

150
RHODES
1848 — 1998

Board of Trustees Agenda

October 9 and 10, 1997

RHODES
IS COMMITTED
TO BEING ONE OF
THE FINEST COLLEGES
OF THE LIBERAL ARTS
AND SCIENCES IN
THE WORLD.

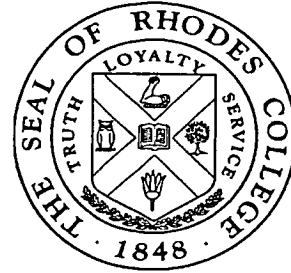
BOARD OF TRUSTEES

Rhodes Trustees

- Trustees are enthusiastically committed to Rhodes. It is one of their top priorities.
- Trustees have significant influence in their areas of endeavor: business, profession, civic, church, etc.
- Trustees bring valuable experience to the work of the Board.
- Trustees have a real understanding and a commitment to quality church-related education in the liberal arts and sciences. They are committed to the values and teachings of the Judeo-Christian tradition.
- Trustees hire and support, or replace the President of the College.
- Trustees give to the College at exemplary levels of sacrifice and dedication to support campaigns or programs approved by the Board.
- Trustees take seriously their responsibility to raise money for the College.
- Trustees are faithful in their attendance at Board meetings, Committee meetings, and special College events. They prepare beforehand and participate actively in the work of the Board and its Committees.
- Trustees have a real vision for the College's future and are persuasive advocates in making the vision a reality.
- Trustees are among the College's best and most enthusiastic ambassadors.
- Trustees remain on the look-out for friends of the College who may serve as Trustees or in other areas of benefit to the College.

(Statement adopted by the Rhodes Board of Trustees, April 1994)

Fall Meeting of the Board of Trustees



Thursday, October 9, 1997

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- 10:00 a.m. Campaign Executive Committee will meet in Dorothy C. King Hall, Room 102.
- 11:30 Trustees, spouses and special guests will gather in the Crain Reception Hall and McCallum Ballroom of the Bryan Campus Life Center for a luncheon honoring Mertie Buckman.
- 1:30 The Board will convene in the Edmund Orgill Room of S. DeWitt Clough Hall. Spouses will tour Graceland and visit St. John's Episcopal Church to view the Diocese of West Tennessee Flower Festival. Transportation will be provided.

Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

Approximate Time	Topic	Presenter
1:30 p.m.	Welcome and Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Mr. Spence L. Wilson
	Roll Call	Mr. Kenneth F. Clark, Jr., Secretary
	Approval of Board Minutes April 17 and 18, 1997	Mr. Mitchener
1:40	President's Report	Dr. James H. Daughdrill, Jr., President
2:15	Adjourn to Committee Meetings	

7:00 p.m. Trustees and their spouses are invited as guests of Kathy and Jack Blair, Beth Worley and Don Farris to a cocktail-buffet at the Farris home.

Friday, October 10, 1997

8:00 a.m. Continental breakfast for Trustees, 201 S. DeWitt Clough Hall.

All women trustees are asked to meet briefly on business of the Margaret Hyde Council in 300 Clough.

Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

Approximate Time	Topic	Presenter
8:30 a.m.	Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Mr. John C. Hugon '77
	Roll Call	Mr. Kenneth F. Clark, Jr., Secretary
8:45	Committee Reports Requiring Board Action (others to be mailed)	
	• 150th Anniversary Campaign	Dr. Winton M. Blount
	• Development	Mr. Kenneth F. Clark, Jr.
	• Board Directions and Leadership	Mr. John C. Sites, Jr. '74
	• Students and Campus Life	Ms. Wayne Steele Sharp '75
	• Enrollment	Mrs. Elizabeth L. Simpson '58
	• Faculty and Educational Program	Mr. W. Neely Mallory, Jr.
10:00	— B r e a k —	
10:15	• Lifelong Learning	Mr. Jack R. Blair
	• Information Technology	Mr. Robert H. Buckman
	• Finance	Mr. Spence L. Wilson
	• Investment	Mr. Michael McDonnell
	• Audit	Mrs. Nancy H. Fulmer '51
	• Buildings and Grounds	Mr. John H. Crabtree, Jr. '57
11:00	New Business	
11:15	Executive Session	
	Adjournment	

NOTE: Board members attending the meeting who wish to have their expenses paid may send a statement of expenses to the President's Office for reimbursement.

BOARD OF TRUSTEES COMMITTEES FOR 1997-98

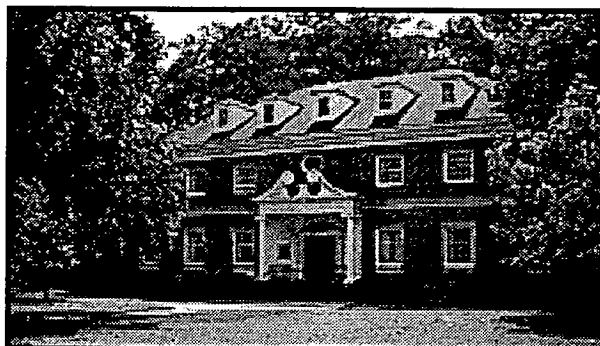
Board Committees		Faculty Member	Student Member	Staff (Non-Voting)
Board Directions & Leadership John C. Sites, Jr., Chair • Neville F. Bryan J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances T. Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr. Gilbert I. Hayes
Buildings & Grounds John H. Crabtree, Jr., Chair • J. Bayard Boyle, Jr. Billy M. Hightower J. L. Jerden John B. Maxwell, Jr. Phillip H. McNeill James B. Taylor, Jr.	Loma A. Reimers Nettie Schilling Russel L. Wiener	Steve Gadbois #	Damon A. Norcross #	Brian E. Foshee William D. Berg
Development Kenneth F. Clark, Jr. Chair • James H. Barton Robert H. Buckman • William J. Michaelcheck John M. Wallace III	William C. Rasberry P.K. Seidman	Gail P. C. Streete #	Michael J. Faber #	Arthur L. Criscillis Wendy T. Rotter
Enrollment James R. Lientz, Jr., Chair • Joyce C. Broffitt Bryan M. Eagle Donald H. Farris James H. Prentiss Elizabeth L. Simpson •	Robert W. Amis Charles R. Sherman	Robert R. Llewellyn #	Frank L. O'Connor #	David J. Wottle Arthur M. Weeden, Jr.
Faculty & Educational Program W. Neely Mallory, Jr., Chair • Dunbar Abston, Jr. • Bruce E. Campbell, Jr. J. Robert Dobbins Harry J. Phillips, Sr. David D. Watts	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Katheryn Wright	Roblin J. Webb	John M. Planchon Terri E. Lindquenter
Finance Spence L. Wilson, Chair • Jack R. Blair John C. Hugon Michael McDonnell James A. O'Donnell	Edgar H. Bailey S. Herbert Rhea John B. Ricker, Jr.	Deborah N. Pittman	Kristin L. Fox	J. Allen Boone N. P. McWhirter
Students & Campus Life Wayne S. Sharp, Chair • Nancy H. Fulmer John D. Gladney Ted M. Henry W. Ralph Jones III A. Bruce Parker	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Dee Birnbaum	Effie V. Bean	Melody H. Richey Charles N. Landreth
Investment Michael McDonnell, Chair • J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. Joseph Orgill III Harry J. Phillips, Sr.	L. Palmer Brown	Brian W. Shaffer		J. Allen Boone N. P. McWhirter
Audit Nancy H. Fulmer, Chair • Bruce E. Campbell, Jr. John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
Lifelong Learning Jack R. Blair, Chair • Dunbar Abston, Jr. W. Ralph Jones III James H. Prentiss	P. K. Seidman	Timothy S. Huebner		John M. Planchon Deborah N. Pittman
Information Technology Robert H. Buckman, Chair • Donald H. Farris Bryan M. Eagle		Robert R. Llewellyn #	Jonathan D. Nolin	John M. Planchon 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

Revised August 25, 1997

AGENDA



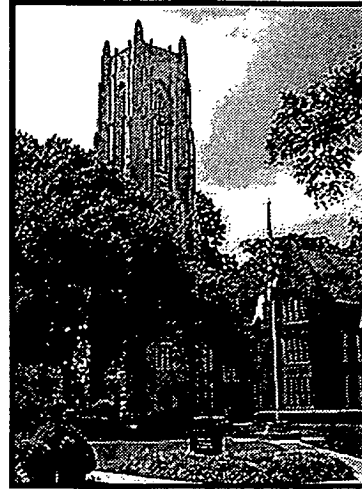
Dorothy C. King Hall
Dedicated September 19, 1991

COMMITTEE ON DEVELOPMENT

Room 111, Dorothy C. King Hall
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Mr. Kenneth F. Clark, Jr., Chair
2:35	Introduction of New Staff	Dr. Arthur L. Criscillis, Dean of Development
2:45	150th Anniversary Campaign for Rhodes • Summary Report	Dr. Criscillis
3:05	Annual Fund • 1996-97 Achievements • 1997-98 Report	Mr. Thomas E. Schneider, Director of Annual Giving
3:20	Diehl Society Strategy	Mr. William J. Michaelcheck '69
3:35	Margaret Hyde Council	Ms. Wendy T. Rotter '87, Director of Major Gifts
3:45	Planned Giving Progress	Ms. Roberta B. Matthews, Director of Planned Giving
3:55	New Business	

AGENDA



The Richard Halliburton Memorial Tower
Dedicated October 17, 1962

COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

Edmund Orgill Room, 200 S. DeWitt Clough Hall
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Mr. John C. Sites, Jr., '74, Chair
2:35	Nomination and Election of Two Trustees to Fill Unexpired Terms	Mr. Sites
2:45	Consideration of Prospective Trustees for the Class of 2001	Mr. Sites
3:00	Recommendation of Honorary Degree Recipients	Mr. Sites
3:15	Proposed Board Committee on Christian Commitment and Church Relationship	Dr. James H. Daughdrill, Jr., President
3:20	In Memoriam Resolution	Mr. Sites
3:25	Plans for the College's Sesquicentennial	Mr. Gil I. Hayes, Executive Director of Media Relations
3:30	Building National Recognition of Rhodes	Mr. Hayes Mr. John McGauley, President of Gehrung Associates
3:45	New Business	Mr. Sites
3:55	Executive Session Personnel Matters	Mr. Sites

TO: Board Directions and Leadership Committee
FROM: James H. Daughdrill, Jr.
DATE: October 9, 1997
SUBJECT: Christian Commitment and Church Relationship Committee

One of the most important challenges for Rhodes is to maintain a continuing and strong Christian commitment and church relationship.

In order to ensure active Trustee supervision of this essential part of the College's Mission, I recommend the formation of the Christian Commitment and Church Relationship Committee.

The Christian Commitment and Church Relationship Committee would be a Committee of the Board of Trustees, and have as its mission:

- To advocate a healthy relationship between Church and College;
- To assist both the Church and the College in interpreting the meaning of the church-college connection;
- To encourage within the Rhodes community open and fruitful discussions of Rhodes' Christian commitment;
- To sponsor an annual Symposium on topics such as faith and learning;
- To stay abreast of developments in religion and higher education, particularly as these affect church-related colleges;
- To make recommendations to the Board of Trustees on issues related to Rhodes' Christian Commitment and church relationship.

The Committee would be made up of:

- Four Trustees (appointed by the Chair of the Board);
- Two Faculty (Chair of Religious Studies Department and one member appointed by the Chair of the Board upon recommendation of the President);
- Two Students (appointed by the Chair of the Board upon recommendation of the President);
- Two Staff Members, one from the Cabinet (appointed by the Chair of the Board upon recommendation of the President);
- The President of the College (*ex officio*);
- The Chaplain of the College (*ex officio*).

The Committee will meet three times each year, not during Board meetings, but at times scheduled between Board meetings. The Chair of the Committee will make a report at each Board meeting.

TO: Committee on Board Directions and Leadership
FROM: James H. Daughdrill, Jr.
DATE: October 9, 1997
RE: In Memoriam Resolution

**In Memoriam
Joseph Raymond Crosby
1914 — 1997**

The Board of Trustees of Rhodes College records with deep sorrow the death of Joseph Raymond (Jack) Crosby.

A Mobile, Alabama native, Jack graduated from Rhodes and received his MBA from Harvard. Sam Crosby said of his father, "Dad had a lifelong love of education, the environment and his family."

Jack Crosby served his *alma mater* as trustee for many years. During this time, he attended student gatherings and always made a point to talk with students and parents. Our lives are richer because of this great man and beloved friend.

We request that this resolution be sent to his family as an expression of the Board's heartfelt sympathy, and of the Board's gratitude for his many years of outstanding service to the College.

AGENDA



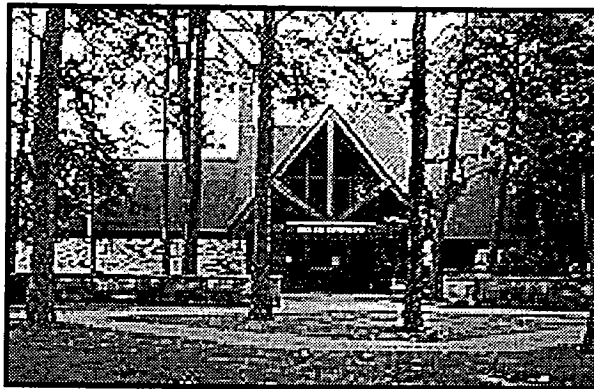
Tuthill Hall
Dedicated in 1962

COMMITTEE ON STUDENTS AND CAMPUS LIFE

Tuthill Hall
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Ms. Wayne Steele Sharp '75, Chair
2:40	Purpose, Philosophy and Usage of Tuthill Hall — Student LINC'S: Leadership Involvement Network Center for Service	Ms. Loretta E. Lambert '96, Coordinator of Community Service Programs
2:55	Diversity Programs on Campus	Ms. Deborah A. Jones-Jobe, Director of Multicultural Affairs
3:15	Creating a Residential Community	Ms. Carol E. Casey, Director of Residence Life
3:35	Learning About Student Services Through the World Wide Web	Mr. Charles N. Landreth '87, Associate Dean of Student Affairs
3:55	Rhodes Student Government Report	Ms. Neeta K. Venepalli '99, Vice President of Rhodes Student Government
4:15	Report of the Dean of Student Affairs	Ms. Melody Hokanson Richey, Dean of Student Affairs
4:25	New Business	Ms. Sharp

AGENDA



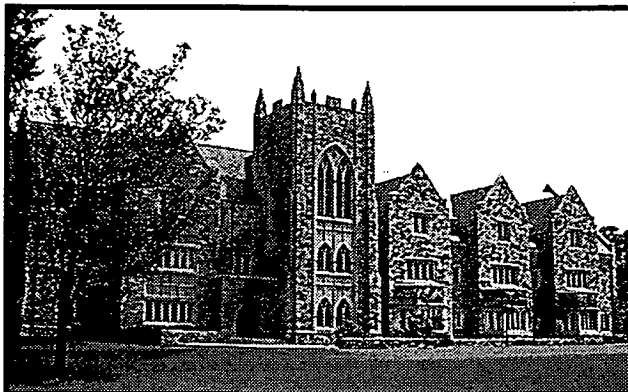
The McCoy Theatre
Dedicated January 21, 1982

COMMITTEE ON ENROLLMENT

Helen E. and Jabie S. Hardin Conference Room, Bryan Campus Life Center
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Mrs. Elizabeth L. Simpson '58, Acting Chair
2:35	Recruitment and the Class of 2001 — A Record-Breaking Year! <ul style="list-style-type: none"> • The Year in Review • A Profile of the Class • A Look at the Competition and National Trends/Issues • What's Ahead 	Mr. David J. Wottle, Dean of Admissions and Financial Aid
3:05	Student Financial Aid at Rhodes <ul style="list-style-type: none"> • Final Budget Report for the Year Ended June 30, 1997 • Analysis of Current Year Financial Aid Commitments and Implications for the Next Few Years • Discussion of the Reauthorization of the Higher Education Amendments Initiatives and the Recently Passed Tax-Reform Legislation 	Mr. Arthur M. Weeden, Jr., Director of Financial Aid
3:35	New Business	Mrs. Simpson

AGENDA



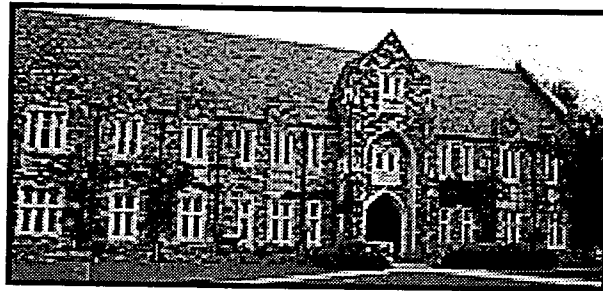
Buckman Hall
Dedicated October 24, 1991

COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

Wunderlich Seminar Room, 325 Buckman Hall
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Mr. W. Neely Mallory, Jr., Chair
2:35	New Faculty Appointments in 1997-98	Dr. John M. Planchon, Dean of Academic Affairs
2:45	Faculty Profile for 1997-98 Projection for 1998-99	Dr. Planchon
2:55	Student Academic Support Programs	Dr. Planchon Ms. Kathleen M. Laakso, Director of Student Academic Support Programs
3:15	Report on Initiative for Nationally Competitive Scholarships	Dr. Terri E. Lindquister, Associate Dean of Academic Affairs
3:45	New Business	Mr. Mallory

AGENDA



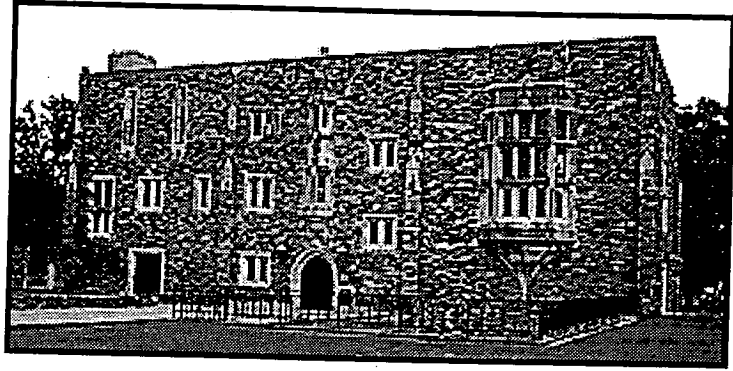
Hassell Hall
Dedicated April 27, 1984

COMMITTEE ON FINANCE

Hill Board Room, Palmer Hall
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Mr. Spence L. Wilson, Chair
2:35	Presentation of June 30, 1997 Audited Financial Statement	Mr. N.P. McWhirter '73, Comptroller
2:45	Year-End Endowment Results	Mr. McWhirter
2:55	Cash Management Report	Mr. McWhirter
3:05	Current Budget Year-to-Date	Mr. J. Allen Boone, Jr. '71, Dean of Administrative Services
3:15	Bryan Campus Life Center Status Report on Interim Financing	Mr. Boone
3:25	Endowment Spending Policy	Mr. Boone
3:35	New Business	Mr. Wilson

AGENDA



Ohlendorf Hall
Dedicated July 2, 1996

COMMITTEE ON BUILDINGS AND GROUNDS

Likes Seminar Room, 105 Buckman Hall
Thursday, October 9, 1997

Approximate Time	Topic	Presenter
2:30 p.m.	Committee Convenes	Mr. John H. Crabtree, Jr. '57, Chair
2:35	Summer '97 Renovation Projects <ul style="list-style-type: none"> • Residence Hall Computer Network • Frazier-Jelke Boiler • Stewart Hall Carpet Replacement • Fargason Field Improvements • Robinson Hall Carpet Replacement 	Mr. Brian E. Foshee, Director of Physical Plant
3:00	Energy Management Initiatives <ul style="list-style-type: none"> • Energy Management System • Lighting Upgrades • Temperature Setbacks • Energy Efficient Equipment • Insulation Program • Motion Sensors 	Mr. Foshee
3:20	Future Physical Plant and Grounds Building	Mr. Foshee
3:40	New Business	Mr. Crabtree
3:50	Tour of Fargason Field and Stadium	

Minutes of the Board of Trustees Rhodes College October 9 and 10, 1997

This file

- 10-97-1** • 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, October 9, 1997 pursuant to written notice.
- A luncheon honoring Mertie Willigar Buckman, retiring honorary trustee, was held preceding the meeting.
 - The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
 - The Trustees were asked to pause for a moment of silent prayer in memory of Jane Ricker, wife of Honorary Trustee John Ricker; former Trustee, Jack Crosby; and Edgar Shannon, husband of former Trustee, Eleanor Shannon.
 - The meeting was opened with prayer by Trustee, Mr. Spence L. Wilson.
- 10-97-2** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr.

Those present were:

Trustees

Dunbar Abston, Jr. '00
James H. Barton '98
Jack R. Blair '98
J. Bayard Boyle, Jr. '99
Joyce C. Broffitt '00
Neville F. Bryan '99
Robert H. Buckman '00
Bruce E. Campbell, Jr. '98
Kenneth F. Clark, Jr. '99
John H. Crabtree, Jr. '99
J. Lester Crain '98
J. Robert Dobbins '00
Bryan M. Eagle '98
Nancy H. Fulmer '99
John D. Gladney '99
Billy M. Hightower '98
John C. Hugon '98
J. L. Jerden '98
W. Ralph Jones III '00
W. Neely Mallory '00
John B. Maxwell, Jr. '99
Michael McDonnell '00
Phillip H. McNeill '00
William J. Michaelcheck '98
Frank M. Mitchener, Jr. '00
James A. O'Donnell '00
Joseph Orgill III '98
A. Bruce Parker '00
James H. Prentiss III '99
Wayne Steele Sharp '99
Elizabeth L. Simpson '00
John C. Sites, Jr. '00
James B. Taylor, Jr. '98
John M. Wallace III '99
Spence L. Wilson '99

Life Trustees

Edgar H. Bailey
L. Palmer Brown
Robert D. McCallum
S. Herbert Rhea

Honorary Trustees

Robert W. Amis
Frank M. Norfleet
Charles R. Sherman
Frances Tomlin Tigrett

Ex Officio Member

James H. Daughdrill, Jr.

Faculty Trustees

Steve Gadbois '98
Robert R. Llewellyn '00

Student Trustees

Michael J. Faber
Damon Norcross
Frank L. O'Connor

Guests

Douglas M. Lawson
John McGauley

Present By Invitation

J. Allen Boone
Arthur L. Criscillis
Sherry J. Fields
Brian E. Foshee
David L. Harlow
Gilbert I. Hayes
Marci A. Hendrix
Charles N. Landreth
Terri E. Lindquister
N.P. McWhirter
John M. Planchon
Melody Hokanson Richey
Wendy T. Rotter
Loyd C. Templeton, Jr.
Debra M. Warren
Arthur M. Weeden, Jr.
David J. Wottle

The following were absent:

Trustees

Donald H. Farris '99
Ted M. Henry '98
James R. Lientz, Jr. '98
Harry J. Phillips, Sr. '99
David D. Watts '98

Life Trustees

Winton M. Blount
Charles P. Cobb
Paul Tudor Jones
William C. Raspberry
P.K. Seidman

Honorary Trustees

Bland W. Cannon
William S. Craddock
Thomas Fearn Frist, Sr.
Harold F. Ohlendorf
Lorna Anderson Reimers
John B. Ricker, Jr.
Nettie Schilling
Russel L. Wiener
Alvin W. Wunderlich, Jr.

Faculty Trustee

Gail P.C. Streete '99

Staff

William D. Berg

- Mr. Clark declared a quorum was present (see Exhibit A, page 8 for Board Committee list).

10-97-3 • The Board approved as mailed the minutes of the Board of Trustees meeting held on April, 17 and 18, 1997.

10-97-4 • Mr. Mitchener introduced new and returning Trustees and staff to the Board:

Mr. Dunbar Abston, Jr.
The Honorable Joyce C. Broffitt '77
Mr. Michael McDonnell
Mr. Phillip H. McNeill
Mr. James A. O'Donnell '74
Mr. A. Bruce Parker '70
Mr. James B. Taylor, Jr. '82
Mr. Damon A. Norcross '98 — Student Trustee
Dr. Robert R. Llewellyn — Faculty Trustee
Dr. Terri E. Lindquister, Associate Dean, Academic Affairs

10-97-5 • Mr. Mitchener welcomed Mr. Edgar H. Bailey back as a Life Trustee and presented him with a plaque.

10-97-6 • President Daughdrill's report to the Board included:

Update on personnel: Nancy Huggins, who rotated off the Board this year, has adopted a baby girl and boy from Romania; Don Farris and Beth Worley are engaged to be married; and Mel Hokanson is now Mel Hokanson Richey having recently married Bud Richey, Dean of Students at LSU in Baton Rouge.

150th Anniversary Celebration: The kickoff for the 150th Anniversary of the College is Friday, January 23, 1998 which coincides with the Board Meeting, and we thought it would be a good idea for you to have a quick review of the history of Rhodes College. To do that I would like to call upon Mr. John Rone. John is a 1971 Rhodes graduate and works with Loyd Templeton in College Relations. (John Rone presented the Trustees with a brief and amusing history of Rhodes).

President Daughdrill called on Chancellor David L. Harlow to discuss planning for Rhodes.

10-97-7 • Chancellor Harlow's report to the Board: Energy and excitement are building at Rhodes as we eagerly anticipate the coming year of celebration for the College's Sesquicentennial.

Tomorrow you will be hearing much more about the many events planned to celebrate Rhodes 150th Anniversary, but as we recognize the wonderful accomplishments in our past, we must aggressively plan for our future.

In his letter of 22 August to the Rhodes community, President Daughdrill speaks to our initiative of "Developing Rhodes Vision for the Third Millennium."

His call to "dream big dreams" and to continue our building of a College — not in pursuit of perfection — but indeed in search of excellence has been "Rogered for" and has generated campus-wide action.

We are well underway in the periodic process for reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS).

In this process we have taken advantage of an option offered by SACS to only a few colleges and universities — based on their reputation — to use the self-study process in a strategic mode.

Other schools authorized to justify reaccreditation by this method have been:

- University of Virginia
- Vanderbilt
- Duke
- Davidson
- Wake Forest

This approach to reaccreditation allows us to develop Rhodes' Vision, engaging broader, more qualitative, more subjective issues of institutional growth and improvement separate from complying with SACS guidelines.

Planning Teams have been formed around five key areas of interest:

Academic Experience
Enrollment
Financing the Future
Institutional Character
Student Support

More than 100 complex and open-ended questions have been addressed to these topics for consideration by the teams.

During the coming months, we will be meeting to discuss the issues with the goal of providing to the President, by mid-summer, a set of core priorities, courses of action to build on our strengths and shape our future, indeed a draft of "Rhodes Vision for the Third Millennium."

The President will provide his draft of this to the Board of Trustees for a planning retreat which is also being discussed.

In the collection of information at your place, I have given you draft copies of the organization for this effort showing Planning Teams makeup and copies of the initial questions with which we have started this journey.

- 10-97-8** • Mr. Mitchener asked Mrs. Elizabeth L. Simpson to serve as acting chair of the Enrollment Committee.
- 10-97-9** • The Trustees were reminded of the cocktail buffet that evening hosted by Kathy and Jack Blair, Beth Worley and Don Farris at the Farris Home.
- 10-97-10** • The Board adjourned to committee meetings at 2:15 p.m.

Kenneth F. Clark, Jr., Secretary

Friday, October 10, 1997

10-97-11• The Board of Trustees resumed its meeting on Friday, October 10, 1997 at 8:30 a.m. in the Edmund Orgill Room, S. DeWitt Clough Hall on campus.

- The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
- The meeting was opened with prayer by Trustee, John C. Hugon.
- On behalf of the Trustees, Mr. Mitchener thanked Kathy and Jack Blair, Beth Worley and Don Farris for hosting a charming party at the Farris home last night.

10-97-12• The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr.

Those present were:

Trustees

Dunbar Abston, Jr. '00
James H. Barton '98
Jack R. Blair '98
J. Bayard Boyle, Jr. '99
Joyce C. Broffitt '00
Neville F. Bryan '99
Robert H. Buckman '00
Kenneth F. Clark, Jr. '99
John H. Crabtree, Jr. '99
J. Lester Crain '98
J. Robert Dobbins '00
Bryan M. Eagle '98
Nancy H. Fulmer '99
John D. Gladney '99
John C. Hugon '98
J. L. Jerden '98
W. Ralph Jones III '00
W. Neely Mallory '00
John B. Maxwell, Jr. '99
Michael McDonnell '00
Phillip H. McNeill '00
William J. Michaelcheck '98
Frank M. Mitchener, Jr. '00
James A. O'Donnell '00
Joseph Orgill III '98
A. Bruce Parker '00
James H. Prentiss III '99
Wayne Steele Sharp '99
Elizabeth L. Simpson '00
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James B. Taylor, Jr. '98
John M. Wallace III '99
Spence L. Wilson '99

Life Trustees

Edgar H. Bailey
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Paul Tudor Jones
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P.K. Seidman

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Student Trustees

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Guests

Douglas M. Lawson

Present By Invitation

J. Allen Boone
Arthur L. Criscillis
Sherry J. Fields
Brian E. Foshee
David L. Harlow
Gilbert I. Hayes
Marcia A. Hendrix
Charles N. Landreth
Terri E. Lindquister
N.P. McWhirter
John M. Planchon
Melody Hokanson Richey
Wendy T. Rotter
Lloyd C. Templeton, Jr.
Debra M. Warren
Arthur M. Weeden, Jr.
David J. Wottle

The following were absent:

Trustees

Bruce E. Campbell, Jr. '98
Donald H. Farris '99
Ted M. Henry '98
Billy M. Hightower '98
James R. Lientz, Jr. '98
Harry J. Phillips, Sr. '99
David D. Watts '98

Life Trustees

Winton M. Blount
Charles P. Cobb
William C. Raspberry
S. Herbert Rhea

Honorary Trustees

Bland W. Cannon
William S. Craddock
Thomas Fearn Frist, Sr.
Harold F. Ohlendorf
Lorna Anderson Reimers
John B. Ricker, Jr.
Nettie Schilling
Russel L. Wiener
Alvin W. Wunderlich, Jr.

Faculty Trustee

Gail P.C. Streete '99

Staff

William D. Berg

- Mr. Clark declared a quorum was present (see Exhibit A, page 8 for Board Committee list).

10-97-13 • *Report of the Campaign Executive Committee*

Mr. Kenneth F. Clark, Jr., Acting Chair. (Exhibit B, page 9).

Committee report received.

10-97-14 • *Report of the Development Committee*

Mr. Kenneth F. Clark, Jr., Chair. (Exhibit B, page 9).

Committee report received.

10-97-15 • *Report of the Board Directions and Leadership Committee*

Mr. John C. Sites, Jr. '74, Chair. (Exhibit C, pages 10-11).

Committee report received.

10-97-16 • A motion was passed that Louis Zbinden '58 and Arthur Rollins '81 be asked to serve on the Board beginning in January, 1998.

10-97-17 • A motion was passed that the following be asked to serve on the Board beginning in October, 1998:

James A. Thomas III '62

Nancy J. Huggins '74

Vicki R. Palmer '75

10-97-18 • A motion was passed that the following be re-elected to serve on the Board beginning in October, 1998:

James H. Barton

Jack R. Blair

Bruce E. Campbell, Jr.

J. Lester Crain, Jr. '51

James B. Taylor, Jr. '82

Bryan M. Eagle '60

John C. Hugon '77

J. L. Jerden '59

James R. Lientz, Jr.

Joseph Orgill III

10-97-19 • A motion was passed that Mrs. Harriett H. McLoughlin, Class of '41 of Princeton, New Jersey, be asked to serve on the Board as an Honorary Trustee beginning in January.

10-97-20 • A motion was passed that the following be offered an honorary degree at Rhodes' Commencement, May 16, 1998:

* Lt. Gen. Claudia J. Kennedy '69,

First woman to hold this rank in U.S. Army history.

* Peter Doherty, St. Jude Children's Hospital,

Recipient of 1996 Nobel Prize in Medicine

* Jocelyn Rudner, Memphis Plough Community Foundation

* Priscilla Presley, Head of Graceland Enterprises, former Memphian

* Oprah Winfrey, Born in Kosciusko, MS, graduated Tennessee State.

* Alvin O. Jackson, Minister, Mississippi Boulevard Christian Church.

10-97-21 • A motion was passed to form a Board Committee on Christian Commitment and Church Relationship.

10-97-22 • A motion was passed to approve a memoriam resolution regarding Joseph Raymond (Jack) Cosby.

10-97-23 • A motion was passed to move the January 1998 Board meeting to begin Friday, January 23 and end at noon, Saturday, January 24 to coincide with the 150th Anniversary Kickoff.

10-97-24 • A motion was passed to have a Board Retreat at Point Clear, Alabama, to consider Rhodes' plans for the first decade of the 21st Century.

10-97-25 • *Report of the Students and Campus Life Committee*

Ms. Wayne Steele Sharp '75, Chair. (Exhibit D, pages 12-13).

Committee report received.

10-97-26 • *Report of the Enrollment Committee*

Mrs. Elizabeth L. Simpson '58, Acting Chair. (Exhibit E, page 14).

Committee report received.

10-97-27 • *Report of the Faculty and Educational Program Committee*

Mr. W. Neely Mallory, Jr., Chair. (Exhibit F, pages 15-16).

Committee report received.

10-97-28 • *Report of the Lifelong Learning Committee*

Mr. Jack R. Blair, Chair. (Exhibit G, pages 17-18).

Committee report received.

10-97-29 • *Report on the Information Technology Committee*

Mr. Robert H. Buckman, Chair. (Exhibit H, pages 19).

Committee report received.

10-97-30 • A motion was passed to approve the following resolution:

Whereas, the *Plan for Excellence* calls for ten smart classrooms to be available by the year 2000, the Committee on Information Technology requests that in the next budget cycle high priority be given to outfitting two smart classrooms as prototypes for use in developing, outfitting, and staffing other smart classrooms.

10-97-31 • *Report of the Finance Committee*

Mr. Spence L. Wilson, Chair. (Exhibit I, page 20).

Committee report received.

10-97-32 • *Report of the Investment Committee*

Mr. Michael McDonnell, Chair. (Exhibit J, page 21).

Committee report received.

10-97-33 • *Report of the Audit Committee*

Mrs. Nancy H. Fulmer '51, Chair. (Exhibit K, pages 22).

Committee report received.

10-97-34 • The Board approved the motion to accept the audit report prepared by the accounting firm of Ernst & Young.

10-97-35 • The Board approved the motion that Ernst & Young be retained to perform the 1997-98 audit for the College.

10-97-36 • *Report of the Buildings and Grounds Committee*

Mr. John H. Crabtree, Jr. '57, Chair. (Exhibit L, page 23).

Committee report received.

10-97-37 • Degrees awarded on May 17, 1997. (Exhibit M, pages 24-30).

10-97-38 • The meeting went into executive session at 11:30 a.m.

Kenneth F. Clark, Jr., Secretary

BOARD OF TRUSTEES COMMITTEES FOR 1997-98

Board Committees		Faculty Member	Student Member	Staff (Non-Voting)
Board Directions & Leadership John C. Sites, Jr., Chair • Neville F. Bryan Robert H. Buckman • J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances T. Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr. Gilbert I. Hayes
Buildings & Grounds John H. Crabtree, Jr., Chair • J. Bayard Boyle, Jr. Billy M. Hightower J. L. Jerden John B. Maxwell, Jr. Phillip H. McNeill James B. Taylor, Jr.	Lorna A. Reimers Nettie Schilling Russel L. Wiener	Steve Gadbois #	Damon A. Norcross #	Brian E. Foshee William D. Berg
Development Kenneth F. Clark, Jr. Chair • James H. Barton William J. Michaelcheck John M. Wallace III	William C. Raspberry P.K. Seidman	Gail P. C. Streete #	Michael J. Faber #	Arthur L. Criscillis Wendy T. Rotter
Enrollment James R. Lientz, Jr., Chair • Joyce C. Broffitt Bryan M. Eagle Donald H. Farris James H. Prentiss	Robert W. Amis Charles R. Sherman	Robert R. Llewellyn #	Frank L. O'Connor #	David J. Wottle Arthur M. Weeden, Jr.
Faculty & Educational Program W. Neely Mallory, Jr., Chair • Dunbar Abston, Jr. • Bruce E. Campbell, Jr. J. Robert Dobbins Harry J. Phillips, Sr.	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Katheryn Wright	Roblin J. Webb	John M. Planchon Terri E. Lindquister
Finance Spence L. Wilson, Chair • Jack R. Blair John C. Hugon Michael McDonnell James A. O'Donnell	Edgar H. Bailey S. Herbert Rhea John B. Ricker, Jr.	Deborah N. Pittman	Kristin L. Fox	J. Allen Boone N. P. McWhirter
Students & Campus Life Wayne S. Sharp, Chair • Nancy H. Fulmer John D. Gladney Ted M. Henry W. Ralph Jones III A. Bruce Parker	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Dee Birbaum	Effie V. Bean	Melody H. Richey Charles N. Landreth
Investment Michael McDonnell, Chair • J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. Joseph Orgill III Harry J. Phillips, Sr.	L. Palmer Brown	Brian W. Shaffer		J. Allen Boone N. P. McWhirter
Audit Nancy H. Fulmer, Chair • Bruce E. Campbell, Jr. John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
Lifelong Learning Jack R. Blair, Chair • Dunbar Abston, Jr. W. Ralph Jones III James H. Prentiss	P. K. Seidman	Timothy S. Huebner		John M. Planchon Deborah N. Pittman
Information Technology Robert H. Buckman, Chair • Jack R. Blair Bruce E. Campbell, Jr. Bryan M. Eagle	Donald H. Farris Michael McDonnell Harry J. Phillips, Sr. Spence L. Wilson	Robert R. Llewellyn #	Jonathan D. Nolin	John M. Planchon 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

Revised October 1, 1997

Report of the Campaign Executive Committee and Development Committee
Mr. Kenneth F. Clark, Jr., Chair of Development and Acting Chair of CEC — October 9, 1997.

Today, it is my privilege to report that fifteen months before the conclusion of the 150th Anniversary Campaign, the \$120 million goal has been met and exceeded by over \$4 million.

This is due in large part to the leadership of Red Blount, the dedicated efforts of members of the Campaign Executive Committee and the generosity and commitment of everyone in this room. Thank you all.

Although the overall dollar goal has been achieved — we recognize that a Campaign is not simply about dollars. Campaigns are undertaken to strengthen key areas of the College. If you look at the blue sheet titled "Campaign Summary Report" that is before you, you can see that two areas remain underfunded: Global Perspective and Faculty Support. The Campaign Executive Committee will be focusing its efforts on meeting the \$10 million goal for faculty support. Rhodes has an outstanding faculty and we believe investments in faculty support are critical to the strength of the College.

In this regard, I have two key announcements. First, Red and Carolyn Blount have stepped forward with a \$2 million challenge gift for faculty support that requires we raise an additional \$4 million in outright commitments by December 31, 1998. The Blount Challenge which is described on the blue sheet at your seat, will call for our best efforts to meet it.

Second, I am pleased to announce that \$500,000 has already been committed in response to that challenge. This gift will create the Ralph C. Hon Chair of Economics and Business Administration. This effort was co-chaired by J. L. Jerden '59 and John Sites '74, and trustees Nancy Huggins '74 and Jim Taylor '82 were also key contributors to it.

Much has been achieved in Rhodes' 150th Anniversary Campaign, but there is still much work to be done.

In the Development Committee meeting, Arthur Criscillis introduced four new staff members: Tom Schneider, Director of Annual Giving and Corporate Relations; Tona Simpson, Director of Special Campaigns; Virginia Richards, Assistant Director of Annual Giving; and Heathie Acuff, Director for Grants.

Last year's Annual Fund was a great success, raising \$2,345,548, a 4.2% increase over the 1995-96 year. This was due in large part to leadership gifts in the Diehl Society and the Red and Black Society which together provided about \$1.6 million. The Diehl Society passed through the \$1 million mark for the first time. The Annual Fund goal for 1997-98 is \$2,440,000, a 4% increase over last year's total.

Bill Michaelcheck '69, President of the Charles E. Diehl Society for 1997-98, hosted the annual dinner last evening at the Memphis Country Club. A goal of raising \$1,080,000 has been set for this year. Also, a Challenge Fund of \$55,000 has been established by several members to encourage new and increased memberships. This fund will provide \$5,000 to match the gift of each new member and \$5,000 for every level a current member increases.

Beth Simpson '58 gave a brief update of the Margaret Hyde Council and reported that \$1.2 million has been committed since last April. Four students have benefitted from scholarships provided by the Council in the study abroad program, 3 students in Egypt and 1 in Japan. The Council has expanded its membership from 9 to 17 members.

Thank you, that concludes my report.

Report of the Board Directions and Leadership Committee

Mr. John C. Sites, Jr. '74, Chair — October 9, 1997.

The meeting was called to order in the Orgill Room, at 2:30 p.m.

Members present for the committee meeting were: John C. Sites, Jr., Chair, Neville F. Bryan, Robert H. Buckman, L. Palmer Brown, J. Lester Crain, Jr., Robert D. McCallum, Frank M. Mitchener, Jr., Joseph Orgill III, Frances Tigrett, James H. Daughdrill, Jr., Loyd C. Templeton, Jr., Gilbert I. Hayes, Ben W. Bolch, and Sherry J. Fields

Due to the resignations of David McWilliams, who is now running Merrill Lynch's operations in Australia, and Barbara Hyde who is devoting more time to her family, the Board Directions and Leadership Committee recommended the election of Louis Zbinden '58 of San Antonio to the Class of 1999 and Arthur Rollins '81 of Atlanta to the Class of 2000 to fill their unexpired terms. It was further recommended to nominate James A. Thomas III '62 of Memphis, Nancy Huggins '74 of Dallas and Vicki R. Palmer '75 of Atlanta to the Class of 2001 to fill the terms of those rotating off the Board at the end of this academic year.

Upon the recommendation of the Committee, the following Trustees were re-elected to the Board for the Class of 2001: Jim Barton, Jack Blair, Bruce Campbell, Lester Crain, Jim Taylor, Bryan Eagle, John Hugon, J. L. Jerden, Jim Lientz, and Joe Orgill.

The Committee will recommend that Mrs. Harriett H. McLoughlin, Class of '41 of Princeton, New Jersey be elected an Honorary Trustee.

The Committee that the following be offered an honorary degree at the May 16, 1998 Commencement:

Lt. General Claudia J. Kennedy '69, first woman to hold this high rank in U.S. Army history.
Peter Doherty, Chair of Immunology at St. Jude Hospital, 1996 Nobel Prize in Medicine.
Jocelyn Rudner, Memphis Plough Community Foundation.
Priscilla Presley, Head of Graceland Enterprises, former Memphian.
Oprah Winfrey, Born in Kosciusko, MS, graduated Tennessee State.
Alvin O. Jackson, Minister, Mississippi Blvd Christian Church, Memphis.

A motion was made to form a Board Committee on Christian Commitment and Church Relationship. This will ensure active Trustee supervision of this essential part of the College's Mission. The Committee would meet three times each year, not during Board meetings, but at times scheduled between Board meetings. Reports would be made at each Board Meeting.

The Board approved the following resolution regarding the death of former Trustee Joseph Raymond Crosby:

The Board of Trustees of Rhodes College records with deep sorrow the death of Joseph Raymond (Jack) Crosby.

A Mobile, Alabama native, Jack graduated from Rhodes and received his MBA from Harvard. Sam Crosby said of his father, "Dad had a lifelong love of education, the environment and his family."

Jack Crosby served his *alma mater* as trustee for many years. During this time, he attended student gatherings and always made a point to talk with students and parents. Our lives are richer because of this great man and beloved friend.

We request that this resolution be sent to his family as an expression of the Board's heartfelt sympathy, and of the Board's gratitude for his many years of outstanding service to the College.

Due to the kick-off for the College's 150th Anniversary celebration, the Committee recommended that the January, 1998 Board meeting be moved to Friday afternoon, January 23rd with the kick-off ceremony that evening in the Bryan Campus Life Center and the Board meeting continuing the following morning, Saturday, January 24th ending at noon.

To consider plans for Rhodes for the first decade of the 21st Century, at the recommendation of the Committee, a Board Retreat at Point Clear, Alabama on October 8 and 9, 1998 was voted upon. This recommendation requires moving the previously scheduled Board meeting up one week from October 15 and 16, 1998.

Gil Hayes told us of the plans for the College's Sesquicentennial.

John McGauley, President of Gehrung Associates spoke to us on national recognition of Rhodes since our Board Meeting in April.

The meeting adjourned at 4:15 p.m.

Report of the Students and Campus Life Committee

Ms. Wayne Steele Sharp '75, Chair — October 9, 1997.

The Committee on Students and Campus Life was called to order by Wayne Sharp, Chair, at 2:30 p.m. in the Conference Area of Tuthill Hall. Members in attendance were: Nancy Fulmer, John Gladney, Bruce Parker, Ralph Jones, Dee Birnbaum, and Effie Bean. Ex-officio members present were Mel Hokanson Richey and Charles Landreth. Present by invitation were staff members Carol Casey, Debora Jones-Jobe, Loretta Lambert, and Claire Coleman; and students Neeta Venepalli and Adele Hines.

Loretta Lambert, Coordinator of Community Service Programs, extended a welcome to the newly renovated and renamed Tuthill "LINCS" (Leadership Involvement Network Center for Service). The LINCS is now designated as the central location for over 50 campus organizations. It is a place where students can cultivate ideas and develop their leadership and personal talents into meaningful opportunities for learning, service, and responsible citizenship. It includes offices for the Rhodes Student Government, the Black Student Association and the Rhodes Activities Board as well as the offices of the Director of Student Activities, the Director of Multicultural Affairs, and the Coordinator of Community Service Programs. The Tuthill renovation has provided work space, computers, a copy machine, file cabinets, and the Leadership Library. Discussion followed.

Debora Jones-Jobe, Director of Multicultural Affairs, presented an overview of the Diversity Programs in place on the Rhodes campus. The office of Multicultural Affairs provides counseling and support for Asian, Hispanic, African American and Native American students. The calendar is dotted with monthly emphases such as Hispanic Heritage Month, Native American Month, and Asian/Pacific American Month. Some of the organizations for special cultural interest groups are STARR (Students Talk about Race Relations), BSA (Black Student Association), ASIA (All Students Interested in Asia), and International House. These various organizations produce a number of events which are very successful in involving the entire campus community. STARR meets monthly and holds discussions on various race related topics. The BSA produces the Gospel Extravaganza which coincides with Parents Weekend and the Evening in Jazz, both of which are very widely attended. ASIA provides a variety of programs, including the celebration of Chinese New Year and Asia week. International House assists international students in adjusting to Memphis with field trips and participation in various Memphis community events.

Carol Casey, Director of Residence Life, reported on creating a residential community at Rhodes. This year the residence halls are at 95% occupancy. 72% of the student body lives on campus this year, compared to 68% last fall. Half of the campus vacancies are in Stewart Hall. Improvements have been and are continuing to be made to Stewart Hall including outdoor lighting upgrades, shrubbery reduction, insulation and recarpeting, additional security measures, and relocation of the Residence Life Offices to Stewart. Beginning with the class of 2002, students will be required to live on campus during their first two years at Rhodes. With the institution of the two-year residency requirement, additional efforts will be made to create special interest housing for new students, such as quiet study and floors by academic interest. The Townhouse concept in housing has been well received and very successful on Rhodes Campus. Residents compete for Townhouses by presenting special projects that they plan to focus on as their townhouse emphasis (e.g., the Internet Service townhouse, helping students author their own web pages).

Charlie Landreth, Associate Dean of Student Affairs, presented a demonstration of the Rhodes web pages, emphasizing the computer resources available in students' rooms. Discussion was generated during this demonstration.

Neeta Venepalli, Vice President of the Rhodes Student Government, reported that the RSG is currently surveying student satisfaction in a number of areas pertaining to campus life. Ad Hoc Committees are in place studying Campus Diversity and Campus Safety. In addition, the RSG is turning its attention to student usage of the Lynx Lair, student retention, and Rhodes academic ranking in national publications. Neeta addressed RSG's expanding role in student representation, facilitating Community Forum Dialogues on pertinent campus issues, celebrating student achievement and developing more direct links between students and administrators. Expanding on the last item, Neeta suggested that future Board Meetings allow a special time for interaction between members of the Board of Trustees and members of the student body in an informal setting such as lunch in the Refectory. Discussion followed.

Mel Hokanson Richey, Dean of Student Affairs, stated that the academic year 1997-98 is off to an excellent start. Campus safety problems are at an all time low. Housing numbers are up. Recreational and intramural sports participation figures have increased by over 10%. She also reported that retention has received great focus this semester and is being carefully studied through the Strategic Planning Initiative and the SACS accreditation process. The 150th Anniversary Celebration is providing a common impetus for the student body, the faculty and the staff. The student body elected to forego their winter formal and join with the faculty and staff in the 150th Anniversary Gala to be held in January. Rhodes students will also be sponsoring a major community service initiative during Rites of Spring as part of the sesquicentennial celebration. Mel closed with updates from our intercollegiate teams.

Chair Wayne Sharp requested input from the committee as to areas of interest for future committee agendas.

Bruce Parker asked about current campus participation in the various service areas. Loretta Lambert responded that there are over 40 students serving as Bonner and Burch Service Scholars. She added that the class of 2001 is very enthusiastic about service as evidenced by an optional community service program during orientation where 125 students participated. Over 400 students volunteered through the Kinney Program during the last academic year.

Nancy Fulmer emphasized that retention is critical to the life of the College.

Future committee meetings will focus on both service and retention issues as per the committee's request.

There being no further business, the meeting was adjourned at 3:55 p.m.

Report of the Enrollment Committee

Mrs. Elizabeth L. Simpson '58, Acting Chair — October 9, 1997.

The Committee on Enrollment was called to order at 2:15 p.m. by Acting Chairperson Beth Simpson with the following members in attendance: Mr. Bob Amis, Ms. Joyce Broffitt, Mr. Bryan Eagle, Dr. Bob Llewellyn, Mr. Frank O'Connor, Mr. Jim Prentiss, Mr. Charles Sherman, Mr. Art Weeden, and Dean Dave Wottle.

Admissions Report. The 1996-97 recruitment year was one of Rhodes' most successful ever. All-time records were set in the number of students who interviewed for admission, the percentage of minority students in the entering class, the number of National Merit or Achievement Finalists or Semi-Finalists, and the size of the entering class. Inquiries to the College and total applications for admission were only slightly behind our record numbers of two years ago.

Student inquiries increased by 4% over the year before and applications for admission improved by 5% to a total of 2,404 applications. Total new students numbered 451, 44 more than a year ago. We met our new student enrollment goal on May 5, earlier than at any time in the past.

The academic quality of the entering class was as strong as ever. The average first-year students ranked in the 15% of their graduating class with a 3.61 grade point average. The middle 50% range on the SAT was 1210 to 1360, with an average of 1289, and the middle 50% range on the ACT was from 26 to 30, with a 28 average.

Students in the entering class came from 33 states and two foreign countries. One of our greatest successes of the year came in our recruitment and enrollment of minority students. Fourteen percent of the entering class (or 59 students) were minorities. African-American students showed the greatest improvement as we enrolled 29 African-Americans compared to 4 last year. It was suggested that making summer jobs and internships available to Rhodes minority students may assist us in our recruiting efforts.

While our minority recruitment efforts met with success, we were disappointed once again with our international student recruitment results. While we enrolled 9 exchange students, only two first-year international students enrolled in the entering class. Rather than travelling overseas this year, we will be bringing 12-14 international counselors to campus this spring.

Currently, student inquiries are trailing last year's number by 2,700, or 11%. The Admission Office is quite concerned about this decrease in student interest and are conducting a major follow-up mailing and new direct mailing to seniors in an effort to build our inquiry pool.

Financial Aid Report. Mr. Weeden reported to the Committee that expenditures for scholarships and grants for the 1996-97 year was \$7,870,234, which was \$41,973 less than the amount budgeted.

For the year 1997-98 our current commitment for scholarships and grants is \$8,473,279, which is \$142,958 more than is budgeted for financial aid. It is believed that our year end expenditures will in fact be between \$130,000 to \$150,000 more than was budgeted. This is largely attributed to the fact that the entering class is larger than was expected, that more students in the entering class received financial assistance than anticipated and to changes we made in our financial aid packaging system.

Mr. Weeden shared with the Committee that the average gift aid for entering students increased by 11% from \$8,197 to \$9,102. This increase reflects changes made in our financial aid packaging strategy and helped us to increase our yield on accepted students by one percent. The average total gift aid to all Rhodes students increased 7% from \$7,949 to \$8,536.

The Higher Education Amendments are scheduled to be reauthorized in 1998. Congress is already busy with hearings and many legislative initiatives are already making their way through Congress. One of the more troubling possibilities from the perspective of private higher education is the Department of Education's request to have the authority to base eligibility for federal student aid on prior year data. This would likely mean that we would have to implement another data collection system in order to perform need analysis for students who apply for need-based student aid or that we may need to abandon the concept of need-based aid.

The suggestion was made to consider awarding scholarships to returning students who were not initially awarded a scholarship but have performed very well at Rhodes and that this may in fact be a worthy fund raising cause for the Development Office.

There being no further business, the meeting was adjourned at 3:55 p.m.

Report of the Faculty and Educational Program Committee

Mr. W. Neely Mallory, Jr. Chair — October 9, 1997.

Members Present:

Board: Mr. Mallory, Mr. Abston, Mr. Campbell, Mr. Dobbins, Mr. Norfleet

Faculty: Associate Professor Wright

Staff: Dean Planchon, Associate Dean Lindquester, Ms. Laakso, Ms. Handwerker

Mr. Mallory called the meeting to order and recognized Dean Planchon who introduced Dean Lindquester as the new associate dean, Professor Wright as the new faculty member of the committee, and Ms. Webb who is the student representative to the committee.

Dean Planchon reported on class visitation by trustees and mentioned that the feedback from making this option available is very positive.

Dean Planchon directed the committee's attention to information on new faculty appointments for 1997-98 noting that the pool of candidates for these positions was truly outstanding. He told the committee that of the 14 new faculty positions, two are tenure-track, three are one-year replacement positions, three are held by faculty who taught at Rhodes last year (one of those is a tenure-track position that was converted from a long term renewable), and the rest are long-term renewable positions.

Dean Planchon briefly discussed the Faculty Profile for 1997-98 noting that the student/faculty ratio for 1997-98 is 11.35/1. Dean Planchon mentioned two reasons for the lower than 12/1 student/faculty ratio: 1) the entering class for 1997-98 is very large (425 first-year students) and 2) because there is such demand for some first-year courses and in the interest of meeting the needs of the entering class and providing them with the small classes Rhodes promotes, several adjunct instructors were hired to teach the extra sections of courses necessary to accommodate our students.

Dean Planchon told the committee that recruiting for 1998-99 is currently being conducted to fill two positions in Foreign Languages and Literatures, two in Mathematics/Computer Science, two in English and one in Economics and Business Administration. All are long term renewable positions except for a rhetoric and composition position in English and a position in Spanish which are tenure-track.

Dean Planchon introduced Ms. Laakso, director of student academic support, who brought the committee up-to-date on academic support initiatives. Ms. Laakso mentioned several things responsible for the dramatic drop in the percentage of first-year students on probation or suspension:

- Advising has become more proactive and intrusive making it easier to identify earlier students who are having academic difficulties.
- The Peer Tutoring Program has been expanded from 3-4 classes being covered to 27 classes including almost all introductory classes.
- More information is used to pair advisees and advisors.

Ms. Laakso noted the successful collaboration between Student Affairs and Academic Affairs during orientation which gives the students a better idea of what is expected of them academically. Ms. Laakso also mentioned that the summer reading program had been revamped and improved to involve more faculty/student interaction during orientation. Dean Planchon mentioned that much credit should also be given to the Dean of Student Affairs, Melody Richey, for inviting Academic Affairs to join Student Affairs during new student orientation. From this association a more complete and in-depth orientation is possible.

Dean Planchon introduced Associate Dean Lindquester who explained to the committee the initiative that has been taken by her to strengthen the College's support of students applying for the nationally competitive postgraduate scholarships such as the Rhodes Scholarship, the Marshall Scholarship, the Truman Service Scholarship, and the Fulbright Grant for study abroad. Dean Lindquester outlined steps that have been taken to identify potential scholarship recipients early in their academic careers, provide these students with a schedule of preparation, and work with the students throughout the whole process. Dean Lindquester pointed out that this initiative has the potential for enormous benefits for both our students and the College as an institution.

Dean Planchon mentioned that there were many exciting technological advances being used by faculty members in the classroom and asked if the committee would be interested in presentations by faculty members who have incorporated some of these into their teaching methods. The committee agreed that it would be interested in seeing these presentations. The committee also asked that a report on the progress of the Master in Accountancy program be presented at a future committee meeting.

There being no further business, the meeting was adjourned.

Report of the Lifelong Learning Committee

Mr. Jack R. Blair, Chair — October 9, 1997.

Present: P.K. Seidman, Trustee; Dunbar Abston, Trustee; Jim Prentiss, Trustee; Tim Huebner, Professor; Deborah Pittman, Director; John Planchon, Dean of Academic Affairs; David Harlow, Chancellor; Cissy Whittaker, Administrative Assistant

Absent: Jack Blair, Chair; Ralph Jones, Trustee

Annual Report. Deborah Pittman summarized the financial results of the Meeman Center for 1996-97. The Center had a contribution to college overhead of \$272,000. She indicated that the recent creation of cost centers for the Center's major programs would improve measurements of profitability going forward.

ASCA International Cotton Institute at Rhodes. The Cotton Institute has produced the following contributions to college overhead during the past three years: \$162,675 in 1994-95, \$238,548 in 1995-96, and \$263,368 in 1996-97. The 1997 Institute had 68 participants from 23 countries. Chancellor Harlow reported that a five-year contract is currently being negotiated.

Facilities Usage. Approximately 1,300 individuals used the Rhodes campus facilities this past year. Residential and non-residential programs generated almost \$130,000 in profits after direct program costs. The supply available for rent last year was approximately 100 dorm rooms for 60 days. There is more demand for campus facilities than there is supply.

Institute for Executive Leadership. The new format of the Institute for Executive Leadership has been well-received by the corporate community. Two sessions of twenty executives each have been filled. The program should generate \$15,000 in surplus after direct program costs.

Institute on the Profession of Law. The Institute on the Profession of Law had 70 participants in 1997. Ms. Pittman indicated that the plans for this year are to bring Arthur Miller of the Harvard Law School to lead a panel on "Media and the Law: How Times Have Changed." Panelists who have agreed to participate include John Seigenthaler and James Neal. Dean Planchon indicated that Arthur Miller's fee is \$12,000.

Lifelong Learning Courses and Writing Academy. An estimated 70 people participated in Lifelong Learning Courses in 1996-97, and another 75 attended courses in the Writing Academy. In order to encourage the faculty to offer courses in the Meeman Center, a bonus arrangement has been introduced so that faculty compensation increases when enrollment achieves a certain level past break-even. The faculty member can earn as much as \$150/hour of instruction if the course is well-attended. The goal is to generate more participants over which to spread the relatively fixed marketing costs.

C. Whitney Brown Programs. As a result of two ad hoc planning committees which met during the past year, the C. Whitney Brown program has been divided into two totally separate components. The entire fund balance has been placed in the Rhodes general endowment, with the exception of \$25,000 which has been set aside as seed money to underwrite a seminar for the business community. A portion of the funds in the endowment will be used to complete the scholarship commitment to Michael Thompson, the current C. Whitney Brown scholar. A seminar advisory committee of interested corporate executives (Steve Priddy, Mars Widdicombe, Ron Burgess, P.J. Smoot) is attempting to identify an outstanding speaker with broad appeal to make a presentation on either leadership, values, or strategic vision. Members of the Lifelong Learning Committee were asked for their help in identifying individuals who might help bring well-known personalities to Memphis. The seminar advisory committee would like to bring speakers of the caliber of Katharine Graham, Herb Kelleher or Colin Powell to campus. A possible contact for Colin Powell was identified by Jim Prentiss.

New Business.

Ms. Pittman indicated that funding for underwriting an annual Biomedical Ethics Seminar was currently being pursued.

P.K. Seidman asked that the Meeman Center's mission to extend Rhodes' tradition of excellence in liberal education to individuals and businesses be pursued aggressively now that the Center has sufficient resources from the Cotton Institute and other facility usage to fund its programs.

Dunbar Abston indicated his support for the renewed efforts in the area of Meeman Center Lifelong Learning courses, indicating that benefits accrued to both the community and to the professors. Tim Huebner recommended that more courses be offered which relate to current Memphis events.

Chancellor Harlow indicated that both the Oilers and Bridgebuilders had requested residential programs on campus during next summer.

The meeting was then adjourned.

Report of the Information Technology CommitteeMr. Robert H. Buckman, Chair — October 9, 1997.

Mr. Robert H. Buckman, Chair - October 2, 1997

Members Present:

Board: Mr. Buckman, Mr. Farris, Mr. Campbell, Mr. Eagle
Faculty: Dr. Robert Llewellyn
Student: Mr. Jonathan Nolen
Staff: Chancellor Harlow, Dean Planchon, Dr. Lemond, Ms. Blair, Ms. Handwerker

The meeting was called to order at 12:10 p.m. by Mr. Buckman who distributed information on Knowledge Management to the committee. Mr. Buckman also brought to the attention of the committee some specific goals from the *Plan for Excellence*. These goals directly relate to the purpose and goals of the committee regarding computer systems, the library, technology support, classrooms, and "smart" classrooms. Mr. Buckman asked Ms. Blair, director of the Burrow Library, what was needed to achieve the goal of upgrading the Burrow Library by providing space, equipment, and staff to accommodate enhanced learning technologies for students and faculty by the year 2000. Ms. Blair replied that upgrading the infrastructure, access to more online databases, and having sufficient staff would help achieve that goal.

The discussion included what classrooms would lend themselves to being made "smart" classrooms and what would be necessary to convert them.

Dr. Lemond distributed to the committee an update of Computer Center activities since January 1, 1997 noting that wiring of the residence halls was completed to all rooms. As of October 1, 1997, 538 students have subscribed to the "ResNet" network service. A "ResNet" Web page now contains answers to frequently asked questions and also contains instructions for using various services.

Ms. Blair distributed a list of online databases available to the Rhodes community noting that the list had grown from two to ten in the last three years. Ms. Blair said that one of the tasks remaining is to inform the community that the databases are available and instruct members of the Rhodes community on how to use them.

A list of College supported computer systems was distributed to the committee for information only. It lists the software and hardware established and currently being supported by the Rhodes Computer Center.

Dean Planchon recognized Professor Bob Llewellyn who spoke more on the need for "smart classrooms" and discussed with the committee the College's Teaching, Learning and Technology Work Group's plan to carry out the objectives set forth in the *Plan for Excellence*. After a lengthy discussion, the committee voted to present the following resolution to the President.

Whereas, the *Plan for Excellence* calls for ten smart classrooms to be available by the year 2000, the Committee on Information Technology requests that in the next budget cycle high priority be given to outfitting two smart classrooms as prototypes for use in developing, outfitting, and staffing other smart classrooms.

Professor Llewellyn and Mr. Farris agreed to form a subcommittee to examine teaching, learning and technology and how it can be successfully integrated into the Rhodes environment.

Dean Planchon talked briefly about the future direction of the committee. After setting the date for the next meeting, the meeting was adjourned.

Report of the Finance Committee

Mr. Spence L. Wilson, Chair — October 9, 1997.

The meeting of the committee on Finance was called to order by Mr. Spence Wilson at 2:30 p.m. on Thursday, October 9, 1997 in the Hill Board Room, Palmer Hall. Other members in attendance were Mr. Jack Blair, Mr. John Hugon, Mr. Herbert Rhea, Mr. Mike McDonnell, Mr. James O'Donnell, Dr. Debbie Pittman, Ms. Kristen Fox, Dean Allen Boone, Chancellor David Harlow, Mr. N. P. McWhirter, and Mr. Kyle Webb.

Mr. Wilson opened the meeting with introductions and a brief summary of the functions of the committee on Finance. He also commented that this was an open meeting in which to discuss various issues related to the financial position of the College.

Mr. McWhirter reviewed the results of the audited financial statements for the year ending June 30, 1997. He reported that the audit had been reviewed and accepted by the Committee on Audit which met on October 7, 1997. Highlights of the report included:

1. The financial condition of the College remains sound with the accounting firm of Ernst & Young rendering an "unqualified opinion."
2. Total net assets of the College increased by over \$30,000,000 during the year from \$206,340,163 to \$236,616,550.
3. The liabilities of the College increased due to a \$5.5 million dollar loan taken to complete construction on the new Campus Life Center.
4. The endowment fund increased from \$149,000,000 to approximately \$176,000,000 or an increase of about \$27,000,000.

Mr. McWhirter then reviewed the outstanding performance of our endowment managers this past year. The annualized return over this period on the actively managed fund was 18.4%.

Mr. McWhirter discussed the cash management program of the College. The annualized yield on short term invested cash was 5.6%, with an average maturity of 3-4 months. This portfolio continues to be invested in conservative, low risk fixed income securities as required by Investment Committee policy.

Dean Boone discussed the year-to-date status of the budget through the end of the first quarter of the 1997-98 fiscal year. Total income and expense is in relative historical balance. Financial aid expenditures are presently about \$200,000 higher than anticipated. This figure, however, will decline with expected student attrition between terms. While it is still early in the year, the budget appears to be in good overall shape.

Mr. Spence Wilson briefly reviewed the budget process for setting renovation and replacement priorities and the results from the year just ending. Dean Boone stated that the College allocated approximately \$1,000,000 for R & R projects as had been planned. In addition, the College made payments on the new telephone and voice mail systems, set aside funds for postretirement medical benefits, 150th Anniversary celebration, and various reserves.

Dean Boone reviewed the terms of the \$10 million revolving credit and term loan facility with Suntrust Bank. The loan agreement provided for interim cash flow for the construction of the Campus Life Center. The College drew down \$5.5 million during construction and has repaid \$2 million to date. The remaining \$3.5 million should be paid within two years as final pledges come due. The current interest rate is approximately 6.38% which is based on the 30 LIBOR plus 75 basis points.

Dean Boone then presented a computer model which projects the effects of various spending policies on the College endowment fund. Several spending policy alternatives were presented with the resulting impacts on both long term endowment value and income to the operating budget. Spending policies from a number of our peer institutions were examined and compared to that of Rhodes. After much discussion it was decided to study the impact of these alternatives with the view that a recommendation for change, if any, be made to the Board at a subsequent meeting.

There are no motions to come before the Board at this time.

There being no other business the committee adjourned.

Report of the Investment Committee

Mr. Michael McDonnell, Chair — October 9, 1997.

The last period we looked at was through March 31, 1997, and since then the endowment performance has been extraordinary. The rise in the endowment from March 31 to September 30 has been tremendous. In March, the portfolio was \$162 million and now we stand at \$195 million. It's even more tremendous if you look at how it's been accomplished. In March, we had \$143 million being managed externally out of the \$162 million. In just six months, between March and September, that grew to \$172 million which is about a 41% return if you annualized it. McStay, a small-cap fund in Dallas, had an annualized return of 84.4% in that six-month period and Barrow Hanley, a mid-cap fund also in Dallas, was 63.4%. AmSouth and all the others were around 43% on an annualized basis. These managers have achieved a tremendous capitalization on what they were given.

In the meantime we have some house money which is evaluated only at the end of the year. That went from almost \$19 million to \$23 million which is a very nice return as well. The overall return in the endowment in that same six-month period is about 39.7% annualized which would be 20% standing by itself.

Our performance in terms of annual yield is in the top five percent over a five-year period of all colleges measured. In two years our endowment has gone up \$70 million. The last time the committee met to reallocate funds, they moved the fixed income up to 40%. Now, just a year later, the allocation to fixed income managers is down to 34% and so, due to the success of our equity managers this year, we will have to revisit that again soon.

In long range planning for the College we really have to constantly look at the performance of the various assets of the College; what has happened to the endowment over recent years has certainly been notable.

Report of the Audit Committee

Mrs. Nancy H. Fulmer '51, Chair — October 9, 1997.

The meeting of the Committee on Audit was held in the Hill Board Room of Palmer Hall at 3:00 p.m. on Tuesday, October 7, 1997. Those members of the Committee present included the Chairman, Mrs. Nancy Fulmer, Dr. Pamela Church, Mr. Palmer Brown, Mr. P. K. Seidman, Chancellor David Harlow, Dean Allen Boone, Mr. N. P. McWhirter, and Mr. Kyle Webb. Mr. William Drummond and Ms Pam Guinn represented Ernst and Young in presenting the audit report.

Mrs. Fulmer welcomed the Committee and asked that Ernst and Young proceed with their report.

Mr. Drummond first presented the summary of audit finding which detailed the scope of the audit, areas of audit emphasis, and an explanation of management's use of sensitive accounting estimates. As required under AICPA pronouncements, Mr. Drummond detailed significant variances between comparative years and also presented all remaining statements required under SAS No. 61, Communication with Audit Committee. Mr. Drummond then presented the fee proposal for the FY 1997-98 for consideration by the Committee.

Mr. Seidman asked the auditors for an explanation of their satisfaction with the internal controls used by college management. Mr. Drummond responded that all internal control features they examined were satisfactory. Mr Seidman requested that at next year's meeting a summary be presented detailing controls used in a particular segment of the accounting system so that the Committee could fulfill its obligation of oversight of such controls.

Ms. Guinn presented the preliminary draft of the audited financial statements for the year ended June 30, 1997. She noted that the College continues to receive an "unqualified" opinion. Items included within the text of the audit report are summarized as follows:

1. During the year, the College adopted one new financial accounting standard; FAS No. 124, "Accounting for Certain Investments Held by Not-for-Profit Organizations". This statement had no impact on the College's financial position since Rhodes already records investments in securities at fair market value and reports realized and unrealized gains and losses on the Statement of Activities.
2. The financial statements are once again presented in a comparative format. Under accounting pronouncements incorporated into the report last year, net assets are classified as unrestricted, temporarily restricted, and permanently restricted. A Statement of Cash Flows was added to the financial presentation under these pronouncements.
3. The College remains in strong financial position with net assets increasing from \$206,340,163 to \$236,616,550 at June 30, 1997.
4. The endowment fund market value increased from \$149,000,000 to \$176,000,000 which accounts for the major portion of realized and unrealized gains reported in the amount of \$25,727,559. The endowment fund includes approximately \$91,000,000 of unrestricted net assets and \$85,000,000 of permanently restricted net assets as of June 30, 1997.
5. Total gifts and grants received by the College during fiscal year 1996-97 were \$10,829,385.
6. Expenditures for student financial aid decreased slightly during the fiscal year from \$9,076,902 in FY96 to \$8,955,292 in FY 97.

The Audit Report was accepted by the Committee as presented by Ernst and Young.

After discussion, the Committee voted to recommend Ernst and Young for the FY 1997-98 year under the terms of the fee proposal as presented.

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

Report of the Buildings and Grounds Committee

Mr. John H. Crabtree, Jr. '57, Chair — October 9, 1997.

The meeting was called to order at 2:20 p.m. by Mr. John H. Crabtree, Jr. Chair.

Those present were: Mr. J. Bayard Boyle, Jr., Dr. Billy M. Hightower, Mr. J.L. Jerden, Mr. John B. Maxwell, Jr., Mr. Phillip H. McNeill, Mr. James B. Taylor, Jr., Mr. Steve Gadbois, Mr. Damon A. Norcross, and Mr. Brian E. Foshee.

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

Mr. Foshee reviewed several renovation and replacement projects completed during the summer '97 recess. The projects included computer wiring in the six remaining residence halls, a boiler replacement for the Frazier-Jelke Science Center, several carpet replacements, and improvements to Fargason Field. He stated that the projects were completed on time and within budget.

Mr. Foshee discussed energy management initiatives underway on campus. He stated that the campus wide, computer based energy management system has been expanded to almost all buildings on campus and has been a tremendous asset to maintenance staff. He also discussed lighting upgrades across campus, the use of temperature setbacks and the use of lighting sensors and motion detectors. Mr. Foshee stated that when electrical and mechanical equipment replacements are planned, the most energy efficient equipment available is purchased and installed.

Mr. Foshee discussed a new Physical Plant and Grounds building, which is proposed to be constructed just north of the new Dunavant Tennis Complex. He stated that the Physical Plant operation has outgrown the Austin Building and that the existing shops and storage area are not compatible with campus construction. The Crump Firm has been retained to develop schematic drawings and a cost estimate.

The committee reviewed the campus master plan and discussed the location of a proposed science building and residence hall. There was also a general discussion of available land for future construction and how it relates to the growth of the college.

There being no further business, the committee adjourned at 3:15 pm.

Degrees Awarded on 17 May 1997 — Bachelor of Arts Degree

Rodney John Abele, III	Philosophy
Anupama Agrawal	Psychology cum laude
Amy Katherine Alderson	International Studies / Political Science
Melissa Webb Anderson	English
Justin Lewis Ankerman	Business Administration
Carrie Elizabeth Archie	Political Science
August Alexander Ardussi	Political Science
Susan Elizabeth Ashe	Business Administration
Victoria Lee Atkinson	Religious Studies
Tara Dawn Atwood	Biology
Ashley Brooke Bailey	Biology
Christopher E. Baker	Philosophy
Barbara Jean Bear	Anthropology / Sociology
Leslie Ann Beck	Biology
Belinda Renée Belk	Theatre
Apriel Ayo-ola Bell	Anthropology / Sociology
Christopher Timothy Bellows	Physics
Julia Elizabeth Below	Political Science
Elizabeth Ellen Bernard	Business Administration
Evan Thompson Béziat	Psychology
Julie Keka Bhattacharya	International Studies
Eric Matthew Block	Philosophy
Sarah Nell Bolton	Religious Studies magna cum laude
 Phi Beta Kappa
Matthew David Bonicain	English (absentia)
Allen Ignatius Boudreaux, III	English
Meredith Lou Boyd	Urban Studies
Alexa Suzanne Bradley	Religious Studies cum laude
Sara Ann Briggs	International Studies
Charles Pope Brightwell, IV	Business Administration
Amy Brown	International Studies
Bradley Pearson Brubaker	Anthropology / Sociology
Neil A. Brunetz	Russian - International Studies
Danielle Marie Carré	Biology cum laude
Catherine Susanne Carter	English
Alper Musa Cetingok	Business Administration / International Studies
 Phi Beta Kappa
 cum laude
Darrell Thomas Cobbins	Anthropology / Sociology
Leah Coker	Art
Elizabeth Collins Colemanin	English (absentia)
Heather Lynn Coleman	Music
Benjamin Lee Cormack	Political Science cum laude
Rebecca Brown Crawford	History cum laude
Chad Murphy Crossin	Political Science (absentia)
Jacob Aaron Crossley	Philosophy and Political Science
	(double major)
Elizabeth Alice Crouch	Philosophy and Music cum laude
	(two degrees)
Ginger Elizabeth Crouch	Business Administration cum laude
 Phi Beta Kappa
Sarah Elizabeth Curtis	English
Jennifer Leigh Davis	Biology
Macon Edmonson Davis	French
Rebecca Carole Davis	Psychology cum laude
 Phi Beta Kappa
Julius Frank Day, IV	International Studies
Rachel Irene Day	Economics and Business Administration
Yohaana Harischandra Demel	International Studies cum laude
Denise Presley Denton	Art
Frederick Scott Dickey	Political Science

D. Seth Donald	History	
Lee Coleman Donald	Business Administration	
Allyson Winderlin Dorsey	Political Science	
Katherine Elizabeth Duda	Psychology	magna cum laude
		Phi Beta Kappa
David Witherspoon Dunlap	Philosophy	
John Patton Dycus	English	
Jamie LuAnn Edrington	Greek and Roman Studies	cum laude
		Phi Beta Kappa
Charles Thomas Ellingsworth	Business Administration	
Catherine Britton Elliott	French	
Richard Wheaton Ennis	Computer Science	
Enrique K. Espinosa	Art	cum laude
Taylor Michael Fairman	Business Administration	
Gary Dean Farmer, Jr.	French	
Anne Redfearn Feathers	Philosophy	
Velitchka Filipova	International Studies	cum laude
		Phi Beta Kappa
Allen Ray Freeman	French and International Studies	cum laude
		Phi Beta Kappa
	(double major)	
Jennifer Rebecca Gafford	Psychology	
Amanda Carol Garrigan	English	
Walter Baird Garrott, III	Biology	
Katherine Elizabeth Garts	Psychology	
Grant S. Gibbs	Business Administration	
Laurea Caroline Glusman	Business Administration	cum laude
		Phi Beta Kappa
Benjamin Eric Gohman	Business Administration	cum laude
Jennifer Louise Graves	Political Science	
Angela Wherry Green	Business Administration	cum laude
Steven Franklin Griffith, Jr.	Political Science	cum laude
Jennifer Lyn Gunter	Psychology	
Jennifer Suzanne Hall	Theatre	
Thomas William Hamling	American Studies	
Anne St. Clair Hardwick	International Studies and French	
	(two degrees)	
David Christopher Harrisonin	International Studies (absentia)	
Michael J. Hayes, Jr.	Business Administration	
Bennett Kirkland Hazlip	English	
Megan Elizabeth Hendricks	Anthropology / Sociology	
Christopher Denson Henry	Business Administration	
Marshall Howard Henry	Economics and Business Administration	
Amy VanLandingham Herrin	Religious Studies	
Lee Turner Hicks	Business Administration	
Kristen Shaw High	Biology	
Robin Tansill Hille	Religious Studies	
Amy Rae Hobby	Religious Studies	
Emily Elizabeth Hogue	Philosophy	cum laude
Kelly Michelle Holdbrooks	International Studies / Political Science	
Angela Joy Hollyfield	Psychology	
Brett Alan Hudgins	Economics and Business Administration	cum laude
		Phi Beta Kappa
Steven Robert Hudson	Business Administration	
Michael Curtis Hughes	Business Administration	
John Andrew Humphrey	Biology	
Tanvir Hussain	Biology	
Zachary Michael Ives	Russian / Soviet Studies	
Samantha Annette Jackson	History	
Thomas Anthony Jackson, Jr	Music (<i>also receiving B.S.</i>)	
Milton Frederic Johnson	Theatre	
Elizabeth Consuelo Johnston	Biology	
Matthew Sean Jones	Greek and Roman Studies	

Leah Bryant Jordan	Business Administration and Spanish (double major)
Nicole Adrienne Joubert	Anthropology / Sociology
Jeremy Ralph Kellar	Greek and Roman Studies cum laude
Andrew Crawford Kennedy	International Studies
Alison Ann Ketner	Japanese Studies
Michael Collins Kilbury	Psychology
Katherine Ann Kilgore	English
Nao Kinoshita	History
Luther Joe Kirby, II	Political Science
Catherine Mullinnix Kirkland	Anthropology / Sociology magna cum laude Phi Beta Kappa
Christopher Alan Knight	Political Science magna cum laude Phi Beta Kappa Honors Research
Katherine Hall Kopfler	Biology
John Henry Kopmeier	International Studies
Emily Anne Kryjak	Religious Studies
Amy Laura LaFuria	English
Julianne McKeehan LaGasse	Biology
Christopher Michael Landis	Psychology
Julia Kaye Lang	International Studies
Hallie Sorrell Lanier	Music cum laude
Lydia Anne Lara	Psychology
Meredith Chelyan Latimer	Political Science
Amy Elizabeth Ledbetter	English
Martin Jeff Lekarczyk	Economics and History cum laude (double major)
Justin Robert Lennon	Greek and Roman Studies
Andrew Zack Lewis	English
Julie Michelle Line	Anthropology / Sociology
Thomas B. Logue, III	German and International Studies Business Administration (two degrees)
Marian Elizabeth Lokey	International Studies / Political Science
Michael Alan Long	Psychology (<i>also receiving B.S.</i>) cum laude
Amy L. Lonkar	Biology
Carissa Elaine Lucas	Mathematics
Christopher Michael Luter	Theatre - Music
Sherry Jane Lynn	Business Administration
Ellen Claire Madison	Art
Kelly Diane Mallett	Biology
Kristen Alissa Manzke	Biology
Jason Paul Markell	English
Elizabeth Katharyn Markovits	International Studies / Political Science . magna cum laude (two degrees) Phi Beta Kappa Honors Research
Christopher Lang Marlowe	Political Science
Anthony Allen Martin	Economics and Business Administration
Robert Paul Marus	English cum laude
Maria Evon Massie	Spanish and Political Science (double major)
Lucy Rosina Elizabeth Mayne	Spanish
David Layne McCollum	Biology cum laude
Mary Margaret McCroskey	International Studies
Elizabeth Tilghman McFadden	Psychology
Kenneth Cornell McGhee	Political Science
Michael Francis McGinn	Political Science
Lori J. McGuire	Psychology cum laude
Jessica Ann McLaughlin	Russian / Soviet Studies
Nicole Suzanne McNall	Anthropology / Sociology
Katherine Walker McQuiston	English
Laura Kathryn McRae	Business Administration

Marianne Price McWherter	Economics	
Shaila Mehra	English and Art	cum laude
	(two degrees)	Phi Beta Kappa
		Honors Research
Isabel Alexandra Melo Hernández	Business Administration	
Virginia Kelly Merrill	Art	
Holly Ellison Miller	English	
Jerry Scott Miller	Music - Religious Studies	
Kristen Jennifer Millermagna	Business Administration	cum laude
		Phi Beta Kappa
Mollie Randolph Mills	History	
Brendan Paul Minihan, Jr.	English	
Danielle Alicia Montana	International Studies	
Joseph Paul Montminy	Political Science (absentia)	
William Chadwick Moorer	English	cum laude
Aparna Kuruganti Murti	Biology	cum laude
Steven Joel Naczycz	Religious Studies	
Phoebe Ann Neal	Art	
Miriam Finch Nipper	Business Administration	
Franklin Sadler Norris	Business Administration	
Laura Jean Norris	History	cum laude
		Phi Beta Kappa
David Shelton Norton	History	
David Christopher Nunn	Business Administration	cum laude
Amy Michelle Oldham	Art	
David Snowdon Osler	History / International Studies	
Kelly Elizabeth Owens	History	
Suraj Palakshappa	Economics and Mathematics	cum laude
		Phi Beta Kappa
Christopher Anthony Palazzolo	International Studies and French	magna cum laude
	(double major)	Phi Beta Kappa
John Speck Palmer	History	
Tammy Maria Parks	Spanish	
Jonathan Eric Patrick	Business Administration	
Daniel E. Pellegrum, Jr.	History	
Anthea Heather Perkerson	International Studies	
Timothy Bryan Perry	Business Administration	
Anita Virginia Person	Business Administration	
Kathryn Ann Petersen	Anthropology / Sociology	magna cum laude
		Phi Beta Kappa
Daren Owen Phillips	Political Science	
Jared Brooks Pittmanin	International Studies / Business Administration (absentia)	
Kara Benton Plenge	Religious Studies	
Alyson Brooke Porter	Art	
Erin Elizabeth Potter	Religious Studies	
Kelley LaRue Pratt	Art	cum laude
Jennifer Elizabeth Price	Business Administration	
Alizza Taal Punzalan	Music	
Praptika Raina	Economics and Business Administration	cum laude
	(double major)	
Paul Michael Ramsay	History	
Michael Riley Ray	Political Science	
Aparna M. Reddy	English	
Olivia Havard Reynolds	Psychology	
Joy Rolanda Richmond	Business Administration	
Allison Jean Ring	English	
Sara Elizabeth Hart Ripley	Religious Studies	
Malynda Sheffield Roberts	English	
Virginia Grey Roberts	English	
Christopher Cole Robinson	English	
Robert Reif Robinson	Political Science	summa cum laude
		Phi Beta Kappa
		Honors Research

Riley Whitt Roby	Political Science
Nancy Ann Roth	English
Ralph Ruby, III	Economics and Business Administration
Thomas Holden Rushing	International Studies / Political Science
Michelle Renee Russell	Economics and Business Administration
Jamie Thomas Sandusky	English
Alison Leigh Santillo	English cum laude
Susannah Prince Saudek	Political Science
John Warren Schafer	Computer Science
Jason Mack Searcy	International Studies
Scott William Self	Political Science cum laude
Afshan Shahin	Business Administration (absentia)
Jonathan Hunter Shepard	Political Science
Ellen Mewborne Shuler	Religious Studies
Christopher Hunter Smith	Art
Meredith Kimberly Smith	Economics and Business Administration
Tiffany Renee Smith	German
Rebekah Elizabeth Sobel	French
David James Speas	Business Administration
Jessica Anne Speer	Political Science
Crystall Jean Spence	Biology
Joshua Brandon Spickler	Economics
Christina Lynne St. Clair	Business Administration / International Studies
 cum laude
Holly Jennifer Stahlman	Psychology cum laude
Stephen Richard Stephenson	Biology
Elizabeth Kealoha Stinson	Business Administration and Mathematics
 cum laude
Carrie Jo Storm	English
Jennifer Elaine Stotemyer	German cum laude
Brandon Jay Stovall	Philosophy
Robert Benjamin Strauser	Psychology
Kari Joy Sutton	Business Administration cum laude
Andrew Christopher Tetlow	Economics and Business Administration
Joe Marley Scott Toland	International Studies / Spanish
	(double major)
Tiffany LeAnn Tucker	History and Political Science
	(double major)
Susannah Elizabeth Tully	English cum laude
Donna Lynne Turner	Psychology
Charlotte Cameron Turnipseed	Biology
Jason Wayne Turns	History
Heather L. Tyler	Theatre cum laude
Terry John Ursin, Jr.	History
Brent Vanderzee	History
Kevin Bernard Vaughn	Political Science
Andrew Mark Veprek	Political Science and Philosophy cum laude
	(two degrees)
Thomas Witherspoon Wallace	Biology and Religious Studies magna cum laude
	(double major) Phi Beta Kappa
William Stirling Wallace	English
Anna Elizabeth Walls	Economics and International Studies . . . cum laude
 Phi Beta Kappa
Nathan Hatton Walsh	History
Shane Adam Wear	Biology - Psychology cum laude
 Phi Beta Kappa
 Honors Research
John William Weeden	Art
Mary Suzanne Wells	Biology
Carolyn Michelle White	Psychology
Katherine Kay White	Psychology cum laude
 Honors Research
Zhanelle-Marie Vitaré Whitley	Business Administration

Shaheen Marie Whittington	Psychology	magna cum laude Phi Beta Kappa
Allison Elisabeth Whittle	History	
Emily Karen Wiggins	Political Science	
Joseph Andrew Wildman	International Studies	
Alicia Nichole Williams	Biology	
Edward Burns Harrison Willis	History	
Grace Michelle Wilson	Biology	
Jerry Wilson Witherspoon, Jr.	English	
John Matthew Wohlfarth	International Studies / Political Science	
Katherine Brooke Wooten	French and International Studies (two degrees)	
Robert John Wright	Religious Studies	cum laude
Gina Marie Yannitell	International Studies	magna cum laude Phi Beta Kappa
James Paul Yoke	History	
Faraz Akhtar Zaidi	Business Administration	cum laude
Viktoria Augusta DuBor Ziebarth	International Studies	

Degrees to be Awarded — 17 May 1997 — Bachelor of Science Degree

Frank Hurst Barnes, II	Chemistry	
Jennifer Dove Bartlett-Prescott	Biology	magna cum laude Phi Beta Kappa
Bryant Ellis Benson	Chemistry	cum laude Phi Beta Kappa
Donna Marie Best	Biology	
Atoya S. Blacknall	Biology	cum laude
Joanna Gabriel Blankner	Physics	cum laude Phi Beta Kappa
Alyssa Camille Browning	Biology	cum laude Phi Beta Kappa
Kimberly Anne Burke	Biology	summa cum laude Phi Beta Kappa
Melissa Michelle Chardos	Biology	
Mark Robert Cheney	Chemistry	cum laude Phi Beta Kappa
Kristin Clare Delea	Chemistry	
Cristina Mamede Dias	Biology	
Michael Stone Everett	Biology	
Rachel Anne Frugé	Chemistry	
Joseph Bradford Gilbert	Biology	cum laude
Jimmie F. Glorioso, Jr.	Biology	cum laude
Elizabeth Miller Grey	Biology	cum laude
Rajneesh Gulati	Biology	
Thomas Anthony Jackson, Jr.	Computer Science	
David Paul Katz	Biology	summa cum laude Phi Beta Kappa
Paul Keetae Kim	Biology	cum laude
Mathew Tyson Kraus	Biology	cum laude Honors Research
Neal Kush Lakdawala	Biology	
David Williams Litchford, Jr.	Biology	
Michael Alan Long	Biology	cum laude
Leah Enterline McDonald	Biology	
Travis Raphael Miller	Mathematics and Physics (two degrees)	
Christine Chun Ni	Biology	
Jennifer Noel Prigg	Biology	
James Edward Renehan	Biology	
Amy Elizabeth Riddle	Chemistry	cum laude Phi Beta Kappa
Jonathan Harlan Ross	Biology	

Michele Lea Scott	Biology	cum laude
Jennifer Michelle Smith	Chemistry	
Ann Michelle Stanley	Biology	cum laude
Kayla Von Strain	Biology	cum laude
	Phi Beta Kappa
Carrie Ann Templeton	Biology	
Kendall Lynn Williams	Biology	cum laude
Jason Clay Woods	Physics	

Degrees to be Awarded — 17 May 1997 — Master of Science Degree

Shannon Butler Gabriel
Darian Mostashari
Edward Martin Parker

Candidates for the Bachelor of Arts Degree — 15 August 1997

Leslie Anne Abernathy	Biology
Erik Brent Berry	Computer Science
James Allen Brown	Philosophy
Leah Corene Daniels	Psychology
Genevieve Theresa Eley	Psychology
Don B. Purvis, Jr.	Political Science
Heather Elizabeth Robbins	Theatre
George Parker Smathers	English
Amy LeeAnn Toole	Russian / Soviet Studies

Candidates for the Master of Science Degree — 15 August 1997

Christopher Alexander Ledford