

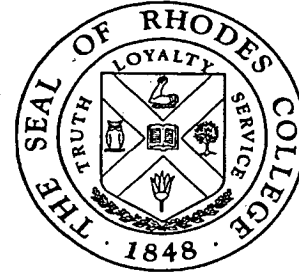
150  
RHODES  
1848 — 1998

Board of Trustees Agenda  
January 23 and 24, 1998

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

BOARD OF TRUSTEES

# Winter Meeting of the Board of Trustees Inaugurating the College's Sesquicentennial Year



**Friday, January 23, 1998**

- 
- 10:00 a.m. The Campaign Executive Committee will meet in the Alburty Room of the Catherine Burrow Refectory.
- 11:30 Trustees, spouses and special guests will gather in the Cloister of Palmer Hall for the Benefactors' Circle induction ceremony.
- All will proceed to the Margaret Hyde Hall of the Catherine Burrow Refectory for lunch.
- Spouses will visit the *Jewels of the Romanovs* exhibit at the Memphis Brooks Museum. Transportation will be provided.
- 1:15 The Board will convene in the Edmund Orgill Room of S. DeWitt Clough Hall.

## Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

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Approximate Time	Topic	Presenter
1:15 p.m.	Welcome and Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Mr. Joseph Orgill III
	Roll Call	Mr. Kenneth F. Clark, Jr., Secretary
	Approval of Board Minutes October 9 and 10, 1997	Mr. Mitchener
1:25	President's Report	Dr. James H. Daughdrill, Jr., President
2:10	Adjourn to Committee Meetings	

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6:30 Trustees and their spouses are invited for cocktails and dinner in the Crain Reception Hall and McCallum Ballroom of the Bryan Campus Life Center.

8:30 The 150th Anniversary Ball, inaugurating Rhodes' Sesquicentennial, will be held in the Bryan Campus Life Center Multisports Forum.

# Saturday, January 24, 1998

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

## Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

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Approximate Time	Topic	Presenter
8:30 a.m.	Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Dr. John D. Gladney '74
	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	Mr. James R. Lientz, Jr.
	• 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
	• Christian Commitment and Church Relationship	Mrs. Elizabeth L. Simpson '58
	• Buildings and Grounds	Mr. John H. Crabtree, Jr. '57
11:00	New Business	
11:15	Executive Session	
	Adjournment	

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**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 Trustee Committees 1997-98

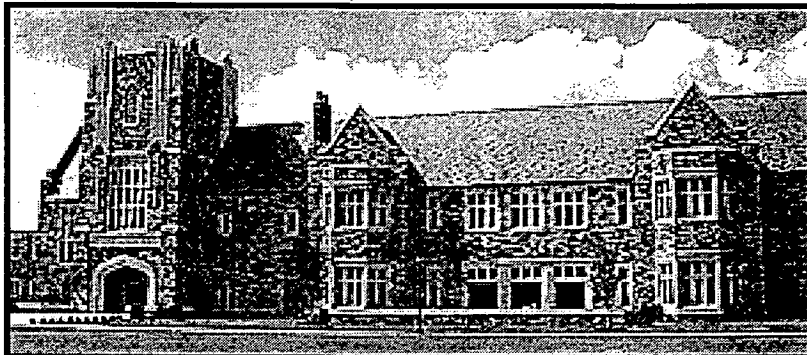
Board of Trustees Committees 1997-98		Faculty Member	Student Member	Staff (Non-Voting)
<b>Board Directions &amp; Leadership</b> John C. Sites, Jr., Chair • Neville F. Bryan Robert H. Buckman • J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances T. Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr. Gilbert I. Hayes
<b>Buildings &amp; Grounds</b> 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
<b>Development</b> Kenneth F. Clark, Jr. Chair • James H. Barton William J. Michaelcheck Arthur W. Rollins John M. Wallace III Louis H. Zbinden, Jr.	William C. Rasberry P.K. Seidman	Gail P. C. Streete #	Michael J. Faber #	Arthur L. Criscillis Charlotte P. Parks
<b>Enrollment</b> 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 Harriette McLoughlin	Robert R. Llewellyn #	Frank L. O'Connor #	David J. Wottle Arthur M. Weeden, Jr.
<b>Faculty &amp; Educational Program</b> 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
<b>Finance</b> 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
<b>Students &amp; Campus Life</b> 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
<b>Investment</b> 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
<b>Audit</b> Nancy H. Fulmer, Chair • Bruce E. Campbell, Jr. John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
<b>Lifelong Learning</b> 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
<b>Information Technology</b> Robert H. Buckman, Chair • Jack R. Blair Bruce E. Campbell, Jr. Bryan M. Eagle	Donald H. Farris Harry J. Phillips, Sr. Spence L. Wilson	Robert R. Llewellyn #	Jonathan D. Nolin	John M. Planchon Charles L. Lemond
<b>Christian Commitment and Church Relationship</b> Elizabeth L. Simpson, Chair J. Bayard Boyle, Jr. Joyce C. Broffitt Spence L. Wilson	Paul T. Jones Frank M. Norfleet	Stephen R. Haynes	Nikolas E. Granger	James H. Daughdrill, Jr. William Newton

• 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 December 29, 1997

# AGENDA



**Bryan Campus Life Center  
Dedicated January 23, 1997**

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## COMMITTEE ON DEVELOPMENT

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**Room 111, Dorothy C. King Hall  
Friday, January 23, 1998**

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. Kenneth F. Clark, Jr., Chair
2:20	150th Anniversary Campaign for Rhodes • Summary Report • Blount Challenge Update	Dr. Arthur L. Criscillis, Dean of Development
2:45	1997-98 Annual Fund • Mid-Year Report	Mr. Thomas E. Schneider, Director of Annual Giving
3:00	Diehl Society Status Report	Mr. William J. Michaelcheck '69
3:15	Margaret Hyde Council	Ms. Wendy T. Rotter '87, Director of Major Gifts
3:30	Planned Giving	Ms. Roberta B. Matthews, Director of Planned Giving
3:45	New Business	Mr. Clark

# AGENDA



Palmer Hall  
Dedicated November 27, 1925

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## COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

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Edmund Orgill Room, 200 S. DeWitt Clough Hall  
Friday, January 23, 1998

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. John C. Sites, Jr. '74, Chair
2:20	Report and Consideration of Prospective Trustees for the Class of 2001	Mr. Sites
2:40	Report and Consideration of Honorary Degree Recipients	Mr. Sites
3:00	Faculty Representatives on Administrative Search Committees	Dr. James H. Daughdrill, Jr., President
3:10	In Memoriam Resolutions	Mr. Sites
3:15	Plans for the College's Sesquicentennial	Mr. Gil I. Hayes Executive Director of Media Relations
3:25	Building National Recognition of Rhodes	Mr. John McGauley, President of Gehrung Associates
3:40	New Business	Mr. Sites
3:45	Executive Session Personnel Matters	Mr. Sites

**TO:** Board Directions and Leadership Committee  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** January 23, 1998  
**SUBJECT:** Faculty Representatives on Administrative Search Committees

Enclosed with this memorandum are three documents: 1). The first is the College's present policy regarding selection of new cabinet officers, and 2). The second document is a recommendation from the faculty for a new policy, and 3). A footnote to the faculty recommendation.

The essence of the faculty's recommendation is to increase the number and authority of faculty in the administrative hiring process.

The faculty recommendation does not state if faculty only should have this increased representation or whether this should also apply to students, staff, alumni, etc. It is also silent as to what might be gained if two members of each administrative division were given equal voting power in the faculty hiring process, or what might be gained if two students from each class had equal voting power with faculty in hiring new faculty.

I do not believe that search committees should be confederations. I believe search committees should strongly reflect the views of the one who will be delegating responsibility to the new person, not those who will report to the new person. This, it seems to me, is the only way to seek leadership, not popularity. It is also the best way for the Board to hold the President accountable.

I believe strongly that faculty, students, and staff should have input to search committees, but the present College policy allows adequately for this. The present policy also provides needed flexibility in the appointment process to fit varying circumstances.

Therefore, I recommend that the Board of Trustees take no action regarding the faculty's recommendation.

Enclosures (3)

1 by the Dean of Administrative Services and the Chancellor. For exact details contact the Director of  
2 Human Resources before incurring costs.

3 **Filling Cabinet Positions.** In keeping with the College Bylaws, Article VII, Sec. 1, No. 5. "The  
4 President shall prescribe the specific duties and assignments of the principal officers reporting to the  
5 President and to the Chancellor and establish and define the duties of committees to advise and  
6 assist the President and the Chancellor in the execution of their duties."

7 A. The President, Chancellor, or the Chair of the Board may appoint a Search Committee and a  
8 Chair, may employ an executive search firm, or may ask appropriate Deans to serve as an  
9 advisory group in the search. Normally, a trustee serves as Chair of the Search Committee.

10 B. If a Search Committee is appointed;

11 1. Meetings shall be at the call of the Committee Chair or the Chancellor or President.

12 2. All reasonable expenses of the Committee including advertising, travel, etc. should be  
13 sent to the Comptroller, who will see that the bills are paid.

14 3. Committee proceedings must be strictly confidential. This is important. It is the only  
15 fair way to guarantee the most freedom to exchange opinions. This kind of frank  
16 exchange is vital to the effectiveness of the search and to getting outstanding candidates.

17 4. The Search Committee's most important responsibility is to actively locate outstanding  
18 candidates: A "passive" search rarely turns up the best candidates. Committee  
19 members should expect to employ an executive search firm or to make calls themselves to  
20 get the names of outstanding candidates.

21 5. When the Committee narrows the pool of candidates to three, the Chancellor and  
22 President should meet with the Committee and get a detailed evaluation of each of the  
23 three candidates, but the three names should not be put in rank order by the Committee.

24 6. The President shall recommend the appointee to the Board of Trustees for approval.  
25  
26

### Human Resources Office Functions

27 **Filling Staff Positions.** The Human Resources Office will: conduct initial applicant screening  
28 with respect to the essential job functions of the position by screening resumes, the job application,  
29 and initial interviews; assist applicants in completing application forms; and, when necessary,  
30 administer skills tests. If an applicant meets the essential qualifications for the position in  
31 question, and is at least 18 years old or currently a Rhodes student, the Human Resources Office  
32 will forward the candidates' resume and/or application to the hiring department. The department  
33 may request the presence of the Director of Human Resources or his/her representative during these  
34 second interviews.  
35  
36

### Offers of Employment and Compensation

37 **Approval Process.** Before an offer of employment may be made to fill a staff position, the  
38 hiring supervisor must obtain the necessary approvals as dictated by the established protocol in  
39 that department. Once these approvals are obtained, the hiring supervisor forwards the selected  
40 candidate's resume and application to the Director of Human Resources for formulation of a  
41 compensation package. The Director of Human Resources will forward the compensation package to  
42 the hiring supervisor, who will then extend a verbal offer of employment to the selected candidate.

43 **Offer of Employment.** After the applicant has accepted the verbal offer of employment, the  
44 Human Resources Office will issue the new employee a letter confirming compensation and fringe  
45 benefits. Legal obligations of the College to employees may begin with the employment letter, and  
46 certain disclaimers are necessary attachments to such letters. Any member of the Cabinet may  
47 compose and sign his/her own letter of employment to a person being hired within his/her division  
48 after consulting with the Director of Human Resources. The Human Resources Office is both  
49 responsible for overseeing the benefits package for all employees of the College and serves as liaison  
50 with the insurance carriers. For these reasons, no descriptions of benefits may be made without  
51 prior consultation with the Human Resources Office.

52 **Inter-Departmental Offers of Employment.** No offer of employment may be made by a  
53 representative of one department of the College to an employee of another department of the College  
54 without approval of the respective Cabinet members. Once the Cabinet member's approval is  
55 received, a written request should then be submitted to the Chancellor. The written request should  
56 include the person's present job description, proposed job description, present salary, and proposed  
57 salary. The written request should be submitted to the Director of Human Resources.

58 **Pre-Employment Verifications.** Prior to employment, but after an offer of employment has  
59 been extended the applicant being considered to fill a job vacancy:



November 10, 1997

**To: Dean John Planchon, Dean of Academic Affairs**

**From: David Y. Jeter, Secretary of the Faculty of Rhodes College**

**Re: A Faculty Resolution**

The following resolution was considered and approved unanimously at the meeting of the Faculty on November 5, 1997.

**WHEREAS**

the experience and expertise of the Rhodes College faculty can be put to good use in searching for, recruiting, interviewing, and choosing among candidates for many key administrative positions;

faculty members have professional contacts that will increase the pool of qualified candidates for administrative positions;

the involvement of faculty members in such hiring increases their support for the outcome;

some administrators (most notably Dean of Academic Affairs) deal closely with matters of major concern to the faculty, even as they may also deal with trustees and other administrators;

some recent searches (e.g., for Dean of Development, Dean of Student Affairs) have involved faculty members productively;

the most recent appointment of Dean of Academic Affairs broke with the normal procedure for faculty participation in the selection process;

**BE IT THEREFORE RESOLVED**

that a formal process for including faculty members in searches for administrators -- whether those searches involve internal or external candidates -- be established along the following lines:

that the process be in substantial compliance with the statement on "Faculty Participation in the Selection, Evaluation, and Retention of Administrators", endorsed in 1981 by the American Association of University Professors, which rests on "the expectation that faculty members will have a significant role in the selection of academic administrators, including the president, academic deans, department heads, and chairs",

specifically:

that there be a search committee comprised to fill a vacancy in any of the administrative positions of President, Chancellor, Dean of Academic Affairs, Dean of Student Affairs, Dean of Admissions, and Dean of Development, and that the faculty of Rhodes College be represented by eight faculty members (two from each division, elected by the division) on any such search committee;

that all members of a search committee have equal votes;

that the entire faculty of Rhodes College be given timely opportunity for input into the decision-making process to fill these positions;

that the searches for candidates for these positions be genuinely national in scope;

that the faculty asks the Board of Trustees to amend the College Handbook accordingly;

that the faculty asks the Chancellor to report back to the faculty on what actions the administration and Board of Trustees take on the matter.

and that this resolution be referred to the Dean of Academic Affairs, to be presented to the Chancellor and the President, for presentation to the Board of Trustees.

To: Board Directions and Leadership Committee

From: James H. Daughdrill, Jr.

Date: January 23, 1998

Subject: Footnote to the Faculty's Recommendation

Page 1 of the faculty's recommendation regarding the hiring process for a cabinet position contains this statement: "The most recent appointment of Dean of Academic Affairs broke with the normal procedure for faculty participation in the selection process."

The appointment of Dean Planchon was indeed unusual. The appointment was recommended to the Board of Trustees after Dean Planchon had already served for two years as Associate Dean of Academic Affairs and one year as Acting Dean of Academic Affairs. He had proven himself to be an outstanding and capable leader. In Chancellor Harlow's and my opinion, it would have been a huge waste of time and college money to go through a national search to get unproven applicants and nominees when we already had an outstanding and proven person serving in that position.

Chancellor Harlow recommended Dean Planchon's appointment to me: 1.) after consulting with the Chair of the Faculty Executive Committee about the appointment, 2.) after the Chair of the Faculty Executive Committee informed the faculty by e-mail of this pending recommendation, and 3.) after Chancellor Harlow got many positive reactions from faculty and very few that were neutral regarding Dean Planchon's appointment. Chancellor Harlow's consulting with faculty was completely within the college's policy for consultation (College Handbook, chap. 2, page 6-H).

My own part in prior consultation began when I sent a copy of my pending recommendation to Trustees with the note, "I plan to make this recommendation at the next Board meeting. If you have questions or concerns about it, please call me." None did. My action was also in conformity with the college's policy on consultation, cited above.

Furthermore, my pending recommendation to appoint Dean Planchon was presented at the Board Agenda Meeting some three weeks prior to the Board meeting, where faculty and student Trustees were present.

We will never be able to meet every person's individual expectation regarding consultation, but we take extra care to inform those who will be affected regarding proposed recommendations. This is the only way to preserve the high level of trust that is necessary for the conduct of college affairs, and the best way to get the ideas and suggestions from those who will be affected.

**TO:** Committee on Board Directions and Leadership  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** January 23, 1998  
**RE:** In Memoriam Resolution

**In Memoriam  
Emily Alburty  
1907 — 1997**

The Board of Trustees of Rhodes College records with deep sorrow the death of Honorary Trustee Emily Alburty.

Emily was the former secretary-treasurer of Business Service Industries, Inc. Before joining the business founded by her husband, she was vice president and treasurer of Memphis broadcasting station WHBQ, Inc. She was active in civic and welfare organizations and was president and longtime treasurer of Bethany Home.

Emily was particularly interested in women's education. She was a founding member and first president of Chapter F of P.E.O., an international educational and philanthropic organization which owns and operates Cottey Junior College in Nevada, Missouri. She was a lifetime Presbyterian and a member of Second Presbyterian Church.

Our lives are richer because of this wonderful lady and beloved friend.

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

**TO:** Committee on Board Directions and Leadership  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** January 23, 1998  
**RE:** In Memoriam Resolution

**In Memoriam  
Thomas F. Frist  
1910 — 1998**

The Board of Trustees of Rhodes College records with deep sorrow the death of Honorary Trustee Dr. Thomas F. Frist.

Tom was born and raised in Meridian, Mississippi. He attended Rhodes because of his great admiration for his brother, John Chester Frist, who was a student at the College. Due to difficult times in the late 1920s, Tom returned home and ended up working his way through the University of Mississippi by carrying students' trunks from the train to their dorms with a mule and dray. He attended medical school at Vanderbilt University. As a doctor, he was known to be compassionate often sitting with frightened heart patients. Tom helped found the Hospital Corporation of America in 1968.

In recent years, Tom established the John Chester Frist Scholarship Fund at Rhodes. His generosity and foresight will help generations of Frist Scholars benefit from his vision while honoring the life and work of his brother.

Tom received an honorary degree from Rhodes in 1981—a small tribute to a wonderful 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



Berthold S. Kennedy Hall  
Dedicated October 19, 1968

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## COMMITTEE ON STUDENTS AND CAMPUS LIFE

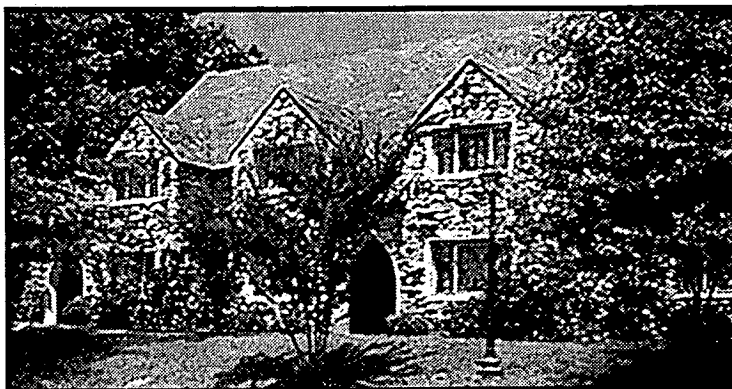
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**Tuthill Hall**  
**Friday, January 23, 1998**

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Ms. Wayne Steele Sharp '75, Chair
2:25	Overview of the Kinney Program	Dr. William Newton '74, Chaplain Selected Kinney Coordinators
2:35	Bonner Scholars and Burch Scholars	Ms. Loretta E. Lambert '96, Coordinator of Community Service Programs Dr. F. Michael McLain, The R.A. Webb Professor of Religious Studies Selected Bonner and Burch Scholars
2:55	Global Service Initiatives	Dr. Newton Ms. Lambert Dr. McLain
3:15	Service Learning in the Curriculum	Dr. McLain
3:25	Faith-based Service and Church Relationship	Dr. Newton
3:35	Upcoming Projects and Proposals	Dr. Newton Ms. Lambert Dr. McLain
3:45	Rhodes Student Government Report	Ms. Neeta K. Venepalli '99, Vice President of Rhodes Student Government
4:05	Report of the Dean of Student Affairs	Ms. Melody Hokanson Richey, Dean of Student Affairs
4:15	New Business	Ms. Sharp

# AGENDA



Spann Place  
Named October 12, 1987

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## COMMITTEE ON ENROLLMENT

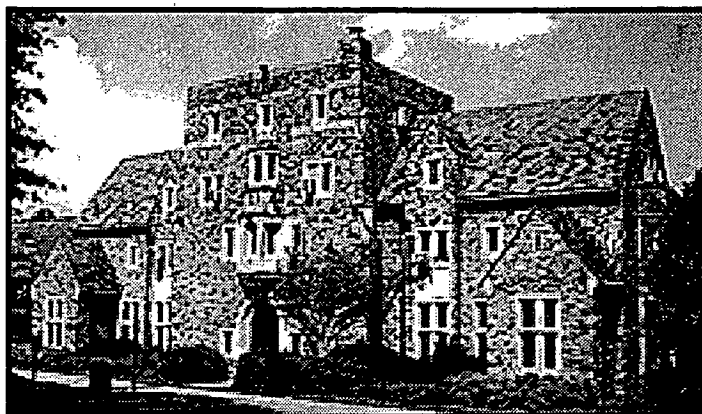
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Room 304, S. DeWitt Clough Hall  
Friday, January 23, 1998

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. James R. Lientz, Jr., Chair
2:20	How the Year is Progressing: An Update on the 1997-98 Recruiting Year <ul style="list-style-type: none"> <li>• Early Decision Results</li> <li>• Regular Decision Progress</li> <li>• Admission Trends</li> </ul>	Mr. David J. Wottle, Dean of Admissions and Financial Aid
3:00	New Business	Mr. Lientz

# AGENDA



Voorhies Hall  
Dedicated April 10, 1948

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## COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

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Wunderlich Seminar Room, 325 Buckman Hall  
Friday, January 23, 1998

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. W. Neely Mallory, Jr., Chair
2:20	SACS Self-Study Report	Dr. John M. Planchon, Dean of Academic Affairs
2:35	European Studies	Mr. Nigel McGilchrist, Dean of European Studies
2:50	Study Abroad	Ms. Katherine Owen Richardson, Director of International Programs
3:00	Master of Science in Accountancy	Dr. Pamela H. Church, Associate Professor of Economics and Business Administration
3:10	The On-Line Reference Book for Medieval Studies (ORB)	Dr. Carolyn P. Schriber, Associate Professor of History
3:25	New Business	Mr. Mallory



# AGENDA



Charles E. Diehl Memorial Statue  
Dedicated October 8, 1983

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## COMMITTEE ON FINANCE

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Hill Board Room, Palmer Hall  
Friday, January 23, 1998

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. Spence L. Wilson, Chair
2:20	Risk Management Report	Mr. N.P. McWhirter '73, Comptroller
2:40	Real Estate Report	Mr. McWhirter
2:50	Current Budget Year-to-Date	Mr. McWhirter
3:00	1998-99 Preliminary Operating Budget	Mr. J. Allen Boone, Jr. '71, Dean of Administrative Services
3:20	New Board Plan Options	Mr. Boone
3:30	New Business	Mr. Wilson

TO: Committee on Finance  
 FROM: James H. Daughdrill, Jr.  
 DATE: January 23, 1998  
 RE: 1998-99 Operating Budget

I recommend the following preliminary operating budget for 1998-99:

	Budget 1997-98		Budget 1998-99
<b>INCOME:</b>			
Tuition	\$23,628,115	3.0%	\$24,348,065
Fees	\$2,029,737	-0.7%	\$2,016,210
Room & Board	\$4,932,683	4.0%	\$5,130,829
Gifts & Grants	\$2,380,000	3.0%	\$2,451,000
Endowment	\$6,288,445	20.4%	\$7,570,117
Other Income	\$909,850	2.0%	\$928,500
<b>Total Income</b>	<b>\$40,168,830</b>	<b>5.7%</b>	<b>\$42,444,721</b>
<b>EXPENSE:</b>			
Compensation	\$19,401,611	5.1%	\$20,400,047
Non-Compensation	\$20,767,219	6.2%	\$22,044,674
	\$40,168,830	5.7%	\$42,444,721

	97-98	% CHANGE	98-99
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$17,360	3.9%	\$18,038
Room	\$2,890	0.0%	\$2,890
Board (Ave. Rate)	\$2,220	5.7%	\$2,346
Student Activity Fee	\$158	0.0%	\$158
<b>TOTALS:</b>	<b>\$22,628</b>	<b>3.6%</b>	<b>\$23,432</b>
Ave. Enrollment (FTE)	1390		1395
Dormitory Occupancy	985		1000

	97-98		98-99
<b>INCOME BUDGET:</b>			
<b>TUITION AND FEES:</b>			
Tuition	\$23,527,315	3.0%	\$24,237,065
Tuition-Summer School	\$45,000	0.0%	\$45,000
Summer Writing/Scholars	\$55,800	18.3%	\$66,000
European Studies	\$715,000	-1.3%	\$705,600
Student Activity Fees	\$219,620	0.4%	\$220,410
Applied Music Fees	\$45,000	0.0%	\$45,000
Special Course Fees	\$30,000	-6.7%	\$28,000
Application Fees	\$94,000	2.1%	\$96,000
Extra Hours	\$10,000	0.0%	\$10,000
Graduation & Misc. Fees	\$36,750	2.7%	\$37,750
Registration & Transcripts	\$4,500	0.0%	\$4,500
Meeman Center	\$640,067	-0.9%	\$634,000
Micro Center	\$16,000	-25.0%	\$12,000
Music Academy	\$218,800	1.9%	\$222,950
<b>TOTAL:</b>	<b>\$25,657,852</b>	<b>2.8%</b>	<b>\$26,364,275</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,789,717	1.5%	\$2,832,200
Board	\$2,142,966	7.3%	\$2,298,629
<b>TOTAL:</b>	<b>\$4,932,683</b>	<b>4.0%</b>	<b>\$5,130,829</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$15,000	0.0%	\$15,000
Annual Support Program	\$2,365,000	3.0%	\$2,436,000
<b>TOTAL:</b>	<b>\$2,380,000</b>	<b>3.0%</b>	<b>\$2,451,000</b>
<b>ENDOWMENT INCOME:</b>	<b>\$6,288,445</b>	<b>20.4%</b>	<b>\$7,570,117</b>
<b>OTHER INCOME:</b>			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$72,000	4.2%	\$75,000
Interest Income	\$315,000	3.2%	\$325,000
Swimming Pool	\$52,000	1.9%	\$53,000
Miscellaneous Income	\$500	0.0%	\$500
Traffic Fines/Vehicle Reg.	\$40,000	1.5%	\$40,600
Dividends, Royalties, Commissions	\$82,000	1.2%	\$83,000
College Work-Study	\$140,000	-1.4%	\$138,000
Athletic/CLC Income	\$33,650	15.0%	\$38,700
Telephone	\$117,200	0.0%	\$117,200
Parkway House	\$37,000	0.0%	\$37,000
<b>TOTAL:</b>	<b>\$909,850</b>	<b>2.0%</b>	<b>\$928,500</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$40,168,830</b>	<b>5.7%</b>	<b>\$42,444,721</b>

## EXPENSE BUDGET:

1997-98

1998-99

EDUC. & GENERAL:	1997-98			1998-99			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
Art	\$260,252	\$38,392	\$298,644	\$300,342	\$38,475	\$338,817	15.4%	0.2%	13.5%
Religious Studies	\$763,452	\$17,085	\$780,537	\$829,699	\$17,665	\$847,364	8.7%	3.4%	8.6%
English	\$785,697	\$23,527	\$809,224	\$878,483	\$24,317	\$902,800	11.8%	3.4%	11.6%
Foreign Languages	\$930,609	\$30,165	\$960,774	\$908,601	\$31,004	\$939,605	-2.4%	2.8%	-2.2%
Language Center	\$36,888	\$12,405	\$49,293	\$38,439	\$12,405	\$50,844	4.2%	0.0%	3.1%
Music	\$418,215	\$30,827	\$449,042	\$454,898	\$53,710	\$508,608	8.8%	74.2%	13.3%
Philosophy	\$215,662	\$3,359	\$219,021	\$224,726	\$3,434	\$228,160	4.2%	2.2%	4.2%
Theater/Med Arts	\$300,768	\$32,612	\$333,380	\$321,546	\$20,750	\$342,296	6.9%	-36.4%	2.7%
Search/Values Course	\$0	\$6,597	\$6,597	\$0	\$6,820	\$6,820	0.0%	3.4%	3.4%
Summer Writing/Scholars	\$22,440	\$32,500	\$54,940	\$30,834	\$34,450	\$65,284	37.4%	6.0%	18.8%
Music Academy	\$200,823	\$12,000	\$212,823	\$208,954	\$12,000	\$220,954	4.0%	0.0%	3.8%
European Studies	\$87,939	\$625,000	\$712,939	\$91,479	\$612,286	\$703,765	4.0%	-2.0%	-1.3%
Anthro & Sociology	\$197,175	\$13,771	\$210,946	\$231,612	\$13,865	\$245,477	17.5%	0.7%	16.4%
Economics & Business	\$884,168	\$22,068	\$906,236	\$915,955	\$23,439	\$939,394	3.6%	6.2%	3.7%
MS/Accounting	\$18,114	\$6,508	\$24,622	\$19,592	\$6,671	\$26,263	8.2%	2.5%	6.7%
Education	\$60,717	\$4,432	\$65,149	\$63,268	\$4,174	\$67,442	4.2%	-5.8%	3.5%
History	\$583,357	\$17,847	\$601,204	\$658,888	\$18,198	\$677,086	12.9%	2.0%	12.6%
International Studies	\$416,677	\$17,046	\$433,723	\$435,461	\$18,049	\$453,510	4.5%	5.9%	4.6%
Political Science	\$460,843	\$19,436	\$480,279	\$497,284	\$19,865	\$517,149	7.9%	2.2%	7.7%
Psychology	\$385,795	\$15,079	\$400,874	\$401,817	\$15,220	\$417,037	4.2%	0.9%	4.0%
Biology	\$690,135	\$53,905	\$744,040	\$730,377	\$55,160	\$785,537	5.8%	2.3%	5.6%
Chemistry	\$378,011	\$38,188	\$416,199	\$413,137	\$38,326	\$451,463	9.3%	0.4%	8.5%
Mathematics & Comp. Sci.	\$362,897	\$15,463	\$378,360	\$329,801	\$15,883	\$345,684	-9.1%	2.7%	-8.6%
Physics	\$374,241	\$15,442	\$389,683	\$398,638	\$15,740	\$414,378	6.5%	1.9%	6.3%
Summer School	\$27,013	\$0	\$27,013	\$28,148	\$0	\$28,148	4.2%	0.0%	4.2%
Computer Center	\$459,693	\$215,105	\$674,798	\$479,014	\$215,105	\$694,119	4.2%	0.0%	2.9%
Library	\$548,963	\$451,180	\$1,000,143	\$572,036	\$477,855	\$1,049,891	4.2%	5.9%	5.0%
Research & Faculty Devel.	\$87,219	\$129,780	\$216,999	\$90,886	\$189,780	\$280,666	4.2%	46.2%	29.3%
Media Center	\$0	\$5,250	\$5,250	\$0	\$10,250	\$10,250	0.0%	95.2%	95.2%
Latin American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Urban Studies	\$0	\$1,300	\$1,300	\$0	\$1,300	\$1,300	0.0%	0.0%	0.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$794,287	\$225,483	\$1,019,770	\$687,153	\$256,254	\$943,407	-13.5%	13.6%	-7.5%
<b>TOTAL:</b>	<b>\$10,752,775</b>	<b>\$2,135,752</b>	<b>\$12,888,527</b>	<b>\$11,241,068</b>	<b>\$2,266,450</b>	<b>\$13,507,518</b>	<b>4.5%</b>	<b>6.1%</b>	<b>4.8%</b>

**STUDENT SERVICES:**

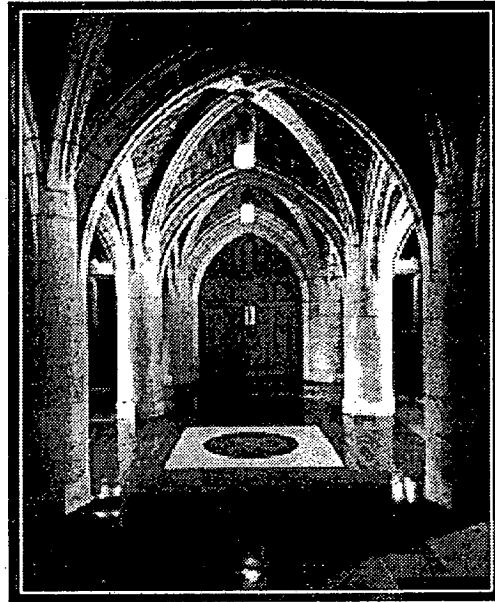
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Athletics	\$940,478	\$480,360	\$1,420,838	\$1,034,156	\$564,680	\$1,598,836	10.0%	17.6%	12.5%
Swimming Pool	\$29,590	\$22,000	\$51,590	\$30,788	\$22,000	\$52,788	4.0%	0.0%	2.3%
Counseling Center	\$147,272	\$9,662	\$156,934	\$147,191	\$18,274	\$165,465	-0.1%	89.1%	5.4%
Career Services	\$135,324	\$26,082	\$161,406	\$141,012	\$26,742	\$167,754	4.2%	2.5%	3.9%
Admissions	\$565,540	\$474,568	\$1,040,108	\$617,057	\$548,100	\$1,165,157	9.1%	15.5%	12.0%
Registrar	\$145,798	\$17,725	\$163,523	\$151,926	\$18,165	\$170,091	4.2%	2.5%	4.0%
Financial Aid Office	\$200,617	\$66,348	\$266,965	\$209,049	\$67,892	\$276,941	4.2%	2.3%	3.7%
Chaplain/Kinney	\$80,521	\$7,712	\$88,233	\$83,905	\$8,605	\$92,510	4.2%	11.6%	4.8%
Dean Of Students	\$292,100	\$80,417	\$372,517	\$315,817	\$81,915	\$397,732	8.1%	1.9%	6.8%
Campus Safety	\$411,485	\$20,120	\$431,605	\$449,793	\$20,620	\$470,413	9.3%	2.5%	9.0%
Student Activity Fund	\$0	\$141,216	\$141,216	\$0	\$142,000	\$142,000	0.0%	0.6%	0.6%
Residential Life	\$63,127	\$33,126	\$96,253	\$135,093	\$33,954	\$169,047	114.0%	2.5%	75.6%
Multi-Cult. Aff.	\$0	\$6,488	\$6,488	\$0	\$6,488	\$6,488	0.0%	0.0%	0.0%
Health Services	\$40,993	\$45,331	\$86,324	\$42,430	\$45,331	\$87,761	3.5%	0.0%	1.7%
Student Center	\$0	\$20,757	\$20,757	\$0	\$21,380	\$21,380	0.0%	3.0%	3.0%
<b>TOTAL:</b>	<b>\$3,052,845</b>	<b>\$1,451,912</b>	<b>\$4,504,757</b>	<b>\$3,358,217</b>	<b>\$1,626,146</b>	<b>\$4,984,363</b>	<b>10.0%</b>	<b>12.0%</b>	<b>10.6%</b>

**PLANT OPER. & MAIN.:**

	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Housekeeping	\$930,657	\$71,460	\$1,002,117	\$969,774	\$86,770	\$1,056,544	4.2%	21.4%	5.4%
Physical Plant	\$871,446	\$226,215	\$1,097,661	\$905,716	\$239,050	\$1,144,766	3.9%	5.7%	4.3%
Utilities	\$0	\$592,696	\$592,696	\$0	\$637,276	\$637,276	0.0%	7.5%	7.5%
Grounds	\$256,109	\$56,904	\$313,013	\$258,785	\$62,972	\$321,757	1.0%	10.7%	2.8%
Mailroom	\$51,743	\$9,190	\$60,933	\$55,586	\$9,423	\$65,009	7.4%	2.5%	6.7%
<b>TOTAL:</b>	<b>\$2,109,955</b>	<b>\$956,465</b>	<b>\$3,066,420</b>	<b>\$2,189,861</b>	<b>\$1,035,491</b>	<b>\$3,225,352</b>	<b>3.8%</b>	<b>8.3%</b>	<b>5.2%</b>

GENERAL ADMINISTRATION:	COMPENSATION			NON-COMP.	TOTAL	COMPENSATION	NON-COMP.			% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES	EXPENSES				(SAL+BENEFITS)	EXPENSES	TOTAL			
Administrative Services	\$447,828	\$160,665	\$608,493	\$466,652	\$166,246	\$632,898	4.2%	3.5%	4.0%			
Board of Trustees	\$0	\$64,719	\$64,719	\$0	\$66,530	\$66,530	0.0%	2.8%	2.8%			
Pres. Plan for Excellence	\$0	\$127,612	\$127,612	\$0	\$134,805	\$134,805	0.0%	5.6%	5.6%			
Hill/Pres Acad Discr Fund	\$0	\$125,786	\$125,786	\$0	\$156,216	\$156,216	0.0%	24.2%	24.2%			
President's Office	\$417,951	\$99,535	\$517,486	\$435,518	\$101,290	\$536,808	4.2%	1.8%	3.7%			
Chancellor's Office	\$282,309	\$134,964	\$417,273	\$294,175	\$156,025	\$450,200	4.2%	15.6%	7.9%			
Comptroller	\$536,596	\$88,600	\$625,196	\$559,151	\$91,000	\$650,151	4.2%	2.7%	4.0%			
Planning & Inst. Analysis	\$92,840	\$16,595	\$109,435	\$96,742	\$38,665	\$135,407	4.2%	133.0%	23.7%			
Development	\$942,597	\$325,327	\$1,267,924	\$982,786	\$362,411	\$1,345,197	4.3%	11.4%	6.1%			
College Relations	\$275,230	\$119,533	\$394,763	\$338,098	\$124,763	\$462,861	22.8%	4.4%	17.3%			
Media Relations	\$176,696	\$170,315	\$347,011	\$184,123	\$197,300	\$381,423	4.2%	15.8%	9.9%			
Insurance	\$0	\$313,100	\$313,100	\$0	\$321,000	\$321,000	0.0%	2.5%	2.5%			
Staff Training & Devel.	\$0	\$30,900	\$30,900	\$0	\$31,673	\$31,673	0.0%	2.5%	2.5%			
<b>TOTAL:</b>	<b>\$3,172,047</b>	<b>\$1,777,651</b>	<b>\$4,949,698</b>	<b>\$3,357,245</b>	<b>\$1,947,924</b>	<b>\$5,305,169</b>	<b>5.8%</b>	<b>9.6%</b>	<b>7.2%</b>			
<b>AUXILIARY ENTERPRISES:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>% CHANGE</b>	<b>%CHANGE</b>	<b>TOTAL %</b>			
	<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>	<b>EXPENSES</b>	<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>	<b>EXPENSES</b>	<b>COMP.</b>	<b>NON-COMP.</b>	<b>CHANGE</b>			
Residence Halls	\$69,235	\$505,790	\$575,025	\$0	\$548,100	\$548,100	-100.0%	8.4%	-4.7%			
Food Service	\$0	\$1,741,843	\$1,741,843	\$0	\$1,900,000	\$1,900,000	0.0%	9.1%	9.1%			
Meeman Center	\$217,261	\$407,653	\$624,914	\$225,006	\$408,503	\$633,509	3.6%	0.2%	1.4%			
McCoy Theater	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	0.0%	0.0%	0.0%			
Parkway House	\$0	\$37,000	\$37,000	\$0	\$34,750	\$34,750	0.0%	-6.1%	-6.1%			
Telephone System	\$27,494	\$169,000	\$196,494	\$28,650	\$163,500	\$192,150	4.2%	-3.3%	-2.2%			
Debt Service	\$0	\$1,405,000	\$1,405,000	\$0	\$1,300,000	\$1,300,000	0.0%	-7.5%	-7.5%			
<b>TOTAL:</b>	<b>\$313,990</b>	<b>\$4,286,786</b>	<b>\$4,600,776</b>	<b>\$253,656</b>	<b>\$4,375,353</b>	<b>\$4,629,009</b>	<b>-19.2%</b>	<b>2.1%</b>	<b>0.6%</b>			
<b>STUDENT FINANCIAL AID:</b>	<b>\$0</b>	<b>\$8,330,321</b>	<b>\$8,330,321</b>	<b>\$0</b>	<b>\$8,712,777</b>	<b>\$8,712,777</b>	<b>0.0%</b>	<b>4.6%</b>	<b>4.6%</b>			
<b>STUDENT WAGES:</b>	<b>\$0</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>\$0</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>			
<b>BUDGET CONTINGENCY:</b>	<b>\$0</b>	<b>\$138,915</b>	<b>\$138,915</b>	<b>\$0</b>	<b>\$145,861</b>	<b>\$145,861</b>	<b>0.0%</b>	<b>5.0%</b>	<b>5.0%</b>			
<b>RENO. &amp; REPLACEMENT:</b>	<b>\$0</b>	<b>\$1,019,417</b>	<b>\$1,019,417</b>	<b>\$0</b>	<b>\$1,264,673</b>	<b>\$1,264,673</b>	<b>0.0%</b>	<b>24.1%</b>	<b>24.1%</b>			
<b>GRAND TOTALS:</b>	<b>\$19,401,612</b>	<b>\$20,767,219</b>	<b>\$40,168,830</b>	<b>\$20,400,047</b>	<b>\$22,044,674</b>	<b>\$42,444,721</b>	<b>5.1%</b>	<b>6.2%</b>	<b>5.7%</b>			
<b>UNALLOCATED BUDGET</b>			<b>\$0</b>			<b>\$0</b>						

# AGENDA



The Cloister of Palmer Hall

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## COMMITTEE ON BUILDINGS AND GROUNDS

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Likes Seminar Room, 105 Buckman Hall  
Friday, January 23, 1998

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. John H. Crabtree, Jr. '57, Chair
2:20	Sesquicentennial Celebration <ul style="list-style-type: none"> <li>• Time Capsule</li> <li>• Sesquicentennial Walk</li> <li>• Street Banners</li> <li>• New Alley of Oaks</li> </ul>	Mr. Brian E. Foshee, Director of Physical Plant
2:40	Americans with Disabilities Act <ul style="list-style-type: none"> <li>• Survey Results</li> </ul>	Mr. Foshee
3:05	Future Physical Plant and Grounds Building	Mr. Foshee
3:20	New Business	Mr. Crabtree

# Minutes of the Board of Trustees Rhodes College January 23 and 24, 1998

*file*

- 1-98-1**
- The regular meeting of the Board of Trustees of Rhodes College was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus at 1:00 p.m., Friday, January 23, 1998 pursuant to written notice.
  - A luncheon honoring Benefactors' Circle inductees, was held preceding the meeting. Those inducted were: Ann and Edgar Bailey; Christine Caruthers; Sarah and Robert Flemister (posthumously); Linda and Herbert Rhea; Josie and Julian Robertson.
  - 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 Honorary Trustee Mrs. Emily Alburty; Professor Emeritus of Religious Studies, Dr. Fred William Neal; and Honorary Trustee, Dr. Thomas Fearn Frist, Sr. and his wife, Dorothy.
  - The meeting was opened with prayer by Mr. Joseph Orgill III.
- 1-98-2**
- The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr.

*Those present were:*

**Trustees**

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. Robert Dobbins '00  
Bryan M. Eagle '98  
John D. Gladney '99  
Ted M. Henry '98  
John C. Hugon '98  
J. L. Jerden '98  
W. Ralph Jones III '00  
James R. Lientz, Jr. '98  
W. Neely Mallory '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  
Harry J. Phillips, Sr. '99  
Arthur W. Rollins '00  
Wayne Steele Sharp '99  
Elizabeth L. Simpson '00  
John C. Sites, Jr. '00  
James B. Taylor, Jr. '98  
Spence L. Wilson '99  
Louis H. Zbinden '99

**Life Trustees**

Edgar H. Bailey  
L. Palmer Brown  
Charles P. Cobb  
Paul Tudor Jones  
S. Herbert Rhea

**Honorary Trustees**

Robert W. Amis  
Harriette McLoughlin  
Frank M. Norfleet  
Nettie Schilling  
Charles R. Sherman  
Russel L. Wiener

**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**

William D. Berg  
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  
Charlotte P. Parks  
John M. Planchon  
Melody Hokanson Richey  
Debra M. Warren  
Arthur M. Weeden, Jr.  
David J. Wottle

*The following were absent:*

**Trustees**

Dunbar Abston, Jr. '00  
J. Lester Crain '98  
Donald H. Farris '99  
Nancy H. Fulmer '99  
Billy M. Hightower '98  
John B. Maxwell, Jr. '99  
Michael McDonnell '00  
James H. Prentiss III '99  
John M. Wallace III '99  
David D. Watts '98

**Life Trustees**

Winton M. Blount  
Robert D. McCallum  
William C. Raspberry  
P.K. Seidman

**Honorary Trustees**

Bland W. Cannon  
William S. Craddock  
Harold F. Ohlendorf  
Lorna Anderson Reimers  
John B. Ricker, Jr.  
Frances Tomlin Tigrett  
Alvin W. Wunderlich, Jr.

**Faculty Trustees**

Gail P.C. Streete '99

**Staff**

Loyd C. Templeton, Jr.

- Mr. Clark declared a quorum was present (see Exhibit A, page 6 for Board Committee list).



- 1-98-3** • The Board approved as mailed the minutes of the Board of Trustees meeting held on October 9 and 10, 1997.

- 1-98-4** • Mr. Mitchener introduced new trustees:

Honorary Trustee, Mrs. Harriette McLoughlin '41 of Princeton, New Jersey  
Trustee, Mr. Arthur W. Rollins '81 of Atlanta, Georgia  
Trustee, Dr. Louis H. Zbinden, Jr. '58 of San Antonio, Texas

- 1-98-5** • Mr. Mitchener called on President Daughdrill for his report.

- 1-98-6** • President Daughdrill's report to the Board:

The Kickoff Ball of Rhodes' 150th Anniversary is going to be exciting. Not only are we going to have fun tonight, but it is a time to give thanks because we have been blessed. You will hear reports that admission applications are up; the annual fund is up; the budget is in good shape; and the endowment has gone over \$200 million.

Exciting, too, are the number of additional services we provide students to make attending Rhodes more comfortable and fun. Eating in the Refectory is more interesting and fun. There is real competition in food service, and ARA is meeting this challenge by starting "The Granary." They serve a highly nutritious, low-fat, vegetarian meal from a new "food court" atmosphere. It makes the College more fun. Additionally, the use of information technology is making learning and teaching more interesting and productive. To make student life more comfortable, lighting is being improved in the dorms, new vending machines are installed and we provide better self-service laundry. Wouldn't it be good to go back to college again?

On another subject, *Rhodes Magazine's* 150th Anniversary edition was the most interesting edition I've read. It teaches the greater Rhodes community more about the history of the College than anyone has known. This edition will fare beautifully in competition: the writing is excellent and the work of Kevin Barré in Desktop Publishing is outstanding. I hope students will place copies of this edition in the time-capsule they are planning.

My report to you includes a presentation by Dr. Charles Lemond, Director of our Computer Center, on Rhodes' new e-mail connector service for all alumni. Additionally, Lynne Blair, Director of the Burrow Library, will show you information provided on Rhodes' Home Page, especially newly-added information on the 150th Anniversary of the College.

- 1-98-7** • The Trustees were reminded of the 150th Anniversary Ball that evening in the Bryan Campus Life Center to be preceded by cocktails and dinner in the Crain Reception Hall and McCallum Ballroom.

- 1-98-8** • The Board adjourned to committee meetings at 2:10 p.m.

Saturday, January 24, 1998

- 1-98-9** • The Board of Trustees resumed its meeting on Saturday, January 24, 1998 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, Dr. John D. Gladney '74.
- 1-98-10** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr.

*Those present were:*

**Trustees**

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. Robert Dobbins '00  
Bryan M. Eagle '98  
John D. Gladney '99  
Ted M. Henry '98  
John C. Hugon '98  
J. L. Jerden '98  
W. Ralph Jones III '00  
James R. Lientz, Jr. '98  
W. Neely Mallory '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  
Arthur W. Rollins '00  
Wayne Steele Sharp '99  
Elizabeth L. Simpson '00  
John C. Sites, Jr. '00  
Spence L. Wilson '99  
Louis H. Zbinden '99

**Life Trustees**

Edgar H. Bailey  
L. Palmer Brown  
Charles P. Cobb  
Paul Tudor Jones  
S. Herbert Rhea  
P.K. Seidman

**Honorary Trustees**

Robert W. Amis  
Harriette McLoughlin  
Frank M. Norfleet  
Nettie Schilling  
Russel L. Wiener

**Ex Officio Member**

James H. Daughdrill, Jr.

**Faculty Trustees**

Steve Gadbois '98  
Robert R. Llewellyn '00  
Gail P.C. Streete '99

**Student Trustees**

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

**Guests**

Douglas M. Lawson

**Present By Invitation**

William D. Berg  
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. Lindquester  
N.P. McWhirter  
John M. Planchon  
Melody Hokanson Richey  
Wendy T. Rotter  
Loyd C. Templeton, Jr.  
Debra M. Warren  
David J. Wottle

*The following were absent:*

**Trustees**

Dunbar Abston, Jr. '00  
Bruce E. Campbell, Jr. '98  
J. Lester Crain '98  
Donald H. Farris '99  
Nancy H. Fulmer '99  
Billy M. Hightower '98  
John B. Maxwell, Jr. '99  
Michael McDonnell '00  
Harry J. Phillips, Sr. '99  
James H. Prentiss III '99  
James B. Taylor, Jr. '98  
John M. Wallace III '99  
David D. Watts '98

**Life Trustees**

Winton M. Blount  
Robert D. McCallum  
William C. Raspberry

**Honorary Trustees**

Bland W. Cannon  
William S. Craddock  
Harold F. Ohlendorf  
Lorna Anderson Reimers  
John B. Ricker, Jr.  
Charles R. Sherman  
Frances Tomlin Tigrett  
Alvin W. Wunderlich, Jr.

**Staff**

Arthur M. Weeden, Jr.

- Mr. Clark declared a quorum was present (see Exhibit A, page 6 for Board Committee list).

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**1-98-11 • *Report of the Campaign Executive Committee***

Mr. Kenneth F. Clark, Jr., Acting Chair. (Exhibit B, page 7).

Committee report received.

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**1-98-12 • *Report of the Development Committee***

Mr. Kenneth F. Clark, Jr., Chair. (Exhibit B, page 7).

Committee report received.

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**1-98-13 • *Report of the Board Directions and Leadership Committee***

Mr. John C. Sites, Jr. '74, Chair. (Exhibit C, page 8).

Committee report received.

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- 1-98-14 • One Board vacancy remained and a motion was approved and passed to elect Mrs. Jeanne Varnell '58, Memphis, with Mr. Bruce G. Allbright III '74, Fresno, California, and Mr. Tom Flexner '76, New York elected as alternates.**

- 1-98-15 • A motion was approved and passed to approve memoriam resolutions regarding Emily Alburty and Thomas F. Frist.**
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**1-98-16 • *Report of the Students and Campus Life Committee***

Ms. Wayne Steele Sharp '75, Chair. (Exhibit D, pages 9-10).

Committee report received.

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**1-98-17 • *Report of the Enrollment Committee***

Mr. James R. Lientz, Jr., Chair. (Exhibit E, page 11).

Committee report received.

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**1-98-18 • *Report of the Faculty and Educational Program Committee***

Mr. W. Neely Mallory, Jr., Chair. (Exhibit F, pages 12-13).

Committee report received.

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**1-98-19 • *Report of the Lifelong Learning Committee***

Mr. Jack R. Blair, Chair. (Exhibit G, page 14).

Committee report received.

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**1-98-20 • *Report on the Information Technology Committee***

Mr. Robert H. Buckman, Chair. (Exhibit H, pages 15-16).

Committee report received.

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- 1-98-21 • A motion was passed and approved to endorse the direction for instructional technology growth at Rhodes as outlined in the draft report, "LYNX WISE."**
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**1-98-22 • *Report of the Finance Committee***

Mr. Spence L. Wilson, Chair. (Exhibit I, pages 17-26).

Committee report received.

**1-98-23 • A motion was passed to approve the 1998-99 Preliminary Operating Budget.**

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**1-98-24 • *Report of the Christian Commitment and Church Relationship Committee***

Mrs. Elizabeth L. Simpson '58, Chair. (Exhibit J, pages 27-28).

Committee report received.

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**1-98-25 • *Report of the Buildings and Grounds Committee***

Mr. John H. Crabtree, Jr. '57, Chair. (Exhibit K, page 29).

Committee report received.

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**1-98-26 • Mr. Mitchener called on President Daughdrill for his report.**

**1-98-27 • President Daughdrill's report to the Board:**

My first reaction to the two faculty chairs in Libby's and my names was complete shock! We had no idea that the chairs had been given by the Board; and that you did it without my knowing about it is amazing. Your generosity time and time again is overwhelming. Libby and I have benefitted tremendously because of being at Rhodes. We receive a liberal education every year. To have lunch with professors and to be exposed to students, speakers, performers and honorees is a great privilege.

These 25 years have been the best years of our lives. And last night when we learned about your endowment gifts for faculty chairs in our honor makes it even more wonderful for Libby and me. We will never forget your kindness. To know that your gifts will help our faculty every year in perpetuity will add special meaning to every year of our lives. Your surprise, your generous kindness, and your friendship mean a great deal to us. Thank you!

**1-98-28 • The meeting went into executive session at 11:30 a.m.**

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Kenneth F. Clark, Jr., Secretary

Board of Trustee Committees 1997-98

Board of Trustees Committees 1997-98		Faculty Member	Student Member	Staff (Non-Voting)
<b>Board Directions &amp; Leadership</b> 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
<b>Buildings &amp; Grounds</b> 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
<b>Development</b> Kenneth F. Clark, Jr. Chair • James H. Barton William J. Michaelcheck Arthur W. Rollins John M. Wallace III Louis H. Zbinden, Jr.	William C. Rasberry P.K. Seidman	Gail P. C. Streete #	Michael J. Faber #	Arthur L. Criscillis Charlotte P. Parks
<b>Enrollment</b> 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 Harriette McLoughlin	Robert R. Llewellyn #	Frank L. O'Connor #	David J. Wottle Arthur M. Weeden, Jr.
<b>Faculty &amp; Educational Program</b> 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. Lindquister
<b>Finance</b> 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
<b>Students &amp; Campus Life</b> 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
<b>Investment</b> 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
<b>Audit</b> Nancy H. Fulmer, Chair • Bruce E. Campbell, Jr. John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
<b>Lifelong Learning</b> 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
<b>Information Technology</b> Robert H. Buckman, Chair • Jack R. Blair Bruce E. Campbell, Jr. Bryan M. Eagle	Donald H. Farris Harry J. Phillips, Sr. Spence L. Wilson	Robert R. Llewellyn #	Jonathan D. Nolin	John M. Planchon Charles L. Lemond
<b>Christian Commitment and Church Relationship</b> Elizabeth L. Simpson, Chair J. Bayard Boyle, Jr. Joyce C. Broffitt Spence L. Wilson	Paul T. Jones Frank M. Norfleet	Stephen R. Haynes	Nikolas E. Granger	James H. Daughdrill, Jr. William Newton

• 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. Hartow, *ex officio*, all committees

***Report of the Development and Campaign Executive Committees***

**Mr. Kenneth F. Clark, Jr., Chair of Development and Acting Chair of CEC — January 23, 1998.**

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I am pleased to report that Rhodes' 150th Anniversary Campaign continues to make significant progress. As you can see by looking at the blue Campaign Summary Report that is before you, our total has reached \$128.5 million.

Currently, we are focusing our efforts on the faculty support component of the Campaign. The Blount Challenge for Faculty Support, a \$2 million challenge gift issued by Red and Carolyn, can be claimed if we are successful in raising an additional \$4 million for faculty support. To date, we have raised about \$2.3 million toward our \$4 million challenge request.

Many of you have already been helpful in this effort to meet the Blount Challenge, as well as the Daughdrill Chairs. However, we still need to raise another \$1.7 million by December 31, 1998 if we are to be successful in claiming the Challenge.

I hope you share a sense of accomplishment at all the Campaign has achieved to date — for this Board has given generously. I also hope you will join the Campaign Executive Committee in helping this momentous effort conclude with a flourish.

In the Development Committee meeting we heard from Trustee Art Rollins '81 who chairs Rhodes' Annual Fund about this year's effort. This year's gifts and pledges are running 5.2% ahead of last year at the same time and last year's Annual Fund was a record breaker. This year gifts and pledges total over \$2,150,000. Our increase is due in large part to leadership gifts in the Diehl Society which is up 9.4% and the Red and Black Society, which is up 6.8%. Trustee giving has been exemplary, with gains there of 15% over last year.

Bill Michaelcheck '69, President of the Charles E. Diehl Society for 1997-98, reported on Diehl Society progress. This year's goal is \$1,080,000 — and already \$970,000 has been committed toward it. The Diehl Society Challenge Fund of \$55,000 which provided \$5,000 to match the gift of each new member and \$5,000 for every level a current member increases, has been met and has fueled much of our success to date.

Wendy Rotter, Director of Major Gifts, gave a brief update of the Margaret Hyde Council and reported that \$1.4 million has been committed toward its \$2 million goal for scholarships. In November, The Council sponsored an estate planning seminar for women which generated a \$200,000 charitable gift annuity. A unitrust to benefit the College is also in the works. This success is a tribute to Beth Simpson's inspiring leadership.

Sue Matthews, Director of Planned Giving, reported that Rhodes' deferred gift register has reached \$87 million. The College has in place marketing efforts including regular columns in the *Rhodes* magazine, periodic newsletters and planned giving seminars to educate donors about planned giving options and encourage them to contact the College.

Thank you, that concludes my report.

***Report of the Board Directions and Leadership Committee***

**Mr. John C. Sites, Jr. '74 Chair — January 23, 1998.**

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The meeting was called to order in the Orgill Room, at 2:15 p.m.

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

Jim Thomas, Nancy Huggins and Vicki Roman Palmer have agreed to return to the Board in October of 1998 and will become members of the Trustee Class of 2001.

One vacancy in the Class of 2001 remained and a **motion was made and passed to** elect Mrs. Jeanne Varnell '58, Memphis, with Mr. Bruce G. Allbright III '74, Fresno, California, and Mr. Tom Flexner '76, New York elected as alternates.

Peter Doherty, Chair of Immunology at St. Jude Hospital, 1996 Nobel Prize in Medicine; Alvin O. Jackson, former minister of Mississippi Boulevard Christian Church; Priscilla Presley, Head of Graceland Enterprises and former Memphian; and Lt. General Claudia J. Kennedy '69, first woman to hold this rank in U.S. Army history have accepted Rhodes' offer of an honorary degree at Commencement, May 16.

The recommendation from the faculty for a new policy regarding faculty representatives on administrative search committees was discussed. After consideration, the Board Directions and Leadership Committee believes that the current policies and procedures are satisfactory and adequately serve the best interests of the College.

**A motion was made and passed to adopt** the Memoriam Resolutions for former Honorary Trustees Emily Alburty and Thomas Frist and that the resolutions be sent to their families.

Mr. Gil Hayes offered an informative update on plans for the College's Sesquicentennial.

Mr. John McGauley, President of Gehrung Associates reported on national publicity Rhodes has had since our last meeting.

The meeting was adjourned at 3:45 p.m.

## ***Report of the Students and Campus Life Committee***

**Ms. Wayne Steele Sharp '75, Chair — January 23, 1998.**

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The Committee on Students and Campus Life was called to order by Wayne Sharp, Chair, at 2:20 p.m. in the Conference Area of Tuthill Hall. Members in attendance were: John Gladney, Ralph Jones, Ted Henry, Dee Birnbaum, and Effie Bean. *Ex-officio* members present were Mel Richey and Charles Landreth. Present by invitation were staff members William Newton, Loretta Lambert, Claire Coleman; faculty member Michael McLain; and students Neeta Venepalli and Trent Pingenot.

Leading the meeting's focus on the opportunities and the importance of service on Rhodes' campus, Billy Newton, Chaplain, presented an overview of the Kinney Program. The Kinney Program is now 40 years old, and includes student service initiatives primarily in the areas of hunger and homelessness, crisis services, health care, education and youth guidance, and environmental action. Some projects under this program are: The Kinney Fair, the Snowden School Tutoring program with 70 to 80 volunteers a week, Big Brothers and Big Sisters, the Soup Kitchen, Music for Kids involving 30 Rhodes students who teach piano to underprivileged children, and recreational programs for children of the homeless. Trent Pingenot, a student Kinney coordinator was introduced. Trent is in charge of the Soup Kitchen and prepares food for the homeless each week using the facilities of St. John's church. Discussion followed.

Loretta Lambert, Coordinator of Community Service Programs, reviewed the history and work of the Bonner Foundation, who in 1992 selected Rhodes as one of 22 schools for the national Bonner Scholars Program. Currently, 38 students are enrolled in the Bonner Scholars Program and engage in 10 hours of service activities each week, as well as summer service projects. Large numbers of Bonner scholars occupy positions of leadership across campus organizations.

Michael McLain, Professor of Religious Studies, presented information on the Burch Scholars Program. In 1997, Clarence Day initiated the Lucius Burch Scholarship, based on commitment to community service and demonstrated leadership skills. In this, its first year, 4 Burch Scholars were selected. Burch Scholars engage in 10 hours a week of service and leadership activities and are supported in one semester of intensive service and study abroad. Claire Chambers, Erika Emerick, Stacy Hammac, and Jeremy Boyd are the recipients of these scholarships. Each scholar has identified a service project. Discussion followed.

Billy Newton outlined the three global volunteer service projects currently available to Rhodes students. Since 1988, students have volunteered for the Tex-Mex Border Ministry constructing housing and playgrounds in Reynosa, Mexico during spring break. In the Agua Prieta Border Ministry, students will join with the Presbyterian Border Ministry and local Mexican churches in a partnership of shared service and learning near the Arizona border. In the Honduras Service Learning Maymester, initiated by Rhodes with Heifer Project International, students from Rhodes and other colleges join in study and service with local community development projects in rural Honduras. Michael McLain introduced a fourth ministry, South Africa Service Learning, a proposed summer semester of service and learning in South Africa. Billy commented on the physical deprivation and the hard work involved in participation in these projects; he added that parents relate that the experience furnished a very positive dynamic toward their students' maturity. Discussion followed.

Michael McLain presented an overview of the new Service-Learning curriculum. The faculty, students, and the Chaplain/Community Service Office worked together to develop a workshop in the "Pedagogy of Service-Learning," and designed eleven courses in 1997-98 which combine academic study with service experience. Currently, ten academic departments offer at least one course with a service component. The Service-Learning curriculum transforms classroom experience into interaction in the community. There are currently 9 fellows; Neeta Venepalli and Trent Pingenot, as fellows, affirmed the value of the course. Effie Bean also strongly endorsed the curriculum from her own experience. Discussion followed.

Billy Newton discussed faith-based service and church relationship. He stated that the Kinney Program and Rhodes' many service initiatives have grown out of Rhodes' Christian commitment and church relationship. Billy stated that students engage in service for a variety of reasons. In the process, they often reflect on the relationship between faith and service commitment, and begin to discern their own faith journeys through service experiences. Billy has recently initiated a series of



spiritual formation classes which provide a dialogue to help students tie service and spirituality together. His observation is that the Rhodes volunteer service experience is having a profound impact on its students. More graduates are volunteering for Peace Corps service than ever before. Additionally, more and more graduates continue with volunteer-oriented lifestyles after graduation, making a life-long commitment to service. Discussion followed.

Loretta Lambert and Billy Newton previewed upcoming project focuses including the community partnerships of Habitat for Humanity, Church Health Center, VECA, and Bridgebuilders. Additional areas of emphases are Sesquicentennial Celebrations of Service including an agency recognition celebration fair in the spring and the construction of a Habitat for Humanity House in the fall.

Neeta Venepalli, Vice President of the Rhodes Student Government presented an update on the RSG and other governing organizations. The Rhodes Activities Board has enjoyed recent successes with D. J. Parties in the Lair, the Rhodes Outdoor Theater, Homecoming Bonfire, and Casino Night. The Social Regulations Council and the Honor Council continue with their campaigns of student education. The Publications Board is benefiting from journalistic training from the University of Memphis and the Commercial Appeal. The value of this technical information is evidenced in the improved character of Rhodes publications. The RSG is making great strides in efforts to be accessible to the student body. The RSG joins the entire campus in giving rave reviews to the new vegetarian Pan Geo fare in the Refectory. An ad hoc committee on campus safety has been initiated. Discussion followed.

Charlie Landreth, Associate Dean of Student Affairs, reported on future plans for residential housing. Beginning in the fall of 1998, first year students will be required to live on campus for two years. Residential life will offer two new housing theme areas: Substance Free Housing (no smoking or alcohol for residents or visitors) and Quiet Study (extended quiet hours for study). Discussion followed.

Mel Richey, Dean of Student Affairs, presented accolades to the Student Affairs staff members, Cindy Pennington and Ralph Hatley, and to Panhellenic, for their tireless efforts to make the 150th Gala a success. She also congratulated the student affairs Programming Committee for the new monthly Activity Calendar in the Refectory to improve communication regarding co-curricular activities.

There being no further business, the meeting was adjourned at 4:30 p.m.

***Report of the Enrollment Committee***

Mr. James R. Lientz Chair — January 23, 1998.

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

**Admissions Report**

Dean Wottle began the session by discussing the results of Early Decision, an admission option available to students who are sure they want to attend Rhodes in August, 1998. We were disappointed with our Early Decision results which showed decreases in the number of applicants, accepted students and deposited students as well as an overall decrease in the academic quality of the deposited students.

In terms of regular decision applications, we are currently 4% ahead of last year's number of applications and on target to surpass our application record set three years ago. The academic quality of the applicant pool to date is quite strong again this year. The average applicant ranks in the top 13% of their graduating class, has a 3.66 grade point average and has an average SAT-I of 1275 and ACT of 28.

Dean Wottle shared with the committee some new services admissions has added to its web site. Students who have applied for admission now have the capability of checking on the completeness of their admission file via the Internet. The admissions web site will show students what documents the admission office has received to date and which documents we still need in order to complete their file. Since the service was first offered fifteen days ago, the site has received over 500 hits.

The admission office is also close to having its application on the Internet. Dean Wottle expects that the Rhodes application will be available for students to download and complete on their personal computer in the next week to two weeks.

As part of the College's strategic planning initiative and SACS accreditation process, we are currently in the process of reviewing proposals from three major marketing firms. It seems likely that we will employ the services of one of these firms to assist us in our marketing efforts and long term planning.

There being no further business, the meeting was adjourned at 3:10 p.m.

***Report of the Faculty and Educational Program Committee***

Mr. W. Neely Mallory, Jr. Chair — January 23, 1998.

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Members Present:

Board: Mr. Mallory, Mr. Norfleet, Mr. Campbell, Mr. Dobbins, Dr. Jones

Faculty: Professor Katheryn Wright

Student: Ms. Roblin Webb

Staff: Dean Planchon, Associate Dean Lindquister, Ms. Handwerker

Mr. Mallory called the meeting to order and asked Dean Planchon to bring the committee up-to-date on the SACS reaccreditation process and self-study report.

Dean Planchon told the committee that every ten years the college stands for reaccreditation. In the past there was only one course to follow for reaccreditation. Recently, the regional association added another option — an abbreviated form of compliance and a strategic self-study to be defined by the institution. Rhodes chose the latter and is undergoing a self-study of liberal learning and the residence life experience at Rhodes. This self-study addresses three areas:

- Curriculum
- Enrollment
- Housing/Services

These categories encompass the most critical issues the College will face in the near future.

Dean Planchon then gave a brief explanation of how the committees are comprised and what the committees will examine and study. The results of this study will be forthcoming in a report to be issued this spring.

Mr. Nigel McGilchrist, Dean of European Studies, presented an overview of the European Studies program noting that it is ten years old and is jointly run by Rhodes and the University of the South. Dr. McGilchrist explained that there are 17 weeks of study which substitutes for a whole semester at Rhodes. The program is divided into four stages:

1. Introduction at the University of the South (4 weeks)
2. Arrival in Europe, York University (2 weeks)
3. Residence and Study at Oxford (6 weeks)
4. Study tour of European cities and sites (5 weeks)

Mr. McGilchrist noted that European Studies is far more than a highly rigorous academic program; it is a crucially important and formative experience for students, as well.

Ms. Richardson brought the committee up-to-date on Rhodes students studying abroad. Ms. Richardson noted that the number of Rhodes students studying abroad has increased from 132 in 1994-95 to 168 in 1996-97. She told the committee that Rhodes students are participating in study abroad programs in the United Kingdom, France, Spain, Germany, Italy, Belgium, Honduras, Australia, Egypt, Hong Kong, Japan, Mexico, Russia and South Africa. Ms. Richardson also pointed out that while the majority of students studying abroad are humanities and social science majors, students majoring in science, economics/business administration, foreign languages, fine arts, and math/computer science are also represented.

Mr. Mallory then called on Professor Pam Church to give a report on the M.S. in Accounting program. Professor Church said the program, which is five years old, was started to fulfill the 150 hour requirement to sit for the CPA exam, to respond to demand for liberally educated accountants, to continue Rhodes' relationship with major CPA firms, and to maintain a strong career path for Rhodes graduates. She told the committee that the program was designed to be small and that 80% of those enrolled hold Rhodes undergraduate degrees. Professor Church said that five students were enrolled in 1993-94. This year thirteen new students have enrolled. Because of the co-op option, the program can enroll more students while maintaining the small number of students each semester. Professor Church went on to say that there is 100% placement of graduates of the

Master's program and 69% are placed with the Big Six CPA firms (the national average is 5%). The program covers all of its incremental costs.

Professor Schriber was then asked to report to the committee on ORB (The Online Reference Book for Medieval Studies). She explained that its origin sprang from an online discussion among medievalists about the inadequacy of existing textbooks and source collections. The decision was made to compile an online textbook. ORB is a teaching site the heart of which is an encyclopedia that provides original essays written by leading scholars in each field. It is a medieval textbook that is flexible enough to allow instructors to custom-design their course. All submissions to ORB are refereed by at least two experts in the field before the submission is accepted. This website, created and run by Professor Schriber, was named website of the week by the *Chronicle of Higher Education*. The Encyclopedia Britannica gave ORB a rating of Excellent in its published Internet Guide which is a World Wide Web navigation service that classifies, rates and reviews more than 65,000 Web sites.

There being no further business, the meeting was adjourned.

**Report of the Lifelong Learning Committee**

Mr. Jack R. Blair, Chair — January 23, 1998.

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January 13, 1998

Present: Jack Blair, Chair; P. K. Seidman; David Harlow, Chancellor; John Planchon, Dean of Academic Affairs; Deborah Pittman, Director; Professor Tim Huebner; Cissy Whittaker, Administrative Assistant.

Absent: Dunbar Abston, Ralph Jones, Jim Prentiss.

The meeting was called to order by Mr. Blair.

**Financial Results.** Deborah Pittman went over the year-to-date financial results, compared to the previous year's results, which are very close overall. The rental income was lower by \$37,000 this July relative to last July since cheerleaders did not come to the campus this summer. Jack Blair requested that the projected budget for each program be updated and submitted to the committee at their next meeting, since the college budgets prepared nine months before the fiscal year begins are not meaningful.

**Institute for Executive Leadership.** Ms. Pittman said that the Meeman Center was exploring the idea of marketing the Institute for Executive Leadership to corporations wishing to tailor the program to the specific needs of their company's management. Mr. Blair suggested a shortened format of several cases to be taught as part of an off-site planning meeting. P.K. Seidman advocated marketing a shortened version of the IEL program to corporations in the surrounding region.

**Meeman Center Lifelong Learning Courses.** The Spring Continuing Education catalogue was distributed, as well as a copy of the ad appearing in the Commercial Appeal. The number of courses offered during the spring was broadly expanded as many professors responded to a request for their participation. Ninety (updated) people have signed up for courses thus far, but some courses do not begin until March, and it is too soon to know how many courses will make. Ms. Pittman said it would take time to cultivate constituencies for these new customers, and that Meeman's strategy was to use a six month lead time to find a base group of supporters of a new course. If a number needed to breakeven cannot be identified in that time, the course will not appear in the catalogue. Meeman plans to know one-year-in-advance what courses will be offered. Various suggestions were made by members: overcome any customer resistance, market a smaller number of courses, review market conditions with participating faculty.

**Facilities Usage.** Jack Blair raised the possibility of getting Rhodes faculty involved with Bridge Builders. If not, he suggested letting someone from Rhodes attend the camp to get a feel for what could be offered in the future that would be consistent with their mission.

**ACSA Cotton Institute at Rhodes.** A new five-year contract has been signed by Rhodes and the ACSA. The \$45,000 annual grant has been discontinued since the institute is now established. A reserve has been established and excess funds will add to the reserve until it reaches an amount equal to one year of total operating expenses of the cotton institute. At that time any excess funds will go to the ACSA Endowment Fund at Rhodes. Ms. Pittman reported that at the most recent meeting of the Steering Committee, the merchants stated that enrollment in the institute for this summer could be adversely affected by the situation in the Far East.

**Institute for the Profession of Law.** Sponsorships contributed \$28,000 toward the expenses of the January continuing education seminar which will feature Arthur Miller and a distinguished panel of guests. The all-day event will be held in the Bryan Campus Life facility. The subject is the proper role of the media in a jury trial.

There being no further business, the meeting was adjourned.

***Report of the Information Technology Committee***

**Mr. Robert H. Buckman, Chair — January 23, 1998.**

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**December 2, 1997**

**Members Present:**

**Board:** Mr. Buckman, Mr. Farris, Mr. Wilson,

**Faculty:** Dr. Robert Llewellyn

**Staff:** Chancellor Harlow, Dean Planchon, Dr. Lemond, Ms. Blair, Ms. Handwerker

The meeting was called to order by Mr. Buckman.

Dean Planchon introduced Ms. Lynne Blair, Director of the Burrow Library, who reported on the plan to implement the Library's part of the Plan for Excellence. The plan calls for upgrading Burrow Library by providing space, equipment, and staff to accommodate enhanced learning technologies for students and faculty by the year 2000. Ms. Blair told the committee what had been done to date and what needed to be done to reach the goal set in the Plan for Excellence. It was suggested that Ms. Blair prioritize the needs of the Library accompanied by cost estimates and present a report to the committee at its January 22 meeting.

Mr. Buckman then introduced Professor Bob Llewellyn who brought the committee up-to-date on the progress that has been made toward the successful integration of teaching, learning and technology into the Rhodes' environment. Mr. Buckman asked that Chancellor Harlow, Professor Llewellyn and Mr. Farris devise a concrete plan for taking Rhodes technologically forward and present it at the January meeting. Also, Mr. Buckman asked that representatives of Rhodes visit Asbury Seminary prior to the January meeting to observe Asbury's setup so a report can be made to the committee at the January meeting.

Mr. Buckman introduced Dr. Charles Lemond who reported to the committee the status of wiring Burrow Library and all classrooms. Dr. Lemond reported that the wiring is 60-70% done and the cost of wiring the remaining classrooms is \$17,000.

Mr. Buckman called on Dean Planchon to introduce Dr. Gary Lindquister who demonstrated how he has integrated technology into his teaching in courses for both majors and non majors.

Chancellor Harlow gave a brief report on the expenditures on technology by Rhodes' 50 peer institutions and said that at the January meeting he would have a more complete picture of technology expenditures and library expenditures by the colleges.

Chancellor Harlow distributed a list of Internet Providers available to Rhodes with a list of things to consider when selecting an internet provider suggested by the Computer Center. A brief discussion ensued about selecting the best internet provider to meet Rhodes' needs. Also discussed was Rhodes' internet access responsibility to off-campus students. It was mentioned that reaccreditation surveys will address some issues relevant to internet access.

Mr. Buckman discussed with the committee a schedule of meeting dates for the rest of the year. The committee determined that the Wednesday before the Thursday Trustee meeting would be a good time to meet. However, since the next Trustee meeting will be Friday and Saturday, January 23 and 24, the next meeting of the Information Technology Committee will be Thursday, January 22 from 1:30-3:00 p.m. in 111 Dorothy King Hall.

There being no further business, the meeting was adjourned.

**January 22, 1998**

**Members Present:**

**Board:** Mr. Buckman, Mr. Blair, Mr. Phillips, Mr. Eagle

**Faculty:** Dr. Robert Llewellyn

**Student:** Mr. Nolen

**Staff:** Chancellor Harlow, Dean Planchon, Dr. Lemond, Ms. Blair, Mr. Criscillis, Ms. Handwerker

The meeting was called to order by Mr. Buckman.

Mr. Buckman asked Dean Planchon and Dr. Llewellyn to report on their trips to Asbury Seminary to observe how technology is used in their classrooms. Dr. Llewellyn told the committee the trip was beneficial in that he was able to envision how some of the technology used by Asbury could be adapted for use at Rhodes. One thing of particular interest was a type of teaching facility that used videotape. Dr. Llewellyn noted that a facility of that nature would have great potential for teacher development and for critiquing performances of students in music and theatre. Dean Planchon echoed many of the sentiments Dean Llewellyn had mentioned and went on to say that the trip to Asbury had enabled him to give form to the nebulous ideas and feelings of what technology could do for Rhodes.

Chancellor Harlow reported briefly on possible internet providers for Rhodes. He met with a representative from Compuserve who told the Chancellor that the Compuserve program would not benefit Rhodes and that Rhodes has, at this time, the internet setup that best serves its needs.

Ms. Blair was asked at the last committee meeting to prioritize the library's technology items discussed at that meeting and to report them to the committee. Ms. Blair stated that the Burrow Library technology priorities are to:

- continue to expand online databases, preferably in full text, that would be accessible to the campus and continue to change print journal subscriptions to electronic format;
- update existing wiring extending data capability to study carrels;
- update online library system to a "web" based system;
- move from current print based reserve system to electronic reserves.

Ms. Blair also addressed the physical needs of Burrow Library which are for increased space and updating of the infrastructure. Ms. Blair said that to do this correctly it would be necessary to employ an architect and structural engineer to determine the feasibility/expense of a possible building expansion and to employ a design consultant experienced in library design and information technology needs to advise campus planners and the architect.

Mr. Buckman then called on Chancellor Harlow who distributed a list of 10 colleges and their technology and library expenditures for 1996-97. Chancellor Harlow called the committee's attention to the footnotes and pointed out that not all colleges and universities calculate their information the same way so it is difficult to get information that can be compared on a common level. Chancellor Harlow then distributed for the committee's information a report by Karen Leach, CIO, Colgate University, and David L. Smallen, ITS, Hamilton College, on the real cost of information technology support services.

Dean Planchon next brought the committee up-to-date on the progress made in transforming two classrooms into technologically Smart classrooms. Dean Planchon told the committee that he and several others had met with an architect to evaluate Frazier Jelke B to determine what would be necessary to make it a "smart" classroom. The next meeting will be Monday, January 26. The other classroom being examined for refitting to make it a technologically "smart" classroom is 206 Palmer. Both rooms will be completed by next fall. It was suggested that visiting other schools with technologically "smart" classrooms might prove beneficial in Rhodes' effort to transform more and more classrooms into Smart classrooms.

Chancellor Harlow, Dean Planchon, and Dr. Llewellyn distributed a draft plan for Rhodes' technology growth entitled "LYNX WISE." Dr. Llewellyn told the committee the plan was named "LYNX WISE" because LYNX, the name of our symbolic mascot, resonates with the "links" that are integral to the technology of the world-wide-web. W-I-S-E reflects our judgment that it is essential to have Widely Integrated Support for the College's Educational commitment. Dr. Llewellyn went on to say that "LYNX WISE" also resonates with "lengthwise," a reference to measurement, reminding us that ours is an endeavor in which we must be aware of how we measure up against academic norms appropriate to a liberal arts and sciences education.

After a brief discussion, it was moved, seconded and approved that the committee endorse the direction for instructional technology growth at Rhodes as outlined in the draft report, "LYNX WISE."

There being no further business, the meeting was adjourned.

## "LYNX WISE"

Rhodes Widely Integrated Support for Education

Education is essentially a dialogue -- a personal interaction and exchange between teachers and students, between students and their peers, of teachers and students collaborating in using archival resources of texts and images, of teachers and students with worldwide resources involving both people and archives. This dialogue requires the efficient and convenient interconnection of teachers and students and resources both on and off the immediate physical campus, in classrooms and study spaces and assembly rooms. It is no longer a cliché that 'the world is my campus'; it is the truth about educational experiences that aspire to genuineness and excellence.

Rhodes' commitment to providing the best in liberal arts and sciences education calls for a plan to provide an integrated support system in direct support of its teaching and learning mission. We call this plan **LYNX WISE**. LYNX, the name of our symbolic mascot, resonates with the "links" that are integral to the technology of the world-wide-web. W-I-S-E reflects our judgment that it is essential to have widely integrated support for the College's educational commitment. LYNX WISE also resonates with "lengthwise," a reference to measurement, reminding us that ours is an endeavor in which we must be aware of how we measure-up against academic norms appropriate to a liberal arts and sciences education.

Integrated support embraces both physical and personnel resources with which we undertake our educational mission.

**For the campus support environment in which teaching and learning takes place, we must:**

1. **Complete the digital network** for all classrooms, laboratories, conference rooms, carrels and special study spaces in the library, and general purpose assembly rooms that are used for educational functions.
2. **Pursue aggressively the renovation of all classrooms.**
  - renovate and upgrade, **in ways suitable to instructional use**, classrooms in all of the major academic buildings for audiovisual/digital interactive learning (provisions to be made for both "lecture/presentation" based classes and for "discussion/group" based classes).
  - renovate as needed for acoustics and lighting and install **permanent audiovisual recording components** in:  
Frazier Jelke B, Hardie Auditorium, Blount Auditorium, Orgill Room, McCallum Ballroom of Bryan CLC.
3. **Design, build, and implement an instructional technology development center** with adjacent "smart" classroom; the center is the focal point for the coordination of activities in support of:



**"LYNX WISE"**

**Rhodes Widely Integrated Support for Education**

- **a multimedia development lab and production facility** for technical and hardware support for multimedia teaching experiences, to include the art slide collection and its expansion [Department of Art; Department of Foreign Languages and Literature]; and to anticipate digital broadcasting capability for quality image transfer and projection.
- **digital resources and digital broadcasting for the music library.**
- **an audiovisual center** in the Burrow Library for instructional use [a demonstration/teaching classroom for instruction in current library databases, internet resources, search-strategies, etc.] and for special audiovisual events [group assignments outside the regular class periods].

(This center could be a part of renovation and enhancement of current spaces in, or future additions to, the Burrow Library. The Burrow Library currently houses an AV center and a classroom minimally equipped for instructional purposes.)

4. **Convert analogue instructional resources and equipment for language intensive learning to digital resources and digital-based equipment.**
5. **Design, build, and implement small-scale audiovisual production facility** [a "Teaching and Learning with Technology Studio"] in direct support of existing academic programs [Department of Education (micro-teaching program), Department of Music (public speaking emphasis), Department of Theatre (actor-development)], and available for general purpose College use [e.g., faculty instructional skills learning and enhancement emphasis].
6. **Complete a uniform interface for access to computer resources**, using Internet standards, thereby allowing a "seamless" connection among all members of the community served by Rhodes and facilitating the collaboration essential in the learning experience [e.g., open internet protocols for E-mail, discussion groups, video communication and file sharing].
7. **Upgrade and support advanced computing systems** for those academic areas where digital data collection, numerical analysis and modeling, and computing design are of central importance [e.g., in the departments of mathematics and computer science, physics, chemistry, biology, economics and business administration, political science, psychology]; an integral but special part of the campus computing environment.

***For the personnel support environment that is vital to the collaboration for effective teaching and learning, we must . . .***

**"LYNX WISE"**

**Rhodes Widely Integrated Support for Education**

8. **Recruit, and employ a Director of Teaching and Instructional Development (or, some appropriate title that clearly embraces both development of the skill of teaching as well as the techniques for effective use of technology-supported materials, e.g., presentation software).**

The Director is an academic officer reporting to the Dean of Academic Affairs, with direct responsibility (i) to work with faculty to enhance their courses and their teaching with appropriate instructional technology, and (ii) to coordinate all instructional technology supported activities with the assistance of specialists in the computer center and the library. [The instructional technology development center referenced above would be a facility under the direct supervision of this officer.]

The functions of the **office of Teaching and Instructional Development** will require additional technical staff who work directly with faculty and students to design and to implement effective instructional support. Initially, the following support staff are deemed essential, and they will have day-to-day responsibilities, among others, to support, perform maintenance, and oversee classrooms that use instructional technologies:

- a. Employ an **Instructional design specialist** with competency in the use of presentation software and hardware, and who can provide this service to faculty who request it.
  - b. Augment current audiovisual support staff in the Library with **Media Services technician.**
  - c. Augment current physical plant staff with **Audiovisual and digital broadcast technician.**
9. **Implement a collaborative model for day-by-day operations in support of instructional technology** in which the physical facilities of the College and the personnel resources of the College are routinely coordinated [most likely by the Director of Teaching and Learning Development] in support of teacher, student, and staff training and development in the use of instructional technology and digitally-based academic resources.

***Report of the Finance Committee***

Mr. Spence L. Wilson, Chair — January 23, 1998.

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The meeting of the Committee on Finance was called to order by Mr. Spence L. Wilson, at 2 p.m., Friday, January 23, 1998 in the Hill Board Room, Palmer Hall.

The following individuals were present: Mr. Spence Wilson, Mr. Herbert Rhea, Mr. John Hugon, Mr. Edgar Bailey, Dr. Deborah Pittman, Mr. Jim O'Donnell, Ms. Kristin Fox, Dean Allen Boone, Mr. N. P. McWhirter and Mr. Kyle Webb.

Mr. McWhirter briefed the committee on the status of the college insurance program (**attachment #1**). Our primary insurers are Affiliated FM Insurance Companies and The St Paul with current insured values on buildings and contents at approximately \$123,000,000. Combined general liability insurance and umbrella coverage is at \$15,000,000 and Director's and Officer's liability coverage is carried at \$5,000,000. Insurance for earthquake and flood is being carried at \$90,000,000, providing loss coverage for approximately 73% of the total physical plant and equipment. This represents an increase of \$20 million in Earthquake coverage from the prior year.

Mr. McWhirter briefed the committee on risk management engineering reports and our efforts to reduce potential hazards such as PCB exposure from electrical transformers and enhanced fire protection in older structures. Additional heat and smoke detectors have been added in the attic spaces of Kennedy, Palmer, Robb, White, Ellett and the Burrow Refectory.

Mr. McWhirter then reviewed the real estate holdings of the college commenting on the numerous properties sold in recent years (**attachment #2**). Over the past few years the college has aggressively marketed its real estate holdings, selling approximately 30 parcels. Currently, we own only six Parkway House units, the commercial property located at Poplar and Mendenhall (which has been a good income producer for the College) and have one jointly owned parcel (Neely Rd) which is still on the market.

Mr. McWhirter reviewed the year-to-date income/expense budget summary (**attachment # 3**) through the period ending December 31, 1997. Through the first six months of the fiscal year total income-to-date was up slightly compared to the same period a year ago. Annual fund receipts are down slightly, however, total pledges and receipts are up slightly according to the Development Office. On the expense side of the ledger, total expenditures through December were up slightly from the same period a year ago. Of note is the fact that our financial aid expenditures are over budget by about \$170,000. This number is expected to decline with typical attrition between terms. All in all, the College should end the year in good shape with adequate funds available for R & R priorities.

The next item of business was a review of the 1998-99 preliminary operating budget (**attachment #4**). The fundamental assumptions include slightly higher enrollment and a slight increase in budgeted residence hall occupancy. With respect to student charges, the rates for tuition, room, and board will increase 3.9%, 0%, and 5.7% respectively, for an average increase of 3.6%. There is a large increase (20.4%) in income coming from the Endowment due to the extraordinary gains in market value the past three years. On the expense side, it was noted that some of the more significant percentage increases reflect the operations of the new Bryan Campus Life Center (utilities, athletic and physical plant budgets). The financial aid budget is increasing by 4.6%, slightly higher than the combined TRB increase of 3.6%. The amount budgeted for R & R has been increased back to the traditional 3% of total operating revenue. Salary increases are budgeted at 4%. Finally, the amount budgeted for debt service will decrease by 7.5% given repayments on our CLC line of credit. **The preliminary operating budget was approved unanimously as recommended and will be presented to the Board for approval.**

Mr. Boone briefly discussed the status of our food (Board) plans. Based on student/parent demand, new flexibility has been given in food options. Starting in the fall of 1998, the College will offer two plans (a 21 meal plan *and* a 15 meal plan). Both plans will offer meal equivalency in the Lynx Lair for lunch and dinner meals and expanded serving hours. The College has also been exploring the possibility of placing one National brand concept in the Lynx Lair servery, however, negotiations at this time are incomplete.

Mr. McWhirter reviewed the investment results for calendar year 1997 for the endowment fund. The College's blended return was 26% for the total portfolio, which is comprised of approximately 40% fixed income and 60% equities. Market value is approximately \$200 million dollars, which is a \$24 million dollar increase since our fiscal year-end of June 30, 1997.

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

RHODES COLLEGE  
SUMMARY OF INSURANCE  
01/07/98

COVERAGE PACKAGE:	COMPANY	TERM	PREMIUM	VALUES/ LIMITS	DEDUCTIBLE
BUILDINGS & CONTENTS	AFFILIATED FM INS.	7/1/97-7/01/98	\$81,117	\$122,327,235	\$5,000
PRIMARY EARTHQUAKE & FLOOD	AFFILIATED FM INS.	7/1/97-7/01/98	INCL	\$40,000,000	\$500,000/25,000
GENERAL LIABILITY	THE ST. PAUL	7/1/97-7/01/98	\$91,540	\$1,000,000	NONE
COMMERCIAL UMBRELLA	THE ST. PAUL	7/1/97-7/01/98	INCL	\$9,000,000	NONE
OWNED & NON-OWNED AUTO	THE ST. PAUL	7/1/97-7/01/98	INCL	\$1,000,000	\$100/\$500
FINE ARTS FLOATER	THE ST. PAUL	7/1/97-7/01/98	INCL	\$200,000	\$250
EQUIPMENT FLOATER	THE ST. PAUL	7/1/97-7/01/98	INCL	\$117,637	\$250
EDP	THE ST. PAUL	7/1/97-7/01/98	INCL	\$1,805,591	\$1,000
CRIME	THE ST. PAUL	7/1/97-7/01/98	INCL	\$1,000,000	NONE
WORKERS' COMPENSATION	THE ST. PAUL	7/1/97-7/01/98	\$76,677	\$100/500/100	NONE
EXCESS COMMERCIAL UMBRELLA	CHUBB	7/1/97-7/01/98	\$5,000	\$5,000,000	NONE
BOILER AND MACHINERY	HARTFORD STEAM	7/1/97-7/01/98	\$7,245	\$10,000,000	\$5,000
DIRECTORS & OFFICERS LIABILITY	PHILADELPHIA	3/28/97-3/28/98	\$17,978	\$5,000,000	\$1,000/\$2,500
ADDITIONAL LAYERS OF DIC:					
EARTHQUAKE & FLOOD	HARTFORD FIRE INS.	7/1/97-7/01/98	\$10,000	\$15,000,000	NONE
EARTHQUAKE & FLOOD	ROYAL INDEMNITY	7/1/97-7/01/98	\$15,000	\$15,000,000	NONE
EARTHQUAKE & FLOOD	TRAVELERS INS.	7/1/97-7/01/98	\$10,000	\$10,000,000	NONE
EARTHQUAKE & FLOOD	SCOTTSDALE INS. CO.	7/1/97-7/01/98	\$10,429	\$10,000,000	NONE

COLLIER INSURANCE

## Property Status Report - December 31, 1997

Property	Location	Estimated Value	Year Acquired	Status
Thorn	1. Houston, TX 2. Houston, TX	\$6,000 total	1967 1973	7.20% of a 12.5% undivided interest. 3.83% of a 12.5% undivided interest. Currently leased.
T. White	Neely Road Memphis, TN	\$78,000	1980-84	Total of 60% undivided interest in 36 acres given over four years.
Montesi	5014 Poplar Memphis, TN	\$763,500	1981	50% interest in Montesi bldg. Net lease with options until 2013. Annual lease revenue is \$58,376.
Parkway House	Unit #105	\$44,579	1986	One bedroom unfurnished unit with 741 sq.ft.
Parkway House	Unit #208	\$69,244	1986	Two bedroom unfurnished unit with 1,151 sq.ft.
Parkway House	Unit #311	\$52,339	1986	One bedroom furnished unit with 870 sq.ft.
Parkway House	Unit #904	\$83,863	1983	Three bedroom furnished unit with 1394 sq. ft.
Parkway House	Unit #906	\$86,510	1986	Two bedroom unfurnished unit with 1,438 sq.ft.
Parkway House	Unit #1010	\$70,387	1986	Two bedroom unfurnished unit with 1,170 sq.ft.

( All Parkway House units are currently leased)

## SUMMARY

## INCOME AND EXPENSE REPORT DECEMBER 31, 1997

	1/12 BUDGET	DECEMBER ACTUAL	6/12 ( 50.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1997-98 ACTUAL/ BUDGET	1996-97 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	2,066,888.58	1,402,111.29	12,401,331.50	20,334,994.91	163.97%	24,802,663.00	81.98%	81.99%
MEREMAN CENTER	53,339.08	37,956.25	320,034.50	161,249.98	50.38%	640,069.00	25.19%	20.67%
INTEREST & OTHER	76,001.67	107,150.86	456,010.00	696,766.86	152.79%	912,020.00	76.39%	61.10%
ENDOWMENT INCOME	524,037.08	524,037.08	3,144,222.50	3,144,222.48	100.00%	6,288,445.00	50.00%	50.00%
ANNUAL SUPPORT PROGRAM	198,333.33	530,613.46	1,190,000.00	1,104,164.55	92.78%	2,380,000.00	46.39%	50.80%
TOTAL EDUCATION & GENERAL	2,918,599.74	2,601,868.94	17,511,598.50	25,441,398.78	145.28%	35,023,197.00	72.64%	72.97%
AUXILIARY ENTERPRISES	418,390.25	-70,571.94	2,510,341.50	5,191,072.22	206.78%	5,020,683.00	103.39%	95.69%
STUDENT AID	11,666.67	0.00	70,000.00	73,240.00	104.62%	140,000.00	52.31%	50.97%
TOTAL EDUCATION & GENERAL	3,348,656.66	2,531,297.00	20,091,940.00	30,705,711.00	152.82%	40,183,880.00	76.41%	76.01%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	1,010,398.00	882,961.73	6,062,388.00	5,360,866.51	88.42%	12,124,776.00	44.21%	44.50%
ATHLETICS	134,037.33	141,361.77	804,224.00	942,919.01	117.24%	1,608,448.00	58.62%	55.69%
LIBRARY	87,345.25	61,257.76	524,071.50	625,324.14	119.32%	1,048,143.00	59.66%	59.81%
STUDENT SERVICES	266,346.33	205,057.61	1,598,078.00	1,595,146.40	99.81%	3,196,156.00	49.90%	50.07%
PLANT OPER & MAINT	252,790.58	236,951.58	1,516,743.50	1,463,096.64	96.46%	3,033,487.00	48.23%	47.04%
GENERAL ADMINISTRATION	528,627.50	300,954.16	3,171,765.00	2,945,411.98	92.86%	6,343,530.00	46.43%	41.15%
TOTAL EDUCATION & GENERAL	2,279,544.99	1,828,544.61	13,677,270.00	12,932,764.68	94.55%	27,354,540.00	47.27%	45.86%
AUXILIARY ENTERPRISES	226,314.42	284,368.51	1,357,886.50	1,143,238.14	84.19%	2,715,773.00	42.09%	36.40%
MEREMAN CENTER	52,076.17	31,812.00	312,457.00	269,875.63	86.37%	624,914.00	43.18%	43.86%
STUDENT AID	694,193.42	0.00	4,165,160.50	8,507,641.00	204.25%	8,330,321.00	102.12%	99.36%
TOTAL EDUCATION & GENERAL	3,252,129.00	2,144,725.12	19,512,774.00	22,853,519.45	117.12%	39,025,548.00	58.56%	56.64%
EXCESS OF INCOME / EXPENSE		386,571.88		7,852,191.55				
BUDG COMM CONTINGENCY	11,576.25	0.00	69,457.50	-2,500.00	3.59%	138,915.00	1.79%	16.76%
RENOVATION & REPLACMT	84,951.42	0.00	509,708.50	0.00	0.00%	1,019,417.00	0.00%	3.33%
TOTAL EDUCATION & GENERAL	3,348,656.67	2,144,725.12	20,091,940.00	22,851,019.45	113.73%	40,183,880.00	56.86%	55.39%
EXCESS OF INCOME / EXPENSE		386,571.88		7,854,691.55				

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TO: Committee on Finance  
 FROM: James H. Daughdrill, Jr.  
 DATE: January 23, 1998  
 RE: 1998-99 Operating Budget

I recommend the following preliminary operating budget for 1998-99:

	Budget 1997-98		Budget 1998-99
<b>INCOME:</b>			
Tuition	\$23,628,115	3.0%	\$24,348,065
Fees	\$2,029,737	-0.7%	\$2,016,210
Room & Board	\$4,932,683	4.0%	\$5,130,829
Gifts & Grants	\$2,380,000	3.0%	\$2,451,000
Endowment	\$6,288,445	20.4%	\$7,570,117
Other Income	\$909,850	2.0%	\$928,500
<b>Total Income</b>	<b>\$40,168,830</b>	<b>5.7%</b>	<b>\$42,444,721</b>
 <b>EXPENSE:</b>			
Compensation	\$19,401,611	5.1%	\$20,400,047
Non-Compensation	\$20,767,219	6.2%	\$22,044,674
	<b>\$40,168,830</b>	<b>5.7%</b>	<b>\$42,444,721</b>



	97-98	%CHANGE	98-99
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$17,360	3.9%	\$18,038
Room	\$2,890	0.0%	\$2,890
Board (Ave. Rate)	\$2,220	5.7%	\$2,346
Student Activity Fee	\$158	0.0%	\$158
<b>TOTALS:</b>	<b>\$22,628</b>	<b>3.6%</b>	<b>\$23,432</b>
Ave. Enrollment (FTE)	1390		1395
Dormitory Occupancy	985		1000

<b>INCOME BUDGET:</b>	97-98		98-99
<b>TUITION AND FEES:</b>			
Tuition	\$23,527,315	3.0%	\$24,237,065
Tuition-Summer School	\$45,000	0.0%	\$45,000
Summer Writing/Scholars	\$55,800	18.3%	\$66,000
European Studies	\$715,000	-1.3%	\$705,600
Student Activity Fees	\$219,620	0.4%	\$220,410
Applied Music Fees	\$45,000	0.0%	\$45,000
Special Course Fees	\$30,000	-6.7%	\$28,000
Application Fees	\$94,000	2.1%	\$96,000
Extra Hours	\$10,000	0.0%	\$10,000
Graduation & Misc. Fees	\$36,750	2.7%	\$37,750
Registration & Transcripts	\$4,500	0.0%	\$4,500
Meeman Center	\$640,067	-0.9%	\$634,000
Micro Center	\$16,000	-25.0%	\$12,000
Music Academy	\$218,800	1.9%	\$222,950
<b>TOTAL:</b>	<b>\$25,657,852</b>	<b>2.8%</b>	<b>\$26,364,275</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,789,717	1.5%	\$2,832,200
Board	\$2,142,966	7.3%	\$2,298,629
<b>TOTAL:</b>	<b>\$4,932,683</b>	<b>4.0%</b>	<b>\$5,130,829</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$15,000	0.0%	\$15,000
Annual Support Program	\$2,365,000	3.0%	\$2,436,000
<b>TOTAL:</b>	<b>\$2,380,000</b>	<b>3.0%</b>	<b>\$2,451,000</b>
<b>ENDOWMENT INCOME:</b>			
	\$6,288,445	20.4%	\$7,570,117
<b>OTHER INCOME:</b>			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$72,000	4.2%	\$75,000
Interest Income	\$315,000	3.2%	\$325,000
Swimming Pool	\$52,000	1.9%	\$53,000
Miscellaneous Income	\$500	0.0%	\$500
Traffic Fines/Vehicle Reg.	\$40,000	1.5%	\$40,600
Dividends, Royalties, Commissions	\$82,000	1.2%	\$83,000
College Work-Study	\$140,000	-1.4%	\$138,000
Athletic/CLC Income	\$33,650	15.0%	\$38,700
Telephone	\$117,200	0.0%	\$117,200
Parkway House	\$37,000	0.0%	\$37,000
<b>TOTAL:</b>	<b>\$909,850</b>	<b>2.0%</b>	<b>\$928,500</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$40,168,830</b>	<b>5.7%</b>	<b>\$42,444,721</b>

EXPENSE BUDGET:

1997-98

1998-99

EDUC. & GENERAL:	1997-98			1998-99			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
Art	\$260,252	\$38,392	\$298,644	\$300,342	\$38,475	\$338,817	15.4%	0.2%	13.5%
Religious Studies	\$763,452	\$17,085	\$780,537	\$829,699	\$17,665	\$847,364	8.7%	3.4%	8.6%
English	\$785,697	\$23,527	\$809,224	\$878,483	\$24,317	\$902,800	11.8%	3.4%	11.6%
Foreign Languages	\$930,609	\$30,165	\$960,774	\$908,601	\$31,004	\$939,605	-2.4%	2.8%	-2.2%
Language Center	\$36,888	\$12,405	\$49,293	\$38,439	\$12,405	\$50,844	4.2%	0.0%	3.1%
Music	\$418,215	\$30,827	\$449,042	\$454,898	\$53,710	\$508,608	8.8%	74.2%	13.3%
Philosophy	\$215,662	\$3,359	\$219,021	\$224,726	\$3,434	\$228,160	4.2%	2.2%	4.2%
Theater/Med Arts	\$300,768	\$32,612	\$333,380	\$321,546	\$20,750	\$342,296	6.9%	-36.4%	2.7%
Search/Values Course	\$0	\$6,597	\$6,597	\$0	\$6,820	\$6,820	0.0%	3.4%	3.4%
Summer Writing/Scholars	\$22,440	\$32,500	\$54,940	\$30,834	\$34,450	\$65,284	37.4%	6.0%	18.8%
Music Academy	\$200,823	\$12,000	\$212,823	\$208,954	\$12,000	\$220,954	4.0%	0.0%	3.8%
European Studies	\$87,939	\$625,000	\$712,939	\$91,479	\$612,286	\$703,765	4.0%	-2.0%	-1.3%
Anthro & Sociology	\$197,175	\$13,771	\$210,946	\$231,612	\$13,865	\$245,477	17.5%	0.7%	16.4%
Economics & Business	\$884,168	\$22,068	\$906,236	\$915,955	\$23,439	\$939,394	3.6%	6.2%	3.7%
MS/Accounting	\$18,114	\$6,508	\$24,622	\$19,592	\$6,671	\$26,263	8.2%	2.5%	6.7%
Education	\$60,717	\$4,432	\$65,149	\$63,268	\$4,174	\$67,442	4.2%	-5.8%	3.5%
History	\$583,357	\$17,847	\$601,204	\$658,888	\$18,198	\$677,086	12.9%	2.0%	12.6%
International Studies	\$416,677	\$17,046	\$433,723	\$435,461	\$18,049	\$453,510	4.5%	5.9%	4.6%
Political Science	\$460,843	\$19,436	\$480,279	\$497,284	\$19,865	\$517,149	7.9%	2.2%	7.7%
Psychology	\$385,795	\$15,079	\$400,874	\$401,817	\$15,220	\$417,037	4.2%	0.9%	4.0%
Biology	\$690,135	\$53,905	\$744,040	\$730,377	\$55,160	\$785,537	5.8%	2.3%	5.6%
Chemistry	\$378,011	\$38,188	\$416,199	\$413,137	\$38,326	\$451,463	9.3%	0.4%	8.5%
Mathematics & Comp. Sci.	\$362,897	\$15,463	\$378,360	\$329,801	\$15,883	\$345,684	-9.1%	2.7%	-8.6%
Physics	\$374,241	\$15,442	\$389,683	\$398,638	\$15,740	\$414,378	6.5%	1.9%	6.3%
Summer School	\$27,013	\$0	\$27,013	\$28,148	\$0	\$28,148	4.2%	0.0%	4.2%
Computer Center	\$459,693	\$215,105	\$674,798	\$479,014	\$215,105	\$694,119	4.2%	0.0%	2.9%
Library	\$548,963	\$451,180	\$1,000,143	\$572,036	\$477,855	\$1,049,891	4.2%	5.9%	5.0%
Research & Faculty Devel.	\$87,219	\$129,780	\$216,999	\$90,886	\$189,780	\$280,666	4.2%	46.2%	29.3%
Media Center	\$0	\$5,250	\$5,250	\$0	\$10,250	\$10,250	0.0%	95.2%	95.2%
Latin American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Urban Studies	\$0	\$1,300	\$1,300	\$0	\$1,300	\$1,300	0.0%	0.0%	0.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$794,287	\$225,483	\$1,019,770	\$687,153	\$256,254	\$943,407	-13.5%	13.6%	-7.5%
<b>TOTAL:</b>	<b>\$10,752,775</b>	<b>\$2,135,752</b>	<b>\$12,888,527</b>	<b>\$11,241,068</b>	<b>\$2,266,450</b>	<b>\$13,507,518</b>	<b>4.5%</b>	<b>6.1%</b>	<b>4.8%</b>

**STUDENT SERVICES:**

	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL		COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Athletics	\$940,478	\$480,360	\$1,420,838		\$1,034,156	\$564,680	\$1,598,836	10.0%	17.6%	12.5%
Swimming Pool	\$29,590	\$22,000	\$51,590		\$30,788	\$22,000	\$52,788	4.0%	0.0%	2.3%
Counseling Center	\$147,272	\$9,662	\$156,934		\$147,191	\$18,274	\$165,465	-0.1%	89.1%	5.4%
Career Services	\$135,324	\$26,082	\$161,406		\$141,012	\$26,742	\$167,754	4.2%	2.5%	3.9%
Admissions	\$565,540	\$474,568	\$1,040,108		\$617,057	\$548,100	\$1,165,157	9.1%	15.5%	12.0%
Registrar	\$145,798	\$17,725	\$163,523		\$151,926	\$18,165	\$170,091	4.2%	2.5%	4.0%
Financial Aid Office	\$200,617	\$66,348	\$266,965		\$209,049	\$67,892	\$276,941	4.2%	2.3%	3.7%
Chaplain/Kinney	\$80,521	\$7,712	\$88,233		\$83,905	\$8,605	\$92,510	4.2%	11.6%	4.8%
Dean Of Students	\$292,100	\$80,417	\$372,517		\$315,817	\$81,915	\$397,732	8.1%	1.9%	6.8%
Campus Safety	\$411,485	\$20,120	\$431,605		\$449,793	\$20,620	\$470,413	9.3%	2.5%	9.0%
Student Activity Fund	\$0	\$141,216	\$141,216		\$0	\$142,000	\$142,000	0.0%	0.6%	0.6%
Residential Life	\$63,127	\$33,126	\$96,253		\$135,093	\$33,954	\$169,047	114.0%	2.5%	75.6%
Multi-Cult. Aff.	\$0	\$6,488	\$6,488		\$0	\$6,488	\$6,488	0.0%	0.0%	0.0%
Health Services	\$40,993	\$45,331	\$86,324		\$42,430	\$45,331	\$87,761	3.5%	0.0%	1.7%
Student Center	\$0	\$20,757	\$20,757		\$0	\$21,380	\$21,380	0.0%	3.0%	3.0%
<b>TOTAL:</b>	<b>\$3,052,845</b>	<b>\$1,451,912</b>	<b>\$4,504,757</b>		<b>\$3,358,217</b>	<b>\$1,626,146</b>	<b>\$4,984,363</b>	<b>10.0%</b>	<b>12.0%</b>	<b>10.6%</b>

**PLANT OPER. & MAIN.:**

	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL		COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Housekeeping	\$930,657	\$71,460	\$1,002,117		\$969,774	\$86,770	\$1,056,544	4.2%	21.4%	5.4%
Physical Plant	\$871,446	\$226,215	\$1,097,661		\$905,716	\$239,050	\$1,144,766	3.9%	5.7%	4.3%
Utilities	\$0	\$592,696	\$592,696		\$0	\$637,276	\$637,276	0.0%	7.5%	7.5%
Grounds	\$256,109	\$56,904	\$313,013		\$258,785	\$62,972	\$321,757	1.0%	10.7%	2.8%
Mailroom	\$51,743	\$9,190	\$60,933		\$55,586	\$9,423	\$65,009	7.4%	2.5%	6.7%
<b>TOTAL:</b>	<b>\$2,109,955</b>	<b>\$956,465</b>	<b>\$3,066,420</b>		<b>\$2,189,861</b>	<b>\$1,035,491</b>	<b>\$3,225,352</b>	<b>3.8%</b>	<b>8.3%</b>	<b>5.2%</b>

GENERAL ADMINISTRATION:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Administrative Services	\$447,828	\$160,665	\$608,493	\$466,652	\$166,246	\$632,898	4.2%	3.5%	4.0%
Board of Trustees	\$0	\$64,719	\$64,719	\$0	\$66,530	\$66,530	0.0%	2.8%	2.8%
Pres. Plan for Excellence	\$0	\$127,612	\$127,612	\$0	\$134,805	\$134,805	0.0%	5.6%	5.6%
Hill/Pres Acad Discr Fund	\$0	\$125,786	\$125,786	\$0	\$156,216	\$156,216	0.0%	24.2%	24.2%
President's Office	\$417,951	\$99,535	\$517,486	\$435,518	\$101,290	\$536,808	4.2%	1.8%	3.7%
Chancellor's Office	\$282,309	\$134,964	\$417,273	\$294,175	\$156,025	\$450,200	4.2%	15.6%	7.9%
Comptroller	\$536,596	\$88,600	\$625,196	\$559,151	\$91,000	\$650,151	4.2%	2.7%	4.0%
Planning & Inst. Analysis	\$92,840	\$16,595	\$109,435	\$96,742	\$38,665	\$135,407	4.2%	133.0%	23.7%
Development	\$942,597	\$325,327	\$1,267,924	\$982,786	\$362,411	\$1,345,197	4.3%	11.4%	6.1%
College Relations	\$275,230	\$119,533	\$394,763	\$338,098	\$124,763	\$462,861	22.8%	4.4%	17.3%
Media Relations	\$176,696	\$170,315	\$347,011	\$184,123	\$197,300	\$381,423	4.2%	15.8%	9.9%
Insurance	\$0	\$313,100	\$313,100	\$0	\$321,000	\$321,000	0.0%	2.5%	2.5%
Staff Training & Devel.	\$0	\$30,900	\$30,900	\$0	\$31,673	\$31,673	0.0%	2.5%	2.5%
<b>TOTAL:</b>	<b>\$3,172,047</b>	<b>\$1,777,651</b>	<b>\$4,949,698</b>	<b>\$3,357,245</b>	<b>\$1,947,924</b>	<b>\$5,305,169</b>	<b>5.8%</b>	<b>9.6%</b>	<b>7.2%</b>
<b>AUXILIARY ENTERPRISES:</b>	<b>COMPENSATION (SAL+BENEFITS)</b>	<b>NON-COMP. EXPENSES</b>	<b>TOTAL</b>	<b>COMPENSATION (SAL+BENEFITS)</b>	<b>NON-COMP. EXPENSES</b>	<b>TOTAL</b>	<b>% CHANGE COMP.</b>	<b>%CHANGE NON-COMP.</b>	<b>TOTAL % CHANGE</b>
Residence Halls	\$69,235	\$505,790	\$575,025	\$0	\$548,100	\$548,100	-100.0%	8.4%	-4.7%
Food Service	\$0	\$1,741,843	\$1,741,843	\$0	\$1,900,000	\$1,900,000	0.0%	9.1%	9.1%
Meeman Center	\$217,261	\$407,653	\$624,914	\$225,006	\$408,503	\$633,509	3.6%	0.2%	1.4%
McCoy Theater	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	0.0%	0.0%	0.0%
Parkway House	\$0	\$37,000	\$37,000	\$0	\$34,750	\$34,750	0.0%	-6.1%	-6.1%
Telephone System	\$27,494	\$169,000	\$196,494	\$28,650	\$163,500	\$192,150	4.2%	-3.3%	-2.2%
Debt Service	\$0	\$1,405,000	\$1,405,000	\$0	\$1,300,000	\$1,300,000	0.0%	-7.5%	-7.5%
<b>TOTAL:</b>	<b>\$313,990</b>	<b>\$4,286,786</b>	<b>\$4,600,776</b>	<b>\$253,656</b>	<b>\$4,375,353</b>	<b>\$4,629,009</b>	<b>-19.2%</b>	<b>2.1%</b>	<b>0.6%</b>
<b>STUDENT FINANCIAL AID:</b>	<b>\$0</b>	<b>\$8,330,321</b>	<b>\$8,330,321</b>	<b>\$0</b>	<b>\$8,712,777</b>	<b>\$8,712,777</b>	<b>0.0%</b>	<b>4.6%</b>	<b>4.6%</b>
<b>STUDENT WAGES:</b>	<b>\$0</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>\$0</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>BUDGET CONTINGENCY:</b>	<b>\$0</b>	<b>\$138,915</b>	<b>\$138,915</b>	<b>\$0</b>	<b>\$145,861</b>	<b>\$145,861</b>	<b>0.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>RENO. &amp; REPLACEMENT:</b>	<b>\$0</b>	<b>\$1,019,417</b>	<b>\$1,019,417</b>	<b>\$0</b>	<b>\$1,264,673</b>	<b>\$1,264,673</b>	<b>0.0%</b>	<b>24.1%</b>	<b>24.1%</b>
<b>GRAND TOTALS:</b>	<b>\$19,401,612</b>	<b>\$20,767,219</b>	<b>\$40,168,830</b>	<b>\$20,400,047</b>	<b>\$22,044,674</b>	<b>\$42,444,721</b>	<b>5.1%</b>	<b>6.2%</b>	<b>5.7%</b>
<b>UNALLOCATED BUDGET</b>			<b>\$0</b>			<b>\$0</b>			

***Report of the Christian Commitment and Church Relationship Committee***

Mrs. Elizabeth L. Simpson '58, Chair — January 23, 1998.

The first meeting of the Committee on Christian Commitment and Church Relationship was called to order by Beth Simpson, Chair, in Gooch Conference Room at 3:00 p.m. Members in attendance were J. Bayard Boyle, Jr., Joyce C. Broffitt, Paul T. Jones, Frank M. Norfleet, Stephen R. Haynes, Nikolas E. Granger, William Newton, James H. Daughdrill, Jr., and Sherry J. Fields. Present by invitation were Mark Booker, President of Rhodes Christian Fellowship, Annie Shirley Davis and Neeta Venepalli representing the Interfaith Circle. Absent: Spence L. Wilson.

President Daughdrill discussed the origination of the Committee. The mission of this Committee is:

- To advocate a healthy relationship between the College and the Church;
- 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 campus-wide 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 encourage respect for members of other religious faiths on campus; and
- To make recommendations to the Board of Trustees on issues related to Rhodes' Christian commitment and church relationship.

President Daughdrill said there are two areas in which Rhodes' Christian commitment may come into conflict in the minds of some people: 1). The matter of our credal faith and the unfettered search for truth, and 2). The matter of our Christian commitment and the relativism of diversity. During the past two decades, these two areas have sparked the greatest discussion.

Mark Booker, President of Rhodes Christian Fellowship, reported that RCF was formed in the Spring of 1996 because there was a desire within the student body to come together and worship God. About 80 students attend regularly on Wednesday evenings at 8:30. They invite ministers and others in the community to speak.

RCF is an evangelical group organized and run by students for the purpose of worshipping God and following Christ in their lives.

Annie Shirley Davis and Neeta Venepalli reported on the Interfaith Circle. This group was formed by Rhodes Chaplain, Dr. Billy Newton who said, "Several Christian groups were active on campus, but there was no place for Hindus, Jews, Muslims and Buddhists to openly discuss matters of faith."

The Interfaith Circle's purposes are: *The purpose of the Interfaith Circle is to explore differences and common ground between persons of different faiths, to respectfully learn from each other's spiritual journey, and to stimulate meaningful dialogue at Rhodes regarding faith, commitment and religious diversity.*

Interfaith Circle is open to all students, faculty and staff of the College. One student stated that, "It is a safe place to share our faith. It's an opportunity to grow spiritually in dialog."

Professor Steve Haynes described his Lilly Foundation supported research and his paper entitled, "Faculty and the Future of the Church-Related College." Dr. Haynes' expressed concern that many faculty advocates of church-relatedness will retire in the near future, and, lacking a critical number of faculty members for whom church relatedness is a genuine concern, the church-related college will not survive as a viable entity. Dr. Haynes will keep the committee informed as his research project continues. This project involves Protestant and Catholic scholars around the nation.

President Daughdrill responded by emphasizing the importance of hiring faculty who will carry out the mission of the College and not ignore the College's Christian commitment and church relationship. Dr. Haynes suggested asking the question put forth by Dr. Harry Smith formerly of Yale Divinity School and former president of Austin College (which is also related to the Presbyterian Church, USA). Dr. Smith recommends that the following question be included among

the hundreds of questions asked of candidates for faculty appointment, "What will you bring to this college that will embody its church relationship?"

Chaplain Newton reported on the students ministry in the Kinney Program through their work in two downtown soup kitchens, mentoring "at-risk" children, and service in youth programs and crisis ministries. They have also done work with Habitat for Humanity, and Rhodes will build two Habitat homes in Memphis this year as part of the College's Sesquicentennial celebration.

President Daughdrill distributed to the committee a report by the Brookings Institution on religion and democracy.

The next meeting of the Committee will be March 31, at 2:00 p.m. Plans regarding the campus-wide Symposium will be discussed at this time.

There being no further business the meeting was adjourned at 5:15 p.m.

***Report of the Buildings and Grounds Committee***

Mr. John H. Crabtree, Jr. '57, Chair — January 23, 1998.

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The meeting was called to order at 2:15 p.m. by Mr. John H. Crabtree, Jr. Chair.

Those members present were: Mr. J. Bayard Boyle, Jr., Mr. J.L. Jerden, Mr. James B. Taylor, Jr., Ms. Nettie Schilling, Dr. Russel L. Wiener, Mr. Steve Gadbois, Mr. Damon A. Norcross, and Mr. William D. Berg, 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 projects associated with the Sesquicentennial Celebration. A time capsule will be placed in Boyle Court, which is located just south of the Bryan Campus Life Center. The Art Department is designing the time capsule and the Class of 1998 will place in the capsule items representing academic, athletic, and student life during their four years at Rhodes. The time capsule will be unearthed at the College's 200th birthday celebration. A sesquicentennial walk of engraved granite bricks has been planned for the entrance to the Bryan Campus Life Center. A granite brick, 4"x 8" containing two lines of sixteen characters each, may be purchased for \$150. The walk will be dedicated at Homecoming 1998. Street banners with the 150th logo have been placed on light poles along North Parkway, University Street and Jackson Avenue. The banners will remain at these locations until December 1998.

Mr. Foshee discussed the results of the Americans with Disabilities Act (ADA) campus audit by the Crump Firm Architects and reviewed a list of deficiencies. In order to comply with the ADA, several of the deficiencies will require construction related activities. However, some of the deficiencies are not architecturally feasible, and can be corrected by modifying program. Funding for the corrections will be addressed over time through operation budgets, future renovation projects and the Renovation and Replacement budget.

Mr. Foshee discussed a proposed Physical Plant and Grounds building. He stated that the Physical Plant operation has outgrown the Austin Building and that the current shops and storage area are not compatible with the new Bryan Campus Life Center. Mr. Foshee reviewed preliminary drawings, developed by the Crump Firm Architects, of the new building which is proposed to be constructed just north of the new Dunavant Tennis Complex.

Mr. Foshee reported on two items of new business. He stated that during the Christmas holidays lighting upgrades were completed in each room of the following residence halls: Robb, White, Ellett, and Robinson. He also stated that new vending machines were placed in various residence halls. The new machines have bill changers and a wider variety of snack foods.

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