



Minutes of the Board of Trustees Rhodes College April 18 and 19, 1996

- 4-96-1**
- 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 1:30 p.m., Thursday, April 18, 1996 pursuant to written notice.
 - Prior to the beginning of the meeting, trustees, spouses, and friends participated in the unveiling of Robert H. Buckman's portrait and a Benefactors' Circle induction ceremony.
 - The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
- 4-96-2**
- Mr. Mitchener asked for a moment of silence. In only a matter of a few weeks, the life of our community has been diminished by the loss of its own. The Board of Trustees records with deep sorrow the deaths of:
 - Walter Preston Armstrong, Jr.* — 1916-1996 — distinguished attorney, patron of the arts, bibliophile extraordinaire, Rhodes honorary degree recipient and longtime Trustee of Rhodes;
 - Lucius Edward Burch, Jr.* — 1912-1996 — champion of human rights, of the environment, renowned lawyer, honorary alumnus and friend of Rhodes;
 - Hazel McLain Hon* — 1905-1996 — wife of Rhodes beloved professor emeritus Ralph Hon, friend to generations of Rhodes students;
 - Brian Christopher Hall* — 1976-1996 — Rhodes sophomore, student leader and dedicated witness to his Christian faith;
 - Kimberley Sue Millsaps* — 1968-1996 — outgoing and outstanding Rhodes student, she was a senior at the time of her automobile accident in 1989;
 - Catherine Dean Orgill* — 1901-1996 — civic leader and gracious lady, wife of Rhodes Trustee and benefactor Edmund Orgill.

These men and women of Rhodes have been removed from our midst, but not from our hearts. We celebrate their lives and rejoice at the places in our community that will be theirs forever.

- 4-96-3**
- The meeting was opened with prayer by Charles P. Cobb.

4-96-4 • The roll was called by Secretary, Mr. Dunbar Abston, Jr. Those present were:

Trustees

Dunbar Abston, Jr. '96
Marion S. Adams, '96
Edgar H. Bailey, '97
James H. Barton, '98
John M. Boswell III, '97
J. Bayard Boyle, Jr., '96
Robert H. Buckman, '97
George E. Cates, '96
John H. Crabtree, Jr., '96
J. Lester Crain, '98
J. Robert Dobbins, '97
Bryan M. Eagle, '98
Donald H. Farris, '96
C. Stratton Hill, Jr., '96
Nancy J. Huggins, '97
John C. Hugon, '98
Barbara R. Hyde, '97
J. L. Jerden, '98
James R. Lientz, Jr., '98
W. Neely Mallory, '97
Michael McDonnell, '96
William J. Michaelcheck, '98
Frank M. Mitchener, Jr., '97
Joseph Orgill III, '98
James H. Prentiss III, '96
Vicki G. Roman, '97
Elizabeth L. Simpson, '97
John C. Sites, Jr., '97
James A. Thomas III, '97
David D. Watts, '98
Spence L. Wilson, '96

Life Trustees

L. Palmer Brown
Charles P. Cobb
Paul Tudor Jones
Robert D. McCallum
S. Herbert Rhea

Honorary Trustees

Mertie W. Buckman
William S. Craddock, Sr.
Nettie Schilling
Charles R. Sherman
Frances Tomlin Tigrett
Alvin W. Wunderlich, Jr.

Ex Officio Member

James H. Daughdrill, Jr.

Faculty Trustees

Horst R. Dinkelacker, '96
Steve Gadbois, '98
Michael C. Nelson, '97

Guest

Douglas M. Lawson

Student Trustees

Scott S. Brown
Paul K. Kim
Robert P. Marus

Present By Invitation

William D. Berg
J. Allen Boone
Arthur L. Criscillis
Sherry J. Fields
Brian E. Foshee
David L. Harlow
Marci A. Hendrix
Sara S. Jones
Charles N. Landreth
Marshall E. McMahan
N.P. McWhirter
Helen W. Norman
John M. Planchon
Loyd C. Templeton, Jr.
Debra M. Warren
Arthur M. Weeden, Jr.
David J. Wottle

The following were absent:

Trustees

Jack A. Belz, '96
Jack R. Blair, '98
Bruce E. Campbell, Jr., '98
W. Lipscomb Davis, Jr., '96
Tommie S. Dunavant '98
Ted M. Henry, '98
Billy M. Hightower, '98
W. Ralph Jones III, '97
Harry J. Phillips, Sr., '96
K.C. Ptomey, Jr., '97
John M. Wallace III, '96

Life Trustees

Winton M. Blount
William C. Rasberry
P.K. Seidman

Honorary Trustees

Robert W. Amis
Bland W. Cannon
Thomas Fearn Frist, Sr.
Edward Jappe
Frank M. Norfleet
Harold F. Ohlendorf
Lorna Anderson Reimers
John B. Ricker, Jr.
Russel L. Wiener

Staff

Mel K. Hokanson

Mr. Abston declared a quorum was present (see Exhibit A, page 9 for Board Committee list).

4-96-5 • The Board approved as mailed the minutes of the Board of Trustees meeting held on January 18 and 19, 1996.

4-96-6 • Mr. Mitchener called on President Daughdrill for his report.

4-96-7 • President Daughdrill:

What Happens To God When People Go To College?

Rhodes' psychological counselors are overworked and overwhelmed. They can't believe the burgeoning number of students with problems. Last week we had two students in the hospital, having threatened suicide.

Today we are seeing what Dr. Sharon Daloz Parks of Harvard calls the Entertained Student, the Stimulated Student, and the Wounded Student. They seem so mature, so knowledgeable, so articulate, so worldly wise, that we forget how fragile, how fragmented some of them can be emotionally, spiritually. We forget how immature some of them are in the formation of meaning. Too many students are products of media morality, family break-ups and values break-downs.

For much of the 20th Century people had to work hard physically, but moral values were taken for granted. People had to plow, draw water, and cook on a wood stove, but they didn't have to work hard on a foundation for their values. People then weren't any better than people are today, but they "knew right from wrong" and when they stepped out-of-line, they knew they would pay the consequences, and they accepted personal responsibility. Today, the reverse of that is true. We don't have to work as hard physically, because we've got electronic gadgets that do virtually everything we have to do physically, but, on the other hand, values formation is not a given at all. It is hard work to put together a personal philosophy, a personal faith, a personal theology and a sense of what makes things tick.

Sharon Parks further holds that students can do almost anything, but some of them don't know why. Many of them have no defined religious faith. No right and wrong. Their only absolute is tolerance. Their only unchallenged value is relativism. They don't hold to what Abraham Lincoln said when he held up the Bible and remarked, "But for this Book we would not know right from wrong." Many students today are brilliant, sophisticated, gifted ... and empty.

What happens to God when people go to college? Do the best and finest colleges aid them in their spiritual growth and their formation of faith? Do they demonstrate a cohesive philosophy of education?

According to Professor Bob Bellah at Berkeley, students go to one class where tradition is taught. But, when they go to another class, they learn that our Western tradition is nothing but the will to power, nothing but male aggression, discrimination, intolerance and abusiveness.

Students learn in one class that Truth is revealed. In a second class they learn that Truth is only what can be proven. In a third class they learn there is no such thing as Truth; there is only subjective projections. To be sure, all three of these viewpoints have always had some following in society, and we want all of our students to be introduced to a variety of viewpoints. What concerns me, however, is how uncivil these viewpoints are to each other in our society. Incivility was the cover article in a national news magazine recently. This isn't just a matter of Miss Manners or white-gloved sweetness. It really points to a lack of respect for others as human beings.

Students have become experts at niche feedback. They learn the key words and values of each professor and they feed them back in tests and papers to get good grades. One student was heard to say, "I trash objectivity in Art History and assume it in Political Science." They become experts in relativism. Too few students stand for anything lest they be called narrow. When the only absolute is inclusivity, then standing for something means being branded with the Scarlet Letter "I" for intolerance.

What happens to God when people go to college? Do the best and finest colleges aid them in their spiritual growth and the formation of faith? Do they demonstrate a cohesive philosophy of education? Have they taught them how to do research by questionnaire and failed to model for them a foundation for their moral decisions?

In talking with my own children about *their* children over the Easter weekend, I told them that if they were babies again, and for some reason or other I had to choose between teaching them faith or

teaching them knowledge — I would teach them faith. If I had to choose between teaching them to pray or to read, I would teach them to pray. Sesame Street, the computer and the school would teach them to read.

Students need time for reflection. For silence. For stillness. For privacy. For perspective. For meaning. For understanding. For synthesizing. For being. For thinking. For musing. For praying.

One of my *least* worries at Rhodes is whether we have community. In fact, one proof that we have community is our constant torment about whether we have community! You see community on every occasion when there is human hurt. We *do* have community.

I wonder, though, whether our students have enough time to be silent. I wonder whether we have enough spaces on campus for them to be alone. I have to go to some lengths myself to find space. I go to a monastery in Kentucky once or twice a year for a week of silent meditation, and I don't know what our students' equivalent is. At Rhodes, I think we have more togetherness than we do inner reflection.

Everyone's inner voices are a committee. How does one decide who chairs that committee? When do our students feel the poetry of life? When do they feel the music? When do they feel the mystery? When do they pray? At Rhodes, we talk with them about these things.

We educate students to be morally serious leaders. We talk about, and we try to model, the biblical teachings as the moral basis for decisions. At Rhodes, we do not reduce Christianity to social utopianism and overlook personal faith and spiritual growth.

We can improve, but I think we can be grateful for the important role that Rhodes plays in the lives of our students. To paraphrase Paul Tournier, the Swiss psychologist, this College is not just a human institution — though it is certainly that. Its being lies not in the popular will of its constituents only, not in the idealisms of its people only, not in human aspirations and plans only, but in the eternal purposes of God.

Ours is a holistic approach to education that involves the whole person:

- A clear Mission Statement;
- A Christian Commitment and Church Relationship;
- Core curriculum requirements that include study of the Bible;
- A low student-faculty ratio, with time for interaction;
- Faculty dedicated to teaching and learning;
- A small campus with frequent interaction;
- A full array of student support services;
- An on-going discussion of meaning and values.

In spite of all the alarmist headlines that you read, at Rhodes curriculum coherence holds, integrative education continues, and a College with a Christian commitment and church-relationship continues true to its mission.

Mr. Chairman, that completes my report.

4-96-8 • Mr. Mitchener reminded the Trustees of the cocktail-buffet that evening at the home Mr. and Mrs. Bryan M. Eagle.

4-96-9 • The Board adjourned to committee meetings at 1:50 p.m.



Dunbar Abston, Jr., Secretary

Friday, April 19, 1996

- 4-96-10** • The Board of Trustees resumed its meeting on Friday, April 19, 1996 at 8:30 a.m. in the Edmund Orgill Room on campus.
- Preceding the meeting trustees, spouses, and friends attended the dedication ceremony and induction of founding members of the Bellingrath Society Commemorative Wall.
 - The meeting was opened with prayer by Ms. Vicki G. Roman.

- 4-96-11** • The roll was called by Secretary, Mr. Dunbar Abston, Jr. Those present were:

Trustees

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John M. Boswell III, '97
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Paul Tudor Jones
Robert D. McCallum
S. Herbert Rhea
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Alvin W. Wunderlich, Jr.

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Paul K. Kim
Robert P. Marus

Present By Invitation

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Marshall E. McMahon
N.P. McWhirter
Helen W. Norman
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Lloyd C. Templeton, Jr.
Debra M. Warren
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David J. Wottle

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Jack R. Blair, '98
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Tommie S. Dunavant '98
Donald H. Farris, '96
Ted M. Henry, '98
Billy M. Hightower, '98
Barbara R. Hyde, '97
W. Ralph Jones III, '97
Harry J. Phillips, Sr., '96
K.C. Ptomey, Jr., '97
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Edward Jappe
Frank M. Norfleet
Harold F. Ohlendorf
Lorna Anderson Reimers
John B. Ricker, Jr.
Nettie Schilling
Russel L. Wiener

Staff

Mel K. Hokanson

Mr. Abston declared a quorum was present (see Exhibit A, page 9 for Board Committee list).

- 4-96-12** • On behalf of the Trustees, Mr. Mitchener thanked Mary Ann and Bryan Eagle for a delightful time at their home the previous evening.
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- 4-96-13** • ***Report of the Committee on Faculty and Educational Program***
Mr. W. Neely Mallory, Jr., Chair. (Exhibit B, page 10.)

Committee report received.

- 4-96-14** • **The Board approved the following actions regarding tenure and promotion:**

- **Dr. Darlene Loprete**, Assistant Professor of Chemistry, be promoted to Associate Professor of Chemistry effective with the 1996-97 contract and be granted tenure effective with the 1997-98 contract.
 - **Dr. Brian Shaffer**, Assistant Professor of English, be promoted to Associate Professor of English effective with the 1996-97 contract and be granted tenure effective with the 1997-98 contract.
 - **Dr. Mark Winokur**, Assistant Professor of English, be promoted to Associate Professor of English effective with the 1996-97 contract and be granted tenure effective with the 1997-98 contract.
-

- 4-96-15** • ***Report of the Campaign Executive Committee***
Mr. Robert H. Buckman, Acting Chair. (Exhibit C, page 11.)

Committee report received.

- 4-96-16** • ***Report of the Committee on Development***
Mr. Robert H. Buckman, Chair. (Exhibit D, page 12.)

Committee report received.

- 4-96-17** • ***Report of the Committee on Board Directions and Leadership***
Mr. Joseph Orgill III, Acting Chair. (Exhibit E, page 13.)

Committee report received.

- 4-96-18** • **The Board approved the following slate of officers for the 1996-97 session of the Board:**

Mr. Frank M. Mitchener, Jr. Chair
Mr. Bruce E. Campbell, Jr., Vice Chair
Mr. Kenneth F. Clark, Jr., Secretary
Mr. Spence L. Wilson, Treasurer

- 4-96-19** • Board meeting dates for 1996-97, 1997-98 and 1998-99 are:

October 17 and 18, 1996
January 23 and 24, 1997
April 17 and 18, 1997

October 9 and 10, 1997
January 22 and 23, 1998
April 16 and 17, 1998

October 15 and 16, 1998
January 21 and 22, 1999
April 15 and 16, 1999

4-96-20 • *Report on the Committee on Students and Campus Life*

Mr. William J. Michaelcheck '69, Chair. (Exhibit F, page 14.)

Committee report received.

4-96-21 • *Report on the Committee on Enrollment*

Mrs. Elizabeth L. Simpson '58, Chair. (Exhibit G, page 15.)

Committee report received.

4-96-22 • *Report on the Committee on Lifelong Learning*

Mr. Dunbar Abston, Jr., Acting Chair. (Exhibit H, page 16.)

Committee report received.

4-96-23 • *Report of the Committee on Finance*

Mr. Spence L. Wilson, Chair. (Exhibit I, pages 17-27.)

Committee report received.

4-96-24 • The Board approved the 1996-97 operating budget.

4-96-25 • The Board approved the 1995-96 Renovation and Replacement Budget.

4-96-26 • *Report of the Committee on Investments*

Mr. Michael McDonnell, Chair. (Exhibit J, pages 28.)

Committee report received.

4-96-27 • *Report of the Committee on Information Technology*

Mr. Donald H. Farris, Chair. (Exhibit K, pages 29-30.)

Committee report received.

4-96-28 • *Report of the Committee on Buildings and Grounds*

Mr. Edgar H. Bailey, Acting Chair. (Exhibit L, page 31.)

Committee report received.

4-96-29 • Mr. Mitchener recognized, with appreciation of their loyal service, those Trustees rotating off the Board:

Mr. Dunbar Abston, Jr.
Mr. Marion S. Adams, Jr.
Mr. Jack A. Belz
Mr. George E. Cates
Mr. W. Lipscomb Davis, Jr.
Dr. C. Stratton Hill, Jr.
Mr. Michael McDonnell
Dr. Horst R. Dinkelacker — Faculty Trustee
Mr. Scott S. Brown — Student Trustee
Mr. Paul K. Kim — Student Trustee

4-96-30 • Mr. Mitchener called on President Daughdrill for his closing remarks.

4-96-31 • President Daughdrill:

I. Rhodes Niche

Recently I sent to you a chapter from the newly published book, *Colleges that Change Lives*. I have never read such a glowing report on Rhodes — we wouldn't dare say such fine things about *ourselves*. We hope to receive their permission to reprint the article for circulation.

In addition to that, we have received another important recognition — Rhodes was named to The John Templeton Foundation "Honor Roll of Character-Building Colleges."

When you combine Rhodes' reputation for academic excellence with the College's reputation for character building, this puts Rhodes in a very important niche in higher education.

Colleges that are noted for both academic excellence and character building are very few indeed — no more than five in the nation. This niche is very, very important and memorable, and we plan to publicize it. When we get the word around, Rhodes' reputation will be further enhanced.

II. Athletics Hall of Fame

We are beginning a Rhodes Athletics Hall of Fame in all sports. We will ask alumni, parents, trustees, and friends of the College to nominate worthy inductees. Sally Jones in the Alumni Office will handle this mailing, and there will also be a ballot in the upcoming *Rhodes* magazine.

The Rhodes Athletics Hall of Fame will be housed physically as "The James Haygood Hall of Fame" in the Bryan Campus Life Center.

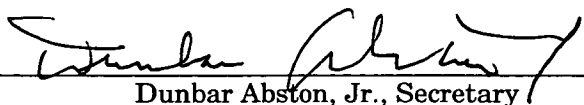
Nominees to the Hall of Fame will be people who excelled in athletics at Rhodes. In addition, we expect to include worthy coaches, trainers, etc., who have served the College for many years. Another category of people that can be included will be those who did not compete while at Rhodes but who, later on, competed successfully in athletics. To qualify, they have to be out of college at least ten years. Therefore, to be eligible this year you would have to be in the class of 1986 or earlier.

To keep the criteria for induction into the Rhodes Athletics Hall of Fame quite high, we have set the number of inductees very low. To "catch up," we will induct three members per year into the Athletics Hall of Fame for the first three years. After that, there will probably be one per year.

After nominations are received, selection of inductees will be done by a committee chaired by the Director of Athletics that will include the Director of Alumni, members of the faculty, alumni, and current student athletes.

As the years go by, we will have an important "visible history" of sports tradition and excellence.

4-96-32 • The meeting went into executive session immediately following break at approximately 11:30 a.m.


Dunbar Abston, Jr., Secretary

BOARD OF TRUSTEES COMMITTEES FOR 1995-96

<u>Board Committees</u>		<u>Faculty Member</u>	<u>Student Member</u>	<u>Staff (Non-Voting)</u>
<u>Board Direction & Leadership</u> John C. Sites, Jr., Ch. • Dunbar Abston, Jr. • J. Bayard Boyle, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum	Ben W. Bolch		Loyd C. Templeton, Jr. Helen W. Norman
<u>Buildings & Grounds</u> George E. Cates, Ch. • Edgar H. Bailey Billy M. Hightower C. Stratton Hill, Jr. J. L. Jerden K. C. Ptomey, Jr.	Loma A. Reimers Nettie Schilling Frances T. Tigrett	Steve Gadbois #	Robert P. Marus #	Brian E. Foshee William D. Berg
<u>Development</u> Robert H. Buckman, Ch. • John M. Boswell III J. Lester Crain, Jr. • James A. Thomas III • John M. Wallace III David D. Watts	Mertie W. Buckman William C. Rasberry P.K. Seidman	Michael C. Nelson #	Paul K. Kim #	Arthur L. Criscillis Sara S. Jones
<u>Enrollment</u> Elizabeth L. Simpson, Ch. • James H. Barton Tommie S. Dunavant Bryan M. Eagle Donald H. Farris James H. Prentiss	Robert W. Amis Charles R. Sherman	Kenneth S. Morrell	Kenneth C. McGhee	David J. Wottle Arthur M. Weeden, Jr.
<u>Faculty & Educational Program</u> W. Neely Mallory, Jr., Ch. • Bruce E. Campbell, Jr. • John H. Crabtree, Jr. Barbara R. Hyde Michael McDonnell Harry J. Phillips, Sr. •	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Valerie Z. Nollan	Scott S. Brown #	Marshall E. McMahon John M. Planchon
<u>Finance</u> Spence L. Wilson, Ch. • Jack A. Belz Jack R. Blair W. Lipscomb Davis, Jr. John C. Hugon James R. Lientz, Jr. Vicki G. Roman	S. Herbert Rhea John B. Ricker, Jr. Russel L. Wiener	Deborah N. Pittman	Robert R. Record	J. Allen Boone N. P. McWhirter
<u>Students & Campus Life</u> William J. Michaelcheck, Ch. • Marion S. Adams, Jr. J. Robert Dobbins Ted M. Henry Nancy J. Huggins W. Ralph Jones III	Edward Jappe Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Horst R. Dinkelacker #	Phuong Nguyen	Melody K. Hokanson Charles N. Landreth
<u>Investment</u> Michael McDonnell, Ch. • Bruce E. Campbell, Jr. Harry J. Phillips, Sr. James A. Thomas III	Robert D. McCallum Russel L. Wiener	Daniel E. Cullen		J. Allen Boone N. P. McWhirter
<u>Audit</u> Edgar H. Bailey, Ch. • George E. Cates	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
<u>Lifelong Learning</u> Jack R. Blair, Ch. • Dunbar Abston, Jr. J. Bayard Boyle, Jr. W. Ralph Jones III		Frank O. Mora		John M. Planchon
<u>Information Technology</u> Donald H. Farris, Ch. • Robert H. Buckman Bryan M. Eagle	John A. Williams, <i>ex officio</i>	Robert M. MacQueen	Jacob Abraham	Marshall E. McMahon Charles L. Lemond

• Executive Committee Member
Elected by Faculty or Students

• Frank M. Mitchener, Jr., *ex officio*, all committees
• James H. Daughdrill, Jr., *ex officio*, all committees
• David L. Harlow, *ex officio*, all committees

Report of the Committee on Faculty and Educational Program

Mr. W. Neely Mallory, Jr., Chair — April 18, 1996.

Members Present: Mr. W. Neely Mallory, Mr. William S. Craddock, Mr. Michael McDonnell, Mr. John H. Crabtree, Jr., Ms. Barbara R. Hyde, and Dr. Paul T. Jones.

Student: Mr. Scott S. Brown

Staff: Dean Marshall E. McMahan, Dean John M. Planchon, Ms. Katherine Richardson, Ms. Shirley Stone

The meeting was called to order at 2:15 p.m. by Mr. W. Neely Mallory.

Dean McMahan explained the criteria for tenure and the process involved in making tenure recommendations. After a brief discussion, the committee received the recommendation of the President that:

Dr. Darlene Loprete, Assistant Professor of Chemistry, be promoted to Associate Professor of Chemistry effective with the 1996-97 contract and be granted tenure effective with the 1997-98 contract.

Dr. Brian Shaffer, Assistant Professor of English, be promoted to Associate Professor of English effective with the 1996-97 contract and be granted tenure effective with the 1997-98 contract.

Dr. Mark Winokur, Assistant Professor of English, be promoted to Associate Professor of English effective with the 1996-97 contract and be granted tenure effective with the 1997-98 contract.

It was moved, seconded and approved that the recommendation be accepted and presented to the Board for approval.

Dean McMahan reported on the status of searches for the 1996-97 academic year. Rhodes has recruited for 2 tenure-track positions, 9 long-term renewable positions and 10 temporary positions (mostly for replacements for people on leave or to fill temporarily some positions for which we will be recruiting next year). To date, 1 of the 2 tenure-track positions, 7 of the 9 long-term renewable positions and 7 of the 10 temporary positions have been filled. Dean McMahan noted that while this seems to suggest that there are 6 positions unfilled at present, there are actually only 4 for which Rhodes is still recruiting because one of the long-term renewable positions has been filled with a one-year appointment and another long-term renewable position has been filled with part-time appointments and overloads. The remaining 3 temporary positions will be filled, and the tenure-track position will most likely be filled with a one-year appointment. The search will be renewed for the open tenure-track position and the 3 open long-term renewable positions.

Dean McMahan told the committee that recruiting has gone well this year despite some disappointments. As indicated in the preliminary list of new faculty distributed to the committee, the quality of the people Rhodes has succeeded in attracting is excellent. Six offers have been declined because the applicants had spouses who found employment, or had better employment prospects, in other cities (including 3 who had initially accepted our offers). Dean McMahan noted that in one case an offer was rejected because the individual decided to pursue a tenure-track position elsewhere.

Dean McMahan distributed to the committee a summary of the Hill-Mellon President's Discretionary Grants for 1996-1997, noting the theme for this year is using existing technology to improve the educational experience.

Ms. Richardson reported on the status of international programs at Rhodes. Both the academic and social/developmental benefits of travelling/studying abroad were presented. Ms. Richardson stated that her main objective is to send students abroad on Rhodes programs and noted that new programs are being developed to offer a wider variety of options to students. Having increased the number of opportunities to take courses in another country in the language of that country, Ms. Richardson has turned her attention to those students who are not sufficiently fluent to study in another language. Two exchange programs for English-speaking students are currently being negotiated: Rhodes University in Grahamstown, South Africa (whose curriculum is strong in the arts) and the University of Aberdeen in Aberdeen, Scotland (whose curriculum is strong in the sciences). Rhodes is sending faculty members to each of these institutions in May to ensure that these schools are a good match for Rhodes students and Rhodes standards of education. If these programs work out, Rhodes will have students from South Africa and Scotland on our campus in place of the Rhodes students attending these institutions abroad.

There being no further business, the meeting was adjourned at 3:00 p.m.

Report of the Campaign Executive Committee

Mr. Robert H. Buckman, Acting Chair — April 18, 1996.

Since the beginning of the Campaign, we've raised over \$88 million dollars which is 73.5% of our goal of \$120 million. With 2.5 years to go we still have \$32 million to raise to complete the Campaign. We expect to raise about \$6 million from the Annual Fund during the same period. That will leave a balance of about \$26 million that we will need to raise during this balance of the Campaign.

Since June 30, 1995, we have raised over \$16 million. That's an increase of 55% over the previous year. We still have 2.5 months yet to go this fiscal year. Eighteen percent of these gifts are in the form of outright commitment. Thirteen percent are in the form of matured deferred giving. Sixty-nine percent of this \$16 million is in the form of deferred giving plans of some type, such as estate plans, trusts, or the Endowment Builders program. Twenty percent of our gifts this year so far have been in the form of the Endowment Builders, which is a very good beginning for a new program.

We've also started the Associates program, had our first meeting in March, and 23 Associates met with the Campaign Executive Committee. These individuals have agreed to call on five prospects and to attend two meetings for the Associates each of the last three years of the Campaign (96, 97, and 98). Since the meeting in March, we've raised approximately \$1 million from the Associates — and they haven't even begun calling on their prospects yet. In addition, another 30 individuals have agreed to be part of this program. We will meet with them on May 16. Those who were unable to attend the first meeting of the Associates, will be invited to join the May 16th meeting.

We feel like we're making good progress. We feel like we've also got momentum. We feel confident that we will complete this Campaign on schedule.

Mr. Chairman, that completes my report.

Report of the Committee on Development

Mr. Robert H. Buckman, Chair — April 18, 1996.

Chair Robert H. Buckman called the meeting to order at 2:00 pm.

Those members present were John M. Boswell '67, Robert H. Buckman, Lester A. Crain '51, James A. Thomas III '62, David D. Watts '63, Michael Nelson, Paul K. Kim '97, Arthur L. Criscillis, Sara S. Jones '81, D. Grayson Blair.

150th Anniversary Campaign

I am pleased to report that Rhodes 150th Anniversary Campaign continues to make significant progress toward our overall goal of \$120 million. You have before you a document entitled "150th Anniversary Campaign for Rhodes Summary Report" which lists the progress we are making toward each of our goals. As you can see from this report, we have raised almost \$34 million toward our goal of \$50 million for our highest priority capital projects. Annual support now totals just over \$15 million and our deferred gifts have almost reached \$39 million toward our goal of \$50 million. Total Campaign commitments now stand at \$88.2 million toward our \$120 million goal. A second sheet entitled, "150th Anniversary Campaign Amount Added Each Fiscal Year" shows the year-by-year progress we have made in our effort.

The efforts of the Campaign Executive Committee currently are directed in essentially three ways:

1. **The Leadership Associates.** This is a group of 68 alumni, parents, and friends from throughout the country who have been enlisted by President Daughdrill to assist the Campaign Executive Committee complete its work. They have agreed to make 5 calls on prospects each year for the next three years to help us complete the campaign. They themselves are good prospects. Already this group has committed almost \$1 million toward our effort.
2. **The Corporate Campaign.** Under the leadership of Spence Wilson, a committee consisting of Edgar Bailey, Herbert Rhea, Frank Norfleet, Jim Thomas, Jim Springfield, and Harry Phillips has agreed to call on 17 area corporations to solicit them for support for Rhodes.
3. **Identifying and soliciting prospects for life income gifts.** We know that there are many people who would love to make a gift to Rhodes, who have the assets to make such a gift, but who need the security of receiving income from those assets. Charitable trusts and gift annuities can provide them with that security by increasing their income, can provide them with significant tax deductions, and give them the satisfaction of knowing they have helped Rhodes. Speaking with these prospects will be a priority.

Annual Fund

Current Annual Fund gifts and pledges total \$2,025,386, an increase of 7.1% over last year at the same time. Over 59% of alumni have made gifts and pledges, which is 9.2% more than last year at the same time. We continue to see excellent growth in both the Diehl Society and the Red and Black Society, our two leadership gift societies. Total gifts and pledges from these two groups stand at \$1.25 million. We anticipate that the Annual Fund will meet their goal of \$2,250,000.

Deferred Giving

We have recorded a total of just over \$66 million in deferred gifts to Rhodes. These are just the ones we know about and have record of. We have added so far this year over \$13 million in deferred gifts to Rhodes. Over \$3 million from our deferred gifts have "matured" and are providing current benefits to the College. This area of our development work has made a significant contribution to our Campaign efforts, not only for the future income it represents, but also for the income we receive now from those deferred gifts that mature.

As always, we appreciate all you have done to make this Campaign and our Annual Fund so successful to date. We look forward to reporting our continuing progress. Thank you.

Report of the Committee on Board Directions and Leadership

Mr. John C. Sites, Jr., Chair — April 18, 1996.

The meeting was called to order in the Orgill Room of Clough Hall at 3:10 p.m. by Chair John Sites.

Those present were John C. Sites, Jr., Chair, James H. Daughdrill, Jr., Dunbar Abston, Jr., J. Bayard Boyle, Jr., L. Palmer Brown, Charles P. Cobb, Frank M. Mitchener, Jr., Joseph Orgill III, Loyd C. Templeton, Jr., Helen W. Norman, Ben W. Bolch, and Sherry J. Fields.

A motion was passed that the following slate of officers for the 1995-96 session be recommended to the Board for election: Chair, Frank M. Mitchener, Jr.; Vice Chair, Bruce E. Campbell, Jr.; Secretary, Kenneth F. Clark, Jr.; and Treasurer, Spence L. Wilson.

A motion was passed that the following meeting dates be recommended to the full Board for adoption for the 1997-98 and 1998-99 sessions: October 9 and 10, 1997, January 22 and 23, 1998, and April 16 and 17, 1998. Then October 15 and 16, 1998, January 21 and 22, 1999, and April 15 and 16, 1999.

Mr. Sites reminded the Committee that the Board meeting dates for 1996-97 are: October 17 and 18, 1996, January 23 and 24, 1997, and April 17 and 18, 1997.

In October, we will welcome the following Trustees, Class of 1999, to the Board: Neville Bryan, Kenneth F. Clark, Jr., John D. Gladney, John B. Maxwell, Jr., David R. McWilliams, Wayne S. Sharp.

There being no further business, the meeting was adjourned at 4:00 p.m.

Report of the Committee on Students and Campus Life

Mr. William J. Michaelcheck '69, Chair — April 18, 1996.

The Committee on Students and Campus Life was called to order by Chairman William Michaelcheck at 2:15 p.m. in Robinson Hall Social Room. Members in attendance were: Marion S. Adams, Horst R. Dinkelacker, J. Robert Dobbins, Nancy J. Huggins and Phuong Nguyen; *Ex-Officio* member Charles Landreth. Present by invitation: Jacob Abraham, Avis Hall, Thomas Jackson, Damon Norcross, Judy Roaten and Sandi George Tracy. The following members were absent: Ted M. Henry, W. Ralph Jones, Edward Jappe, Harold F. Ohlendorf and Alvin W. Wunderlich, Jr., *Ex-Officio* member absent: Melody Hokanson.

Thomas Jackson, President of Black Student Association informed the committee of a recent African American Visitation Program introduced at Rhodes. Debora Jones-Jobe and students initiated this program by visiting the guidance counselors of ten local high schools and inviting African American students to participate in a weekend on campus. Visiting students were exposed to various aspects of social and academic life at Rhodes. There were eight schools represented with sixteen students present. Ms. Jones-Jobe plans to add five additional high schools to next year's African American Visitation Weekend. Discussion followed.

Director of Career Services, Sandi George Tracy distributed results of the Post-Graduation Survey for the Class of 1995. Of the 297 graduates in the class of 1995, 252 (84.8%) surveys were complete enough to use for the study. The survey consisted of a four-year comparison, breakdown by major, employment by major and graduate school acceptances. Much discussion followed.

An overview of housing was presented by Charles Landreth, Assistant Dean of Student Affairs. Goals for 96-97 include adjustments in first-year spaces and more advantage given to sophomores in the lottery process. Rhodes Student Government, the Residence Hall Advisory Committee and the Resident Assistants have participated in discussion on housing goals and how to improve a student's experience in the halls. Dean Landreth also announced several of the Townhouse topics for next year. They include: Bridges to Diversity; an African American group working with Admissions to improve diversity on campus; the VECA Neighborhood Association, a group continuing their work in the neighborhood; and a new venture called The Symposium, a group of students discussing current and historical topics to improve their competitiveness for post-graduate fellowships.

The 1995-96 Vice President of Rhodes Student Government, Jacob Abraham, introduced the newly elected Vice President of Rhodes Student Government, Damon Norcross. Together they discussed student concerns. Jacob noted technology as a topic of interest on campus. Rhodes Student Government will survey student views of technology on campus and present this information to the administration by the end of the year. Vice President Norcross distributed results of the Honor Council Survey completed earlier this semester. This survey was designed to enable Honor Council and Student Government to understand students' perspectives on the Honor Council and Honor Code at Rhodes. As a result of this survey, Honor Council and Rhodes Student Government are focussing on the introduction to the Honor Code during New Student Orientation. The Ad Hoc Committee on Diversity presented its year-end report to the Student Government Senate this past week for approval. The report will be forwarded to the administration. Discussion followed.

Charles Landreth, Assistant Dean of Student Affairs concluded the committee reports by announcing staffing changes in Athletics: the hiring of a women's basketball coach and an assistant for soccer and track, Sara Hatgas to become fitness coordinator and Matt Dean the Director of the Bryan Campus Life Center. Dean Landreth commended Campus Safety for their apprehension of suspected auto burglars; Chaplain/Kinney Office for student initiative in coordinating approximately 200 students to volunteer for National Youth Service Day; and Director of Student Activities for a successful Rites of Spring and the leadership programming for IFC/PAN officers. The IFC/PAN presidents will present at the October, 1996 meeting of this committee.

There being no further business the meeting was adjourned at 3:45 p.m.

Report of the Committee on Enrollment

Mrs. Elizabeth L. Simpson '58, Chair — April 18, 1996.

The Committee on Enrollment was called to order at 2:00 p.m. by Chairperson Elizabeth Simpson with the following members in attendance: Mr. James H. Barton, Mr. Bryan M. Eagle, Mr. Donald H. Farris, Dr. Kenneth Morrell, Mr. James H. Prentiss, Mr. Arthur M. Weeden, and Dean David J. Wottle.

ADMISSIONS REPORT

Dean Wottle indicated that admission activities have been quite interesting this year. Unfortunately, this has not been quite as good a recruiting year as last year's record breaker. We currently have approximately 1,300 fewer student inquiries than last year's record number. The drop in inquiries was a major factor in our experiencing a 6% decline in our application numbers. Currently we have 2,263 applications compared to 2,397 a year ago. Applications from minority students are down 7% (301 versus 322) but acceptances are up 6% (161 versus 152). But even though fewer students have applied this year, the number of students interviewing on campus has shown a healthy 4% increase, with 1,204 interviewing this year compared to 1,160 a year ago.

The admission office has currently accepted 72% of our applicant pool compared to 68% last year and Dean Wottle anticipates our acceptance rate for the year will be between 74% to 75%, compared to 70% a year ago. As of Wednesday's mail, enrollment deposits are trailing last year's by a small number. As is typical at this time in April, it is difficult to predict the outcome of our admission efforts. However, with a solid wait list of students who wish to attend Rhodes, the admission office feels confident we will be able to achieve our enrollment goal of 415 new students.

The academic qualifications of our accepted students continues to be impressive. Accepted students average grade point average is 3.70 on a 4.00 scale. The average accepted student ranks in the top 12% of his or her graduating class with an average SAT composite score of 1286 and 28 on the ACT.

Work on our CD-ROM presentation and new college video is progressing satisfactorily and Dean Wottle is very encouraged by what he sees so far. The CD-ROM will be ready for distribution in September and the video in November. Chairperson Simpson made a very good recommendation that the admission office send letters to accepted students from selected Trustees and successful alumni stating how their Rhodes education has benefitted them in their career and in life.

FINANCIAL AID REPORT

Mr. Weeden indicated that financial aid processing for the 1996-97 academic year started the year very slowly but is currently on schedule. Currently the average Rhodes gift aid to incoming students is \$7,659, only \$98 more than the average a year ago.

It is obviously too soon to know the final results, but at this time we are projecting a \$120,000 to \$130,000 surplus of 1995-96 institutional financial aid funds. Mr. Weeden also indicated that federal student aid programs are likely to be continued at approximately the FY95 levels.

The average Rhodes senior this year has a total loan amount of approximately \$14,500 compared to seniors last year who left Rhodes with average loan amounts of less than \$11,000. The increase in the average loan amounts is the result of an increase four years ago of the maximum amount a student can borrow during their college years.

Arrangements have been made with EdSouth of Knoxville, TN that will enable us to make a limited number of loans to third or fourth year students whose financial circumstances have taken a severe turn for the worse or to facilitate some foreign study opportunities.

There being no further business, the meeting was adjourned at 2:55 p.m.

Report of the Committee on Lifelong Learning

Mr. Dunbar Abston, Jr., Acting Chair — April 18, 1996.

Committee members present: Mr. Jack Blair, chair; Mr. Dunbar Abston, trustee; Dr. Frank Mora, faculty member; Dr. John Planchon, Director of Meeman Center, and Chancellor David Harlow. Guests of the Committee: Ms. Stephanie Turnbull, Director of Programs and Shirley Stone, Meeman Center Secretary/Receptionist.

The meeting began with the viewing of the promotional video for the American Cotton Shippers' Association (ACSA) International Cotton Institute at Rhodes College. The meeting was officially opened by Mr. Blair, and Stephanie Turnbull was introduced to report on her area of operation within the Meeman Center. Ms. Turnbull reported on the 1996 International Cotton Institute that will begin May 29. The program has 65 students from 25 different countries and eight states enrolled. Last year the program had 53 students from 17 countries and six states. Ms. Turnbull also reported on the two-week English tutorial that is being offered with the Cotton Institute this year. This program begins on May 15 and has 18 students enrolled.

Ms. Turnbull also reported on the spring lifelong learning courses offered by Meeman Center. There were eight courses taught this spring compared with two last fall. There were 128 students brought to campus in the spring as compared with 58 students enrolled last fall. And, 21 Rhodes faculty members taught this spring as compared with 12 last fall. This was attributed to a specially targeted mailing list and a strong effort to involve Rhodes' faculty in the Meeman Center's programs. Ms. Turnbull and Dr. Planchon stated that the spring courses fulfilled the objectives of Meeman Center by offering an interesting, quality educational experience, by introducing new individuals to the Rhodes community, and by showcasing the Rhodes' faculty. Mr. Abston noted that he was pleased with the course offerings of the Meeman Center and the increasing regard with which faculty held the Center.

Ms. Turnbull also reported on the newly developed Rhodes Writing Academy directed by Dr. Beth Kamhi. This new program includes a writing camp on the Rhodes campus this summer for children who have completed grades seven through nine. The Academy is also offering a new course, Executive Communication, to Smith & Nephew Richards. Dr. Planchon reported that only a few of the programs for the fiscal year of 1995-1996 have been completed; however, at this point, the Meeman Center has met all operating costs and should end the fiscal year with a contribution to reserve. A full financial report of the Meeman Center will be made at the fall meeting of the committee.

Dr. Planchon reported that The C. Whitney Brown Management Seminar was a great success netting \$21,705.52 dollars for the Whit Brown scholarship fund which provides a scholarship to Rhodes for a former member of the Memphis Boys Club. Dr. Planchon also presented the summer schedule including the ACSA International Cotton Institute, the Tennessee Williams Festival, National Faculty, and Universal Cheerleaders Association as the main sources of revenue for the summer.

New business:

A Conference Center/Lodge as part of the Meeman Center was discussed. The Center could be used for housing guests as well as conferences throughout the year. The feasibility of such a Center/Lodge will be discussed more fully at the October meeting of the Committee for Lifelong Learning.

There being no further business, the meeting was adjourned.

Report of the Committee on Finance

Mr. Spence L. Wilson, Chair — April 18, 1996.

The meeting of the Committee on Finance was called to order by Mr. Spence L. Wilson, Chair, at 2:15 p.m. on Thursday, April 18, 1996, in the Hill Board Room, Palmer Hall. Other members in attendance were: Ms. Vicki G. Roman, Mr. John C. Hugon, Mr. James R. Lientz, Jr., Dr. S. Herbert Rhea, Dr. Deborah N. Pittman, Mr. Robert Record, Dean J. Allen Boone, and Mr. N.P. McWhirter.

The first topic of business was a discussion of the current operating budget and results for the first nine months ending March 31, 1996 (attachment #1). Mr. McWhirter pointed out that overall, the year-to-date picture was very favorable. Total income-to-date was at 92.85%, about 3.5 % lower than the same period a year ago. Total expenses-to-date are at 72.07%, also down about 3% from last year. The most significant factor on the expense side of the ledger is that our financial aid expenditures are within budget. With careful budget management, it appears that Rhodes will end the year within the budget and that sufficient R & R funds will be available. We should also be in a position to augment our reserve accounts as we have done in the past few years.

Mr. McWhirter then reviewed the cash management returns on short term operating cash. This fund continues to be invested in an extremely conservative manner according to the policies established by the Committee on Investments. We are achieving a little over 5.4% in our cash management program.

Mr. McWhirter reviewed the status of the request for proposals for a new telephone system replacing the PBX installed in 1984. Five bids were received on Monday, April 15, 1996 representing four manufactured systems which meet our specifications. The broadest expansion of the system will be in the areas of power and ports giving the Rhodes community the capacity to obtain off-site access to the local area network (LAN). The quotes, while still under review, appear to be well within the Administration's cost expectations.

Dean Boone reviewed the proposed 1996-97 operating budget (attachment #2) which was preliminarily adopted at the January '96 meeting. One significant change is the elimination of the income and expense categories for the swimming pool. The pool will not be open this summer as anticipated due to the construction of the Campus Life Center. The primary assumptions include a slight enrollment increase from an average of 1380 FTE to 1390, reflecting a steady enrollment from the current year. Residence Hall occupancy is expected to be at 1020 students, a slight reduction from the preliminary budget submitted in January (we are reducing density in Williford and Glassell halls where there has been overcrowding). With regard to student charges, the rates for tuition, room, and board will increase 4%, 4%, and 4% respectively for an average 4% increase. The total increase in operating expenditures is 3.8% over the current year. The budget was approved unanimously as recommended.

Dean Boone then reviewed the proposed Renovation and Replacement budget (attachment #3). With the expected year-end results, the College should be able to allocate resources for approximately 83 items on the list, in addition to various reserves. The proposed R & R budget was adopted as recommended.

Dean Boone discussed the status of the financing plans for the Campus Life Center. The project is approximately 5 weeks behind schedule due to weather and water problems, although great progress has been made this spring. The revised completion date is the end of the first week in October. While the ongoing receipts pledged to the project are coming in faster than projected, the College has not yet had to draw on the revolving line of credit with Suntrust Bank. It is anticipated, however, that we will begin to use the line of credit by early summer.

There being no new business, the committee adjourned.

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: April 18, 1996
RE: 1996-97 Operating Budget

I recommend the following operating budget for 1996-97:

	Budget 1995-96	Budget 1996-97
INCOME:		
Tuition	\$21,350,982	\$22,294,258
Fees	\$1,979,345	\$2,084,470
Room & Board	\$5,102,627	\$5,107,956
Gifts & Grants	\$2,250,000	\$2,275,000
Endowment	\$5,039,141	\$5,291,115
Other Income	\$757,440	\$805,650
Total Income	\$36,479,535	\$37,858,449
 EXPENSE:		
Compensation	\$17,295,119	\$18,059,509
Non-Compensation	\$19,184,416	\$19,798,940
	\$36,479,535	\$37,858,449

1996-97 Operating Budget 4/18/96	95-96	% CHANGE	96-97
BUDGET ASSUMPTIONS:			
Tuition Rate	\$15,762	4.0%	\$16,392
Room	\$2,778	4.0%	\$2,890
Board	\$2,134	4.0%	\$2,220
Student Activity Fee	\$158	0.0%	\$158
TOTALS:	\$20,832	4.0%	\$21,660
Ave. Enrollment (FTE)	1380		1390
Dormitory Occupancy	1060		1020

INCOME BUDGET:	95-96		96-97
TUITION AND FEES:			
Tuition	\$21,269,782	4.4%	\$22,215,258
Tuition-Summer School	\$13,200	51.5%	\$20,000
Summer Writing/Scholars	\$68,000	-13.2%	\$59,000
European Studies	\$680,500	17.7%	\$800,800
Student Activity Fees	\$218,040	0.7%	\$219,620
Applied Music Fees	\$26,000	15.4%	\$30,000
Special Course Fees	\$26,000	0.0%	\$26,000
Application Fees	\$80,500	16.8%	\$94,000
Extra Hours	\$6,000	16.7%	\$7,000
Graduation & Misc. Fees	\$37,500	3.3%	\$38,750
Registration & Transcripts	\$4,500	0.0%	\$4,500
Meeman Center	\$679,505	-6.4%	\$636,300
Micro Center	\$14,000	7.1%	\$15,000
Music Academy	\$206,800	2.8%	\$212,500
TOTAL:	\$23,330,327	4.5%	\$24,378,728
ROOM & BOARD:			
Room	\$2,885,662	0.1%	\$2,888,844
Board	\$2,216,965	0.1%	\$2,219,112
TOTAL:	\$5,102,627	0.1%	\$5,107,956
GIFTS AND GRANTS:			
Church	\$26,000	0.0%	\$26,000
Annual Support Program	\$2,224,000	1.1%	\$2,249,000
TOTAL:	\$2,250,000	1.1%	\$2,275,000
ENDOWMENT INCOME:	\$5,039,141	5.0%	\$5,291,115
OTHER INCOME:			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$70,000	2.9%	\$72,000
Interest Income	\$267,840	6.4%	\$285,000
Swimming Pool	\$0	0.0%	\$0
Miscellaneous Income	\$500	0.0%	\$500
Traffic Fines/Vehicle Reg.	\$30,000	13.3%	\$34,000
Dividends, Royalties, Commissions	\$75,200	1.5%	\$76,300
College Work-Study	\$125,000	0.0%	\$125,000
Athletic/CLC Income	\$2,200	1315.9%	\$31,150
Telephone	\$118,200	5.9%	\$125,200
Parkway House	\$48,000	-25.0%	\$36,000
TOTAL:	\$757,440	6.4%	\$805,650
TOTAL INCOME BUDGET:	\$36,479,535	3.8%	\$37,858,449

EXPENSE BUDGET:

EDUC. & GENERAL:	1995-96			1996-97			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
Art	\$203,788	\$22,008	\$225,796	\$222,113	\$22,490	\$244,603	9.0%	2.2%	8.3%
Religious Studies	\$667,708	\$15,195	\$682,903	\$731,154	\$15,405	\$746,559	9.5%	1.4%	9.3%
English	\$738,426	\$21,650	\$760,076	\$804,323	\$21,730	\$826,053	8.9%	0.4%	8.7%
Foreign Languages	\$824,492	\$22,497	\$846,989	\$853,693	\$23,027	\$876,720	3.5%	2.4%	3.5%
Language Center	\$34,402	\$2,618	\$37,020	\$35,667	\$2,618	\$38,285	3.7%	0.0%	3.4%
Music	\$383,743	\$24,537	\$408,280	\$404,524	\$26,266	\$430,790	5.4%	7.0%	5.5%
Philosophy	\$214,189	\$3,393	\$217,582	\$205,663	\$3,421	\$209,084	-4.0%	0.8%	-3.9%
Theater/Med Arts	\$259,129	\$31,511	\$290,640	\$293,399	\$34,151	\$327,550	13.2%	8.4%	12.7%
Search/Values Course	\$0	\$6,483	\$6,483	\$0	\$6,528	\$6,528	0.0%	0.7%	0.7%
Summer Writing/Scholars	\$27,411	\$34,924	\$62,335	\$28,508	\$30,344	\$58,852	4.0%	-13.1%	-5.6%
Music Academy	\$191,351	\$13,850	\$205,201	\$198,948	\$13,500	\$212,448	4.0%	-2.5%	3.5%
European Studies	\$55,043	\$606,680	\$661,723	\$86,078	\$702,075	\$788,153	56.4%	15.7%	19.1%
Anthro & Sociology	\$199,611	\$12,575	\$212,186	\$185,428	\$13,491	\$198,919	-7.1%	7.3%	-6.3%
Economics & Business	\$738,694	\$20,811	\$759,505	\$739,303	\$20,891	\$760,194	0.1%	0.4%	0.1%
MS/Accounting	\$17,417	\$6,508	\$23,925	\$18,114	\$6,508	\$24,622	4.0%	0.0%	2.9%
Education	\$56,751	\$4,507	\$61,258	\$58,556	\$4,600	\$63,156	3.2%	2.1%	3.1%
History	\$593,920	\$16,585	\$610,505	\$569,895	\$16,658	\$586,553	-4.0%	0.4%	-3.9%
International Studies	\$391,073	\$16,188	\$407,261	\$398,275	\$16,230	\$414,505	1.8%	0.3%	1.8%
Political Science	\$380,051	\$18,564	\$398,615	\$441,528	\$18,704	\$460,232	16.2%	0.8%	15.5%
Psychology	\$388,248	\$13,878	\$402,126	\$389,967	\$14,342	\$404,309	0.4%	3.3%	0.5%
Biology	\$606,559	\$41,935	\$648,494	\$651,990	\$50,195	\$702,185	7.5%	19.7%	8.3%
Chemistry	\$381,042	\$36,009	\$417,051	\$421,738	\$36,653	\$458,391	10.7%	1.8%	9.9%
Mathematics & Comp. Sci.	\$321,089	\$14,281	\$335,370	\$296,010	\$14,617	\$310,627	-7.8%	2.4%	-7.4%
Physics	\$327,658	\$14,202	\$341,860	\$363,158	\$14,242	\$377,400	10.8%	0.3%	10.4%
Summer School	\$25,249	\$150	\$25,399	\$26,177	\$0	\$26,177	3.7%	-100.0%	3.1%
Interdisciplinary Humanities	\$7,764	\$0	\$7,764	\$0	\$0	\$0	-100.0%	0.0%	-100.0%
Computer Center	\$376,830	\$204,099	\$580,929	\$390,692	\$208,099	\$598,791	3.7%	2.0%	3.1%
Library	\$509,730	\$411,764	\$921,494	\$528,954	\$423,000	\$951,954	3.8%	2.7%	3.3%
Research & Faculty Devel.	\$81,522	\$123,500	\$205,022	\$84,521	\$126,000	\$210,521	3.7%	2.0%	2.7%
Media Center	\$0	\$5,250	\$5,250	\$0	\$5,250	\$5,250	0.0%	0.0%	0.0%
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Urban Studies	\$0	\$1,300	\$1,300	\$0	\$1,300	\$1,300	0.0%	0.0%	0.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$772,058	\$207,175	\$979,233	\$609,686	\$212,473	\$822,159	-21.0%	2.6%	-16.0%
TOTAL:	\$9,774,948	\$1,977,627	\$11,752,575	\$10,038,062	\$2,107,808	\$12,145,870	2.7%	6.6%	3.3%

STUDENT SERVICES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Athletics	\$668,911	\$392,970	\$1,061,881	\$825,857	\$435,770	\$1,261,627	23.5%	10.9%	18.8%
Swimming Pool	\$10,458	\$0	\$10,458	\$0	\$15,000	\$15,000	-100.0%	100.0%	43.4%
Counseling Center	\$137,335	\$7,480	\$144,815	\$142,386	\$9,384	\$151,770	3.7%	25.5%	4.8%
Career Services	\$123,441	\$22,018	\$145,459	\$127,982	\$22,368	\$150,350	3.7%	1.6%	3.4%
Admissions	\$518,221	\$415,859	\$934,080	\$537,217	\$455,859	\$993,076	3.7%	9.6%	6.3%
Registrar	\$161,402	\$17,241	\$178,643	\$135,034	\$17,356	\$152,390	-16.3%	0.7%	-14.7%
Financial Aid Office	\$182,583	\$60,664	\$243,247	\$189,300	\$63,007	\$252,307	3.7%	3.9%	3.7%
Chaplain/Kinney	\$52,401	\$5,974	\$58,375	\$54,328	\$7,374	\$61,702	3.7%	23.4%	5.7%
Dean Of Students	\$267,132	\$78,981	\$346,113	\$276,959	\$79,551	\$356,510	3.7%	0.7%	3.0%
Campus Safety	\$382,786	\$17,220	\$400,006	\$403,360	\$18,655	\$422,015	5.4%	8.3%	5.5%
Student Activity Fund	\$0	\$136,798	\$136,798	\$0	\$141,216	\$141,216	0.0%	3.2%	3.2%
Residential Life	\$26,412	\$41,304	\$67,716	\$27,468	\$33,126	\$60,594	4.0%	-19.8%	-10.5%
Multi-Cult. Aff.	\$0	\$6,696	\$6,696	\$0	\$6,696	\$6,696	0.0%	0.0%	0.0%
Health Services	\$39,556	\$31,871	\$71,427	\$40,626	\$31,871	\$72,497	2.7%	0.0%	1.5%
Student Center	\$0	\$2,741	\$2,741	\$0	\$17,374	\$17,374	0.0%	533.9%	533.9%
TOTAL:	\$2,570,638	\$1,237,817	\$3,808,455	\$2,760,517	\$1,354,607	\$4,115,124	7.4%	9.4%	8.1%
PLANT OPER. & MAIN.:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Housekeeping	\$831,317	\$56,408	\$887,725	\$933,060	\$63,270	\$996,330	12.2%	12.2%	12.2%
Physical Plant	\$718,430	\$181,375	\$899,805	\$838,563	\$191,265	\$1,029,828	16.7%	5.5%	14.5%
Utilities	\$0	\$474,716	\$474,716	\$0	\$564,716	\$564,716	0.0%	19.0%	19.0%
Grounds	\$233,153	\$49,781	\$282,934	\$245,620	\$54,807	\$300,427	5.3%	10.1%	6.2%
Mailroom	\$44,545	\$8,663	\$53,208	\$46,183	\$8,923	\$55,106	3.7%	3.0%	3.6%
TOTAL:	\$1,827,445	\$770,943	\$2,598,388	\$2,063,426	\$882,981	\$2,946,407	12.9%	14.5%	13.4%

GENERAL ADMINISTRATION:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Administrative Services	\$424,376	\$150,383	\$574,759	\$405,384	\$155,986	\$561,370	-4.5%	3.7%	-2.3%
Board of Trustees	\$0	\$61,288	\$61,288	\$0	\$62,834	\$62,834	0.0%	2.5%	2.5%
Pres. Plan for Excellence	\$0	\$120,285	\$120,285	\$0	\$122,804	\$122,804	0.0%	2.1%	2.1%
Hill/Pres Acad Discr Fund	\$0	\$50,800	\$50,800	\$0	\$75,000	\$75,000	0.0%	47.6%	47.6%
President's Office	\$353,833	\$90,950	\$444,783	\$366,849	\$95,650	\$462,499	3.7%	5.2%	4.0%
Chancellor's Office	\$319,847	\$107,595	\$427,442	\$369,606	\$115,924	\$485,530	15.6%	7.7%	13.6%
Comptroller	\$404,049	\$84,900	\$488,949	\$418,912	\$86,000	\$504,912	3.7%	1.3%	3.3%
Development	\$898,813	\$293,841	\$1,192,654	\$922,565	\$309,829	\$1,232,394	2.6%	5.4%	3.3%
College Relations	\$189,873	\$81,152	\$271,025	\$196,858	\$82,775	\$279,633	3.7%	2.0%	3.2%
Public Information	\$144,949	\$128,346	\$273,295	\$169,138	\$138,196	\$307,334	16.7%	7.7%	12.5%
Insurance	\$0	\$258,000	\$258,000	\$0	\$309,000	\$309,000	0.0%	19.8%	19.8%
Staff Training & Devel.	\$0	\$26,000	\$26,000	\$0	\$30,000	\$30,000	0.0%	15.4%	15.4%
TOTAL:	\$2,735,740	\$1,453,540	\$4,189,280	\$2,849,312	\$1,583,998	\$4,433,310	4.2%	9.0%	5.8%
AUXILIARY ENTERPRISES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Residence Halls	\$69,992	\$481,623	\$551,615	\$69,802	\$490,900	\$560,702	-0.3%	1.9%	1.6%
Food Service	\$0	\$1,750,000	\$1,750,000	\$0	\$1,750,000	\$1,750,000	0.0%	0.0%	0.0%
Meeman Center	\$233,664	\$347,825	\$581,489	\$208,556	\$300,075	\$508,631	-10.7%	-13.7%	-12.5%
McCoy Theater	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	0.0%	0.0%	0.0%
Bookstore	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
Parkway House	\$0	\$70,400	\$70,400	\$0	\$36,000	\$36,000	0.0%	-48.9%	-48.9%
Telephone System	\$25,950	\$177,000	\$202,950	\$26,903	\$164,162	\$191,065	3.7%	-7.3%	-5.9%
Debt Service	\$0	\$1,250,000	\$1,250,000	\$0	\$1,600,000	\$1,600,000	0.0%	28.0%	28.0%
Desk-Top Publishing	\$56,742	\$18,515	\$75,257	\$42,931	\$18,515	\$61,446	-24.3%	0.0%	-18.4%
TOTAL:	\$386,348	\$4,115,863	\$4,502,211	\$348,192	\$4,380,152	\$4,728,344	-9.9%	6.4%	5.0%

STUDENT FINANCIAL AID:	\$0	\$7,917,587	\$7,917,587	\$0	\$7,939,461	\$7,939,461	0.0%	0.3%	0.3%
STUDENT WAGES:	\$0	\$515,178	\$515,178	\$0	\$567,633	\$567,633	0.0%	10.2%	10.2%
BUDGET CONTINGENCY:	\$0	\$126,000	\$126,000	\$0	\$132,300	\$132,300	0.0%	5.0%	5.0%
RENO. & REPLACEMENT:	\$0	\$1,069,861	\$1,069,861	\$0	\$850,000	\$850,000	0.0%	-20.6%	-20.6%
GRAND TOTALS:	\$17,295,119	\$19,184,416	\$36,479,535	\$18,059,509	\$19,798,940	\$37,858,449	4.4%	3.2%	3.8%
UNALLOCATED BUDGET			\$0			\$0			

TO: Committee on Finance
 FROM: James H. Daughdrill, Jr.
 DATE: April 18, 1996
 RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1995-96 are determined, the College is authorized to distribute the available funds for the following items in order of listed priority:

ITEM	DEPT	PRIORITY	COST
ADMINISTRATIVE SERVICES			
Replace AHU/Coils/Piping-Frazier Jelke	Physical Plant	1	\$50,000
Fire Alarm/Computer Network-5 Dorms	Physical Plant	2	\$165,000
Furniture Replacement-Bellingrath	Physical Plant	3	\$115,000
Mallory Parking Lot Repairs	Physical Plant	4	\$75,000
Research Start Up	Dean/Acad. Affairs	5	\$40,000
Matching Grant Funds	Dean/Acad. Affairs	6	\$35,000
Office Furn./New Faculty	Dean/Acad. Affairs	7	\$15,000
Misc. Classroom Upgrades	Dean/Acad. Affairs	8	\$5,000
Classroom Equipment	Dean/Acad. Affairs	9	\$10,000
Terminal Software/Webmaster	Library	10	\$3,000
Barcode Readers	Library	11	\$5,000
CD Rom/Internet Wiring	Library	12	\$750
Compound Microscopes	Biology	13	\$25,000
Renovation Sculpting Studio	Art	14	\$10,000
2 Power Macs	Foreign Language	15	\$4,000
Renovate Grand Piano	Music	16	\$3,500
3 Mac Performers 6300's	Religious Studies	17	\$6,980
8 Spectronic Spectrophotometers	Chemistry	18	\$12,000
Intro. Lab Apparatus	Physics	19	\$3,300
Intermediate Lab Apparatus	Physics	20	\$3,400
Power Mac	Anthro./Soc.	21	\$2,000
Power PC File Server	Foreign Language	22	\$5,000
3 Power Macs	Psychology	23	\$7,500
DOS Based Computer	Econ./Bus. Admin.	24	\$4,000
Misc. Office Equipment	Admin. Services	25	\$5,000
Laserwriter	Student Activities	26	\$1,200
Mac Computer	Career Services	27	\$2,235
Laserwriter	Campus Safety	28	\$2,100
Stylewriter	Chaplain	29	\$400
Lamps/Misc.	Chaplain	30	\$500
Desks	Counseling Center	31	\$3,000
Chairs	Counseling Center	32	\$900

Chairs	Multicultural Affairs	33	\$500
Mac Computer	Counseling Center	34	\$1,965
Printer	Dean/Stud. Affairs	35	\$1,200
IBM PC	Career Services	36	\$2,800
Misc. Uniforms/Equipment	Athletics	37	\$6,000
Video Update/CD Rom	Admissions	38	\$43,000
Misc. Computer Equipment	Financial Aid	39	\$2,900
Laser Printer	Financial Aid	40	\$1,200
Misc. Banners	Admissions	41	\$1,000
Desk	Admissions	42	\$2,275
Laser Printer	Admissions	43	\$2,400
Power Mac	Admissions	44	\$2,000
Software	Admissions	45	\$1,000
Laser Printers	Col. Rel./Pub. Info	46	\$2,400
Meeman Center Sign	Meeman Center	47	\$785
Security System/King Hall	Meeman Center	48	\$7,185
Hyde Hall Improvements	Physical Plant	49	\$70,000
Refectory Vent Modifications	Physical Plant	50	\$12,000
Bellingrath Society	Development	51	\$32,000
Benefactor's Circle	Development	52	\$3,000
Power Macs	Development	53	\$6,000
Laserwriters	Development	54	\$2,600
Power Mac	Development	55	\$2,000
Paper Shredder	Development	56	\$500
Laserwriter	Development	57	\$600
Power Macs	Development	58	\$4,000
Laserwriter	Development	59	\$1,300
Microscale Organic Lab Kits	Chemistry	60	\$10,000
Lab Renovations	Biology	61	\$15,000
Multimedia Equipment	Library	62	\$15,000
AV Equipment	Library	63	\$3,000
Tech Commander Video Switch	Computer Center	64	\$16,500
Optical Reader	Registrar	65	\$9,000
Computers	Art	66	\$7,500
Computer Upgrades	Econ./Bus. Admin.	67	\$4,000
Computer & Var. Software	Chemistry	68	\$4,350
Williford Mortise Locks	Physical Plant	69	\$16,000
Stewart AC Units	Physical Plant	70	\$25,000
Austin/Tuthill Repairs	Physical Plant	71	\$15,000
Ellett Roof Repairs	Physical Plant	72	\$10,000
Travel Bags	Athletics	73	\$3,600
Cross Country Warmups	Athletics	74	\$2,800
Baseball Uniforms	Athletics	75	\$4,400
Basketball Warmups	Athletics	76	\$2,200
Game Jerseys	Athletics	77	\$3,600
Jugs Machine	Athletics	78	\$2,000
Alum. Benches	Athletics	79	\$2,500
Hurdles	Athletics	80	\$4,000
Power PC	Foreign Language	81	\$2,500
Power PC's	Foreign Language	82	\$14,000
MapInfo Software	Political Science	83	\$4,000
Asbestos Survey	Physical Plant	84	\$35,000
Stewart Hall Renovations	Physical Plant	85	\$28,000

Pipe Insulation	Physical Plant	86	\$35,000
Web Workstation	Anthro./Soc.	87	\$5,230
Power Macs	Anthro./Soc.	88	\$6,000
Misc. Office/Classroom Upgrades	Dean/Acad. Affairs	89	\$20,000
RAID File Server	Foreign Language	90	\$2,000
Centrifuges	Biology	91	\$10,000
Greenhouse	Biology	92	\$100,000
Discuss/Hammer Cage	Athletics	93	\$10,000
FJ Boiler Replacement	Physical Plant	94	\$75,000
Emergency Lights Various	Physical Plant	95	\$15,000
Voorhies Heat Pump	Physical Plant	96	\$16,000
Palmer Heat Pump	Physical Plant	97	\$4,000
Glassell Chiller	Physical Plant	98	\$45,000
Software File/Server	Foreign Language	99	\$1,500
Power Mac's	Foreign Language	100	\$6,000
New Grand Piano	Music	101	\$25,000
Music Library Equipment	Music	102	\$20,000
Replace Singers Robes	Music	103	\$12,000
Glassell Hot Water Tanks/Boiler	Physical Plant	104	\$40,000
Trezevant Hot Water Tanks/Boiler	Physical Plant	105	\$40,000
Bellingrath Storage Tanks	Physical Plant	106	\$30,000
New Grand Piano	Music	107	\$25,000
Renovate Grand Piano	Music	108	\$3,500
Replace Timpani	Music	109	\$8,300
Doublebass	Music	110	\$7,000
Vertical Piano	Music	111	\$1,800
Collating Copier	Music	112	\$3,500
Sound Proof Percussion Room	Music	113	\$8,000
New Screen Blount Aud.	English	114	\$10,000
AV Capacity for FJ	Biology	115	\$10,000
Misc. Parking/Sidewalk Repairs	Physical Plant	116	\$20,000
Misc. Slate/Copper/Gutter Repairs	Physical Plant	117	\$20,000
Misc. Waterproofing,Caulk,Tuckpointing	Physical Plant	118	\$30,000
Hewlett-Packard GCD System	Chemistry	119	\$45,000
Power Macs	Chemistry	120	\$5,000
Atomic Absorption Spectrometer	Chemistry	121	\$20,000
Mac/PC Dual Systems	Physics	122	\$9,000
Isolation Air Table	Physics	123	\$6,000
Vibration Isolation Table	Physics	124	\$3,000
Scanning Tunneling Microscope	Physics	125	\$14,000
Apple Vision Monitors	Psychology	126	\$6,100
Data Video Projector	Psychology	127	\$5,500
Video Disk Player	Psychology	128	\$1,000
Laser Disks	Psychology	129	\$1,500
Computer Workstations	Psychology	130	\$1,200
Psychology Workstation	Psychology	131	\$25,000
FJ Ceiling Replacement	Physical Plant	132	\$25,000
McCoy Theater Wallcovering	Physical Plant	133	\$12,500
Misc. Door Replacement	Physical Plant	134	\$15,000
HVAC Water Treatment Tanks	Physical Plant	135	\$12,000
Furniture Replacement Dorms	Physical Plant	136	\$600,000
Carpet Replacement Dorms	Physical Plant	137	\$75,000

Robb/White/Ellett Steam Conversions	Physical Plant	138	\$65,000
Insulation Various	Physical Plant	139	\$10,000
Asbestos Removal	Physical Plant	140	\$65,000
FJ Concrete Repair	Physical Plant	141	\$20,000
Window Unit Replacement	Physical Plant	142	\$16,000
Williford Roof Replacement	Physical Plant	143	\$35,000
Roof Refectory Transformer Vault	Physical Plant	144	\$8,000
Toilet Partitions Various	Physical Plant	145	\$65,000
Campus Graphics	Physical Plant	146	\$25,000
Dishwashing Machine	Physical Plant	147	\$75,000
Portable Man Lift	Physical Plant	148	\$13,000
Irrigation System Upgrades	Physical Plant	149	\$20,000
Basement Waterproofing	Physical Plant	150	\$10,000
Total			\$3,065,955

Report of the Committee on Investments

Mr. Michael McDonnell, Chair — April 18, 1996.

Mr. McDonnell presented the full endowment report prepared by the investment advisory firm of Gerber/Taylor Associates for the year ended December 31, 1995. He explained that the Board of Trustees has previously been presented with summaries of this report and he wanted the Board to be able to see the detailed analysis which the Committee reviews each quarter.

Since the investment results for 1995 were presented in the January, 1996 reports to the Board, Mr. McDonnell discussed the various comparative investment measures that our fund utilizes to evaluate manager performance, our relative position in quartile rankings, and the risk/reward chart.

In summary, he stated that our average blended rate of return for the last 11 years has been 13.2%, which certainly would be a return which would satisfy us for the coming 10 years. However, while our return of 30% during the past four quarters is certainly appreciated, the data for comparison to our fifty peer institutions is not yet available and we cannot ascertain whether Rhodes has been able to move up in that group.

That completes the Investment Committee report.

Report of the Committee on Information Technology

Mr. Robert H. Buckman, Acting Chair — April 18, 1996.

Members Present:

Board: Mr. Donald H. Farris, Mr. Robert H. Buckman, Mr. Bryan M. Eagle
Faculty: Dr. Robert Llewellyn
Student: Mr. Jacob Abraham
Staff: Dean Marshall E. McMahon, Dr. Charles Lemond, Ms. Lynne Blair, Mr. Bill Berg,
Chancellor David Harlow

The meeting was called to order at 1:30 p.m. by Mr. Farris.

Dr. Steven W. Gilbert, Director of Technology Projects at the American Association for Higher Education (AAHE) and a visiting consultant to the Board Committee on Information Technology, was the invited guest for a day of meetings with faculty and Computer Center staff as well as the Board Committee. He shared his impressions of where Rhodes is in the use of information technology and where it needs to go based on his work with other colleges and universities as well as his meetings at Rhodes.

Dr. Gilbert was very complimentary of particular aspects of the use of information technology at Rhodes, especially the widespread use of the e-mail system and the ability of an understaffed computer center to handle computer services to date. On the latter point, Dr. Gilbert predicted that, without the addition of staff to the Computer Center, Rhodes will experience a crisis of computer support services in 1996-97, since we are operating beyond capacity and will be adding more users (through continuing to wire the residence halls, bringing in more students who will want more services, expanding faculty use of computers in classes, etc.).

Dr. Gilbert recommended:

- providing additional support in the Computer Center for 1996-97
- creating a Teaching & Learning Center with technology support
- maintaining the primacy of teaching & learning (keep your eye on the ball)
- reviewing the faculty reward system to find ways to promote the use of information technology
- funding technology needs as a part of the regular budget instead of through R & R
- sharpening our thinking on why we want to do more with technology by focusing on the needs of our various constituencies: current and prospective students, faculty and other staff, employers and alumnae/i
- providing additional support personnel for the use of information technology on an incremental basis as success breeds the need for still more support

The committee devoted substantial time to discussion of widening our support of platforms other than the Macintosh. In spite of the many advantages of the use of a single platform, everyone agrees that, (1) the Macintosh platform has served us well, but (2) sooner or later we will have to add other platforms, and (3) it will be very expensive to do so. Dr. Lemond, the Director of the Computer Center, is in the process of estimating the cost. The committee also agreed that it would be desirable to try to replace computers every three years instead of the current schedule of every five years.

Subsequent to the meeting, at the request of the Committee, figures on the percentage of annual expenditures devoted to information technology (computer purchases, computer staff, telephones, telephone system staff, etc.) have been provided by Mr. McWhirter. Over the three fiscal years 1993, 1994 and 1995, expenditures on information technology as a percentage of unrestricted educational and general expenditures were 4.03%, 4.54% and 4.44% respectively (see table below).

Also subsequent to the meeting, Mr. Buckman reported that the average annual expenditure on information technology per employee at Buckman Laboratories has been approximately \$7500 over the past four years, including everything (hardware, software, network, telephone, fax, support staff, etc.). At Rhodes, the amount would be approximately half as much.

While no one knows what the "right" figures are, there is general consensus among the members of the Committee that Rhodes will have to spend more in the very near future in order to stay in a favorable position in the use of information technology.

The committee adjourned at 3:00 p.m.

**Summary of Expenditures on Information Technology
for Fiscal Years 1993 - 1995
(in \$ per year unless otherwise noted)**

	1995	1994	1993
Computer Center	571,195	539,346	521,210
Library and Media Center Info. Tech.	159,501	152,323	140,725
Language Center	42,276	38,628	39,698
Telecommunications	184,892	304,282	196,064
College-wide Information Technology	<u>384,581</u>	<u>251,003</u>	<u>234,852</u>
<i>Total Information Technology Expenditures</i>	<u>1,342,445</u>	<u>1,285,582</u>	<u>1,132,549</u>
 Total Expenditures on Info. Tech. as percent of Total Educational and General Expenditures	 4.44%	 4.54%	 4.03%

Report of the Committee on Buildings and Grounds

Mr. Edgar H. Bailey, Acting Chair — April 18, 1996.

The meeting was called to order at 2:00 p.m. by Mr. George E. Cates, Chair.

The following were present: Edgar H. Bailey, J.L. Jerden, C. Stratton Hill Jr., Nettie Schilling, Robert P. Marus, Steve Gadbois, Chancellor David L. Harlow, William D. Berg and Brian E. Foshee.

Mr. Cates welcomed members of the committee and asked Mr. Foshee to proceed with the agenda items.

Mr. Foshee discussed the Campus Life Center progress. The Mallory Hyde renovation has been completed and is currently being used for intercollegiate sports, intramural sports and general recreation. Bryan Hall is approximately six weeks behind schedule with a revised completion date of October 1, 1996. Bryan Hall - Building B: Structural frame and roof deck completed with the south slate roof and flat roof underway. The rubble stone on the south face has been completed and the north face rubble stone is approximately 60% complete. Mechanical, plumbing and electrical rough-in completed on the 1st and 2nd floors. First floor partition walls are complete and the second floor walls are underway. Building C: Structural frame and trusses are being installed for the multi-sports forum and the mechanical mezzanine beams are being framed. Mechanical, plumbing and electrical rough-in and block walls are underway. Rubble stone installation underway on the south face. Athletic fields: baseball dugouts and scoreboard have been completed.

Completion schedule:

Football lockers - open (August, 1995)	Visitor locker rooms - open (September, 1995)
Mallory gym - open (November, 1995)	Mallory-Hyde complex - open (March 1996)
Bryan Hall Building "B"-June 1, 1996	Bryan Hall Building "C" and sitework - October 1, 1996

Mr. Foshee reviewed the new tennis complex. Through an unrestricted gift, the College will move forward on construction of ten lighted tennis courts, north of Bryan Hall. The complex has been approved by the Memphis and Shelby County Land Use Control Board. Work is scheduled to begin in June, 1996 with completion scheduled in August, 1996. The existing tennis courts will be removed and the area returned to green space after the new complex is operational.

Mr. Foshee reviewed several Renovation & Replacement projects proposed for this summer. Projects include replacement of an air handling unit in Frazier-Jelke; a fire alarm and computer upgrade in Robb, White, Ellett, and Bellingrath residence halls; new furniture for Bellingrath Hall and resurfacing Mallory parking lot.

There being no new business, the committee was adjourned at 2:45 p.m.