------------------------------|-------------------|-----|-----------|
| Early Retirement | Academic Dean | 1 | \$ 60,000 |
| Astron./Geology Lab Reno.-FJ | Astron./Geology | 7 | 12,000 |
| 301 Clough Office Reno. | Dean | 8 | 5,000 |
| Library Security System | Library | 9 | 25,000 |
| Computers/New Faculty | Dean | 10 | 30,000 |
| Computers/Current Faculty | Dean | 11 | 10,000 |
| Line Printer/Palmer | Computer Center | 45 | 3,500 |
| Upgrade Animal Physiology Lab | Biology | 46 | 15,000 |
| Chemistry Lab Upgrade/Equipment | Chemistry | 47 | 10,000 |
| Physics Lab Upgrade | Physics | 48 | 16,000 |
| Laser Printer | Inter. Studies | 49 | 2,800 |
| Classroom Maps | Inter. Studies | 50 | 600 |
| Global Change Grant | Physics | 51 | 8,000 |
| Wiring Repair | Theater | 52 | 3,500 |
| 417 Clough Office Reno. | Dean | 53 | 3,500 |
| Whiteboard/Tackbds./Kennedy | Dean | 54 | 3,000 |
| Drafting Tables | Art | 55 | 1,800 |
| Slide Projection-FJ-A,B | Art | 56 | 600 |
| Computer | Assoc.Dean | 57 | 4,500 |
| C-Span Taping Equip. | Political Sci. | 58 | 3,000 |
| Organ Repairs | Music | 59 | 5,000 |
| Psychophysiology Workstation | Psychology | 60 | 11,400 |
| 101 Kennedy Renovation | Dean | 61 | 2,500 |
| Library Books | Library | 65 | 10,000 |
| Mac Computer | Registrar | 66 | 2,500 |
| Computer/Slide Library | Art | 67 | 2,500 |
| Mac Computer/Laser Printer | Economics/BA | 68 | 5,100 |
| Furniture/Writing Center/Commons Rm. | English | 69 | 5,800 |
| 3 Swintec Typewriters/Printwheels | For.Lang. | 70 | 1,400 |
| Current Meter | Geology | 71 | 1,500 |
| Sieve Shaker/Sample Splitter | Geology | 72 | 1,490 |
| Laserwriter | Music | 73 | 2,300 |
| Office Chair | Philosophy | 74 | 400 |
| Statistical Software | Pol. Sci. | 75 | 5,000 |
| Analog Oscilloscope | Psychology | 76 | 1,195 |
| Instructional Software | Psychology | 84 | 475 |
| Portable Platforms | Theater | 85 | 2,600 |
| Film Purchases | Anthro./Sociology | 86 | 1,500 |
| Nikon Camera | Art | 87 | 1,300 |
| Microtome & Knife Sharpener | Biology | 88 | 13,000 |
| Ph Meters | Chemistry | 101 | 5,152 |

Exhibit H

| | | | |
|-------------------------------|---------------|-----|--------|
| Dye Laser Sys. | Physics | 104 | 8,500 |
| Knifemaker & Diamond Knife | Biology | 105 | 8,000 |
| Kold Draft Ice Maker | Chemistry | 106 | 1,990 |
| Infrared Detector System | Physics | 107 | 5,700 |
| 3 Transpirometers | Biology | 108 | 15,000 |
| Mac Computer/Printer | Chemistry | 109 | 5,100 |
| Isolation Table | Physics | 110 | 4,500 |
| Modem Pool Upgrade | Computer Ctr. | 111 | 3,000 |
| 2 Mac Computers | For. Lang. | 112 | 4,900 |
| 2 Keyboards | For. Lang. | 113 | 290 |
| 2 Imagewriters | For. Lang. | 114 | 750 |
| Video Tapes | Philosophy | 115 | 500 |
| Visual Simulator | Psychology | 116 | 340 |
| Lighting Instruments | Theater | 117 | 2,000 |
| Mac Upgrade | Dean | 118 | 2,000 |
| 2 Office Chairs | Dean | 119 | 700 |
| Mobile File | Registrar | 120 | 400 |
| Laserwriter | Registrar | 121 | 3,000 |
| Binocular microscope | Anthro./Soc. | 127 | 900 |
| Norwood Loom | Art | 128 | 1,000 |
| Macomber Looms | Art | 129 | 2,400 |
| New Software/Labs | Computer Ctr. | 130 | 7,500 |
| Stella Soft. Site Lic. | Computer Ctr. | 131 | 5,000 |
| Laserwriter | For. Lang. | 132 | 2,100 |
| Fax Machine/Phone Line | Inter. Stud. | 133 | 1,700 |
| Universal Fraction Collector | Chemistry | 134 | 1,500 |
| Ecology Lab Package | Biology | 135 | 6,500 |
| Laser Printer/Simul.Lab | Physics | 136 | 3,500 |
| 2 Mettler Analytical Balances | Chemistry | 137 | 4,990 |
| Gas Chromatograph | Chemistry | 138 | 12,000 |
| Mac/IBM Comp. Sim.Lab | Physics | 139 | 5,500 |
| Ultrasonic Cleaner | Chemistry | 140 | 900 |
| 2 Centrifuges | Biology | 141 | 7,000 |
| Synchronous Amplifier | Physics | 147 | 3,500 |
| Mac Computer | Anthro./Soc. | 148 | 4,600 |
| Scanner & Software | Anthro./Soc. | 149 | 3,500 |
| VAX Disc Drive | Computer Ctr. | 150 | 10,000 |
| Display Cases/Minerals | Geology | 151 | 2,790 |
| Fax Machine | Music | 152 | 1,000 |
| Printer | Pol. Sci. | 153 | 375 |
| Laserwriter | Psychology | 154 | 2,000 |
| Mac Computers | Theater | 155 | 5,000 |
| Office Chairs | Anthro./Soc. | 156 | 1,400 |
| Various Shakers | Biology | 157 | 8,000 |
| Hot Plates | Chemistry | 158 | 3,952 |
| Logic Analyzer | Physics | 159 | 2,500 |
| Video Camera System | Psychology | 160 | 10,000 |
| Pen-Plotter | Theater | 161 | 4,000 |
| Design Software | Theater | 167 | 1,000 |
| Shelving | Dean | 168 | 500 |
| Neurobiology Package | Biology | 169 | 22,000 |
| Speed Blenders | Chemistry | 170 | 928 |
| Top Loading Balances | Biology | 171 | 3,000 |

| | | | |
|------------------------|---------------|-----|--------|
| DNA Protein Sys. | Biology | 172 | 12,000 |
| Speed Vac. Centrifuge | Biology | 173 | 7,500 |
| PCR Thermocycler | Biology | 174 | 6,000 |
| Mac Upgrades | Biology | 175 | 3,000 |
| Chair | English | 176 | 350 |
| File Cabinets | Pol. Sci. | 177 | 4,560 |
| Videomex Image Anal. | Biology | 178 | 25,000 |
| Registrar Office Reno. | Registrar | 179 | 5,000 |
| Storage Cabinets | Computer Ctr. | 180 | 750 |
| IBM PS-2 | Inter. Stud. | 181 | 4,000 |
| Power Tools | Theater | 182 | 1,000 |
| File Unit | Theater | 183 | 275 |
| Velobind Machine | Urban Studies | 184 | 600 |

TOTAL **\$ 589,152**

SPECIAL STUDIES

| | | | |
|-----------------------|---------------|----|----------|
| Mac Computers | Special Stud. | 38 | \$ 7,950 |
| 6 Tables | Special Stud. | 39 | 3,000 |
| Library Furn. | Special Stud. | 40 | 2,500 |
| Registration Software | Special Stud. | 41 | 2,000 |

TOTAL **\$15,450**

ADMISSIONS/FINANCIAL AID

| | | | |
|--------------------------|---------------|----|--------|
| Mac Computers | Admissions | 12 | 13,870 |
| Music On Hold/Tape | Admissions | 13 | 700 |
| Video Copies for H.S. | Admissions | 14 | 3,500 |
| Reception Furniture | Admissions | 15 | 1,500 |
| Postal Scale | Admissions | 16 | 500 |
| File Cabinet | Admissions | 17 | 500 |
| Mac Computers | Financial Aid | 18 | 13,545 |
| Furniture/5 Rooms/Recep. | Financial Aid | 19 | 28,852 |

TOTAL **\$ 62,967**

**COLLEGE RELATIONS
 PUBLIC INFORMATION
 DESKTOP PUBLISHING**

| | | | |
|-----------------------|-------------------|----|----------|
| Mac Computers | Col.Rel/Pub.Info. | 20 | \$ 5,050 |
| Furniture | Col.Rel/Pub.Info. | 21 | 16,470 |
| Campus Map | Col.Rel/Pub.Info. | 22 | 3,500 |
| Photographer Services | Col.Rel/Pub.Info. | 23 | 3,500 |
| Ethernet System | Col.Rel/Pub.Info. | 24 | 5,738 |

TOTAL **\$ 34,258**

DEVELOPMENT

| | | | |
|-----------------------|-------------|----|-----------|
| Mac Computers | Development | 25 | \$ 30,000 |
| Computer Search/Recor | Development | 26 | 11,000 |
| Filing/Labeling Sys. | Development | 27 | 4,300 |
| Desk/Workstations | Development | 28 | 2,600 |

TOTAL \$ 47,900

STUDENT SERVICES

| | | | |
|-------------------------|-------------------|-----|-----------|
| Mac Computers | Counseling/Career | 29 | \$ 12,825 |
| Social Room Furniture | Dean | 30 | 25,000 |
| Tennis Court Lights | Athletics | 31 | 20,000 |
| Uniforms/Equipment | Athletics | 32 | 10,150 |
| Security Vehicle | Security | 91 | 9,700 |
| Video System | Dean | 92 | 10,900 |
| Furniture | Counseling/Career | 93 | 2,805 |
| Mac Computers | Athletics | 94 | 7,800 |
| Lockers | Athletics | 95 | 10,000 |
| Pressbox Repair | Athletics | 98 | 5,700 |
| Carpet/Var. Offices | Athletics | 99 | 3,000 |
| Exhaust Fan/Locker Rms. | Athletics | 100 | 2,500 |
| Card Access System | Security | 188 | 100,000 |
| Rebuild Track | Athletics | 189 | 56,105 |

TOTAL \$ 276,485

PRESIDENT/EVP

| | | | |
|--------------------|------------------|----|----------|
| Laser Printer | President | 33 | \$ 3,500 |
| Palmer Conf.Rm. | EVP | 34 | 16,500 |
| EVP Office Reno. | EVP | 35 | 10,000 |
| Office Furniture | Dir. Of Planning | 36 | 2,400 |
| Ethernet Card/Cart | Dir. Of Planning | 37 | 1,200 |

TOTAL \$ 33,600

GRAND TOTAL \$ 2,624,612

SUMMARY

INCOME AND EXPENSE REPORT MARCH 31, 1991

| | 1/12 BUDGET | MARCH ACTUAL | 9/12(75.0%) BUDGET | YEAR TO DATE ACTUAL | ACTUAL/ BUDGET | ANNUAL BUDGET | 1990-91 ACTUAL/ BUDGET | 1989-90 ACTUAL/ BUDGET |
|----------------------------|----------------|-----------------|------------------------|------------------------|-------------------|------------------|------------------------------|------------------------------|
| INCOME: | | | | | | | | |
| TUITION & FEES | 1,291,660.17 | 269,553.26 | 11,624,941.50 | 15,072,573.61 | 129.65% | 15,499,922.00 | 97.24% | 100.17% |
| SPECIAL STUDIES | 41,799.33 | 9,927.49 | 376,194.00 | 250,779.05 | 66.66% | 501,592.00 | 49.99% | 40.41% |
| INTEREST & OTHER | 74,094.83 | 55,579.93 | 666,853.50 | 809,300.74 | 121.36% | 889,138.00 | 91.02% | 93.23% |
| ENDOWMENT INCOME | 290,893.42 | 290,893.40 | 2,618,040.75 | 2,618,040.60 | 100.00% | 3,490,721.00 | 75.00% | 75.01% |
| ANNUAL SUPPORT PROGRAM | 172,750.00 | 124,523.25 | 1,554,750.00 | 1,338,269.10 | 86.07% | 2,073,000.00 | 64.55% | 59.15% |
| TOTAL EDUCATION & GENERAL | 1,871,197.75 | 750,477.33 | 16,840,779.75 | 20,088,963.10 | 119.28% | 22,454,373.00 | 89.46% | 90.29% |
| AUXILIARY ENTERPRISES | 460,276.92 | 25,774.15 | 4,142,492.25 | 5,516,799.85 | 133.17% | 5,523,323.00 | 99.68% | 96.10% |
| STUDENT AID | 10,750.00 | 0.00 | 96,750.00 | 125,890.00 | 130.11% | 129,000.00 | 97.58% | 96.70% |
| TOTAL EDUCATION & GENERAL | 2,342,224.67 | 776,251.48 | 21,080,022.00 | 25,731,652.95 | 122.06% | 28,106,696.00 | 91.54% | 91.50% |
| EXPENSE: | | | | | | | | |
| INSTRUCTION & RESEARCH | 643,841.08 | 898,942.82 | 5,794,569.75 | 5,451,567.57 | 94.08% | 7,726,093.00 | 70.56% | 67.04% |
| ATHLETICS | 71,120.58 | 82,720.33 | 640,085.25 | 701,410.38 | 109.58% | 853,447.00 | 82.18% | 77.20% |
| LIBRARY | 62,241.42 | 53,782.11 | 560,172.75 | 565,182.40 | 100.89% | 746,897.00 | 75.67% | 74.96% |
| STUDENT SERVICES | 184,397.67 | 220,382.54 | 1,659,579.00 | 1,660,888.24 | 100.07% | 2,212,772.00 | 75.05% | 74.77% |
| PLANT OPER & MAINT | 163,724.67 | 173,888.29 | 1,473,522.00 | 1,385,747.42 | 94.04% | 1,964,696.00 | 70.53% | 72.23% |
| GENERAL ADMINISTRATION | 351,443.50 | 415,333.50 | 3,162,991.50 | 2,507,118.53 | 79.26% | 4,217,322.00 | 59.44% | 61.73% |
| TOTAL EDUCATION & GENERAL | 1,476,768.92 | 1,835,049.59 | 13,290,920.25 | 12,271,914.54 | 92.33% | 17,721,227.00 | 69.24% | 68.16% |
| AUXILIARY ENTERPRISES | 264,739.33 | 122,510.95 | 2,382,654.00 | 2,374,068.97 | 99.63% | 3,176,872.00 | 74.72% | 73.78% |
| SPECIAL STUDIES | 44,780.75 | 44,950.54 | 403,026.75 | 322,184.95 | 79.94% | 537,369.00 | 59.95% | 52.95% |
| STUDENT AID | 474,960.58 | 578.00 | 4,274,645.25 | 5,785,630.56 | 135.34% | 5,699,527.00 | 101.51% | 100.37% |
| TOTAL EDUCATION & GENERAL | 2,261,249.58 | 2,003,089.08 | 20,351,246.25 | 20,753,799.02 | 101.97% | 27,134,995.00 | 76.48% | 75.27% |
| EXCESS OF INCOME / EXPENSE | | -1,226,837.60 | | 4,977,853.93 | | | | |
| BUDG COMM CONTINGENCY | 11,364.58 | 4,045.43 | 102,281.25 | 52,884.51 | 51.70% | 136,375.00 | 38.77% | 33.67% |
| RENOVATION & REPLACMT | 69,610.50 | 7,000.00 | 626,494.50 | 30,222.12 | 4.82% | 835,326.00 | 3.61% | 6.19% |
| TOTAL EDUCATION & GENERAL | 2,342,224.66 | 2,014,134.51 | 21,080,022.00 | 20,836,905.65 | 98.84% | 28,106,696.00 | 74.13% | 73.05% |
| EXCESS OF INCOME / EXPENSE | | -1,237,883.03 | | 4,894,747.30 | | | | |

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar Bailey, Chair

April 18, 1991

Room 302, S. DeWitt Clough Hall

The meeting was called to order at 3:30 p.m. by Edgar H. Bailey, Chair. Committee members in attendance were:

| | |
|----------------------|-----------------|
| Edgar H. Bailey | Mertie Buckman |
| George E. Cates | Ray U. Tanner |
| Kristen Anne Rudolph | Brian E. Foshee |

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

Mr. Foshee gave a status report on Buckman Hall. He stated that the project is on schedule. The exterior stone and slate roofing has been completed. Interior finishes are continuing. The second and third floors are awaiting ceiling tile and floor treatment. The first floor requires completion of wood wainscot, ceilings and floor treatment. The A/V equipment installation is scheduled to begin in two weeks. The faculty and staff move-in dates are being finalized, and it is anticipated that moves will be completed by early June.

Palmer Hall - Public Relations and Public Information will relocate all staff to present location on the first floor of Palmer. The first floor corridor and restrooms, as well as the second floor corridor and restroom will be updated. The English Department will be consolidated on the third floor. The Executive Vice President and his staff will relocate to the third floor offices vacated by the Computer Center.

Special Studies - The Special Studies Department will relocate to the first floor. The Development Department will relocate to the second floor. It is anticipated that a new elevator will be installed to serve the first and second floors.

Briggs Student Center - The present bookstore will be relocated and expanded in the basement. The Palmer mailroom and the present student mailroom in the basement of Briggs will relocate to the second floor (area presently occupied by the bookstore). An elevator will be installed to serve all three floors.

Harris Lodge - Alumni will be relocated to Harris Lodge and an Alumni Welcome Center will be created.

Mr. Ray Tanner asked for an update on the campus fence and the fire alarm monitoring system. Mr. Foshee stated that the campus fence has been completed and the Gatehouse at the Snowden entrance is being utilized. Security monitors campus traffic between the hours of 9:00 p.m. and 4:00 a.m. Mr. Foshee also stated that Phase I of the fire alarm monitoring system has been completed. A central computer, located in the Security Office, monitors all dormitory fire alarm systems on a 24-hour basis. Funds for Phase II will be budgeted to expand the system to include the remaining campus buildings.

There being no further business, the meeting was adjourned at 4:05 p.m.