

150
RHODES
1848 — 1998

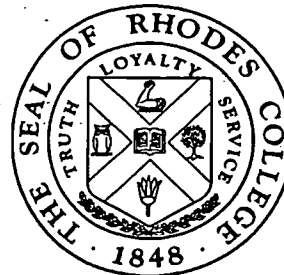
Board of Trustees Agenda

April 16 and 17, 1998

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

BOARD OF TRUSTEES

Spring Meeting of the Board of Trustees



Thursday, April 16, 1998

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- 10:30 a.m. The Campaign Executive Committee will meet in Room 102, Dorothy King Hall.
 12:00 p.m. Trustees will gather in the Margaret Hyde Hall of the Catherine Burrow Refectory for a buffet lunch.
 Spouses will meet in the Tate Room at the Memphis Country Club for lunch.
 1:00 The Board will convene in the Edmund Orgill Room of 200 Clough Hall.

Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

Approximate Time	Topic	Presenter
1:00 p.m.	Welcome and Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Mr. Damon A. Norcross '98
	Roll Call	Mr. Kenneth F. Clark, Jr., Secretary
	Approval of Board Minutes January 23 and 24, 1998	Mr. Mitchener
1:15	President's Report	Dr. James H. Daughdrill, Jr., President
2:00	Adjourn to Committee Meetings	
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6:30	Trustees and their spouses are invited as guests of the Ladies of the Board for an informal cocktail dinner party in the L. Palmer Brown Lynx Lair of the Bryan Campus Life Center.	

Friday, April 17, 1998

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

Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

Approximate Time	Topic	Presenter
8:30 a.m.	Call to Order Prayer Roll Call	Mr. Frank M. Mitchener, Jr., Chair Mr. William J. Michaelcheck '69 Mr. Kenneth F. Clark, Jr., Secretary
8:45	Committee Reports Requiring Board Action (others to be mailed) <ul style="list-style-type: none"> • 150th Anniversary Campaign • Development • Board Directions and Leadership • Students and Campus Life • Enrollment • Faculty and Educational Program 	Mr. Clark ✓ Mr. Clark ✓ Mr. John C. Sites, Jr. '74 ✓ Ms. Wayne Steele Sharp '75 ✓ Mr. James R. Lientz, Jr. ✓ Mr. W. Neely Mallory, Jr. ✓
10:00	— B r e a k —	
10:15	<ul style="list-style-type: none"> • Lifelong Learning • Information Technology • Finance • Christian Commitment and Church Relationship • Buildings and Grounds 	Mr. Jack R. Blair ✓ Mr. Spence L. Wilson ✓ Mrs. Elizabeth L. Simpson '58 ✓ Mr. John H. Crabtree, Jr. '57 ✓
11:00	New Business	
11:15	Executive Session Adjournment	

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

Board of Trustee Committees 1997-98

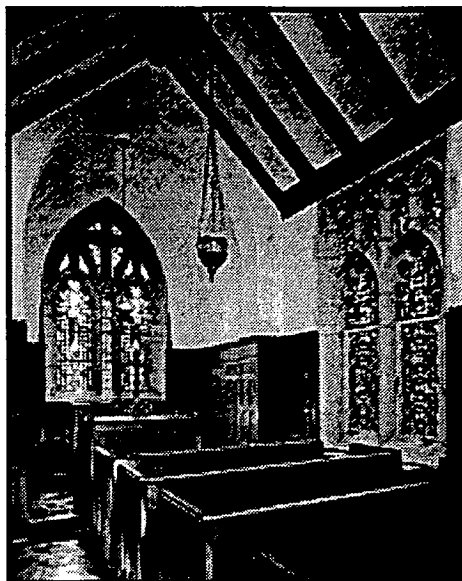
Board of Trustees Committees 1997-98		Faculty Member	Student Member	Staff (Non-Voting)
Board Directions & Leadership John C. Sites, Jr., Chair • Neville F. Bryan Robert H. Buckman • J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances T. Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr.
Buildings & Grounds John H. Crabtree, Jr., Chair • J. Bayard Boyle, Jr. Billy M. Hightower J. L. Jerden John B. Maxwell, Jr. Phillip H. McNeill James B. Taylor, Jr.	Loma A. Reimers Nettie Schilling Russel L. Wiener	Steve Gadbois #	Damon A. Norcross #	Brian E. Foshee. William D. Berg
Development Kenneth F. Clark, Jr. Chair • James H. Barton 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 Sara S. Jones
Enrollment James R. Lientz, Jr., Chair • Joyce C. Broffitt Bryan M. Eagle Donald H. Farris James H. Prentiss Elizabeth L. Simpson •	Robert W. Amis Charles R. Sherman Harriette McLoughlin	Robert R. Llewellyn #	Frank L. O'Connor #	David J. Wottle Arthur M. Weeden, Jr.
Faculty & Educational Program W. Neely Mallory, Jr., Chair • Dunbar Abston, Jr. • Bruce E. Campbell, Jr. J. Robert Dobbins Harry J. Phillips, Sr. David D. Waits	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Katheryn Wright	Roblin J. Webb	John M. Planchon Terri E. Lindquister
Finance Spence L. Wilson, Chair • Jack R. Blair John C. Hugon Michael McDonnell James A. O'Donnell	Edgar H. Bailey S. Herbert Rhea John B. Ricker, Jr.	Deborah N. Pittman	Kristin L. Fox	J. Allen Boone N. P. McWhirter
Students & Campus Life Wayne S. Sharp, Chair • Nancy H. Fulmer John D. Gladney Ted M. Henry W. Ralph Jones III A. Bruce Parker	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Dee Birnbaum	Effie V. Bean	Melody H. Richey Charles N. Landreth
Investment Michael McDonnell, Chair • J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. Joseph Orgill III Harry J. Phillips, Sr.	L. Palmer Brown	Brian W. Shaffer		J. Allen Boone N. P. McWhirter
Audit Nancy H. Fulmer, Chair • Bruce E. Campbell, Jr. John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
Lifelong Learning Jack R. Blair, Chair • Dunbar Abston, Jr. W. Ralph Jones III James H. Prentiss	P. K. Seidman	Timothy S. Huebner		John M. Planchon Deborah N. Pittman
Information Technology Robert H. Buckman, Chair • 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
Christian Commitment and Church Relationship 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 March 2, 1997

AGENDA



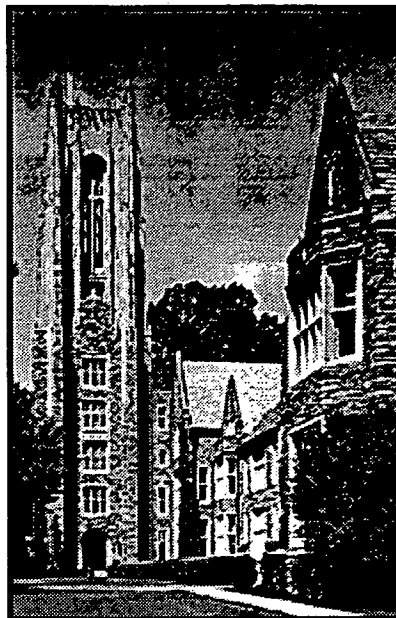
The Williams Prayer Room
Dedicated April 10, 1948

COMMITTEE ON DEVELOPMENT

Room 111, Dorothy C. King Hall
Thursday, April 16, 1998

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	Dr. Arthur L. Criscillis, Dean of Development
2:45	1997-98 Annual Fund Progress	Mr. Thomas E. Schneider, Director of Annual Giving
3:00	Diehl Society Report	Mr. William J. Michaelcheck '69, President of Charles E. Diehl Society
3:15	Margaret Hyde Council Update	Ms. Wendy T. Rotter '87, Director of Major Gifts
3:30	Alumni Initiatives	Ms. Sara S. Jones '81, Director of Alumni Programs
3:45	New Business	Mr. Clark

AGENDA



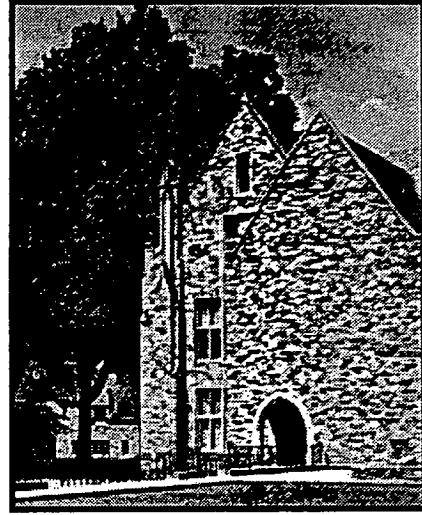
Palmer Hall
Dedicated November 27, 1925

COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

Edmund Orgill Room, 200 Clough Hall
Thursday, April 16, 1998

Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. John C. Sites, Jr. '74, Chair
2:20	Election of Board Officers 1998-1999	Mr. Sites
2:40	Meeting Dates for 2000-2001	Mr. Sites
2:50	Update on Newly-Elected Trustees	Dr. James H. Daughdrill, Jr., President
3:00	Update on Honorary Degree Candidates	Dr. Daughdrill
3:10	150th Anniversary Update	Mr. Loyd C. Templeton, Jr. '56, Assistant to the President for College Relations
3:20	National Publicity about Rhodes	Mr. John McGauley, President of Gehrung Associates
3:30	New Business	Mr. Sites
3:35	Executive Session Personnel Matters	Mr. Sites

AGENDA



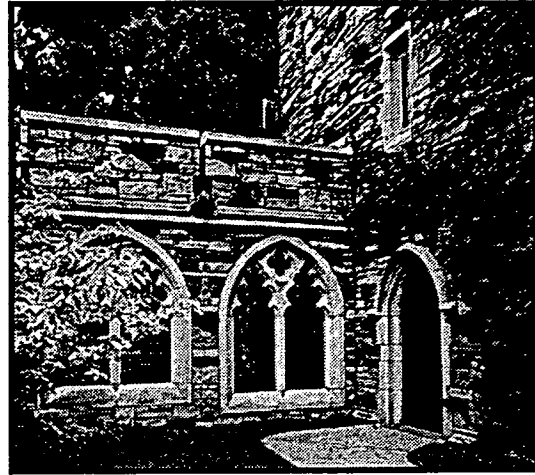
**Berthold S. Kennedy Hall
Dedicated October 19, 1968**

COMMITTEE ON STUDENTS AND CAMPUS LIFE

**Helen and J.B. Hardin Conference Room, Bryan Campus Life Center
Thursday, April 16, 1998**

Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Ms. Wayne Steele Sharp '75, Chair
2:25	Bryan Campus Life Center Usage	Mr. Michael T. Clary '77, Director of Athletics
2:40	New Residence Life Initiatives	Ms. Carol E. Casey, Director of Residence Life
2:55	"Rites to Play" Service Project	Ms. Loretta E. Lambert '96, Coordinator of Community Service Programs
3:10	Campus Safety Update	Mr. Ralph L. Hatley, Jr., Director of Campus Safety
3:25	Class of 1996 Career Survey	Ms. Sandi George Tracy, Director of Career Services
3:40	Rhodes Student Government Report	Ms. Ashley Teal Baker '00, Vice President of Rhodes Student Government
3:55	Report of the Dean of Student Affairs	Ms. Melody Hokanson Richey, Dean of Student Affairs
4:10	New Business	Ms. Sharp

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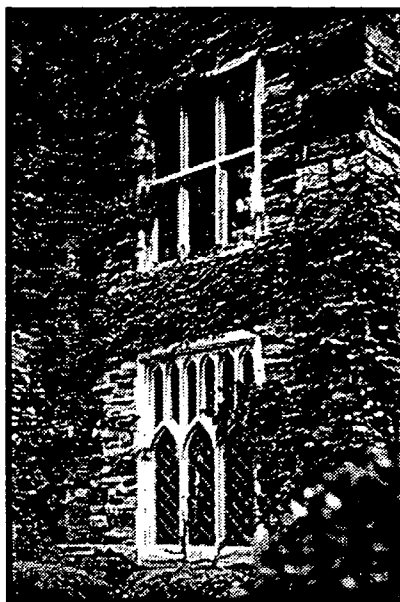
Blount Hall
Dedicated October 17, 1996

COMMITTEE ON ENROLLMENT

304 Clough Hall
Thursday, April 16, 1998

Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. James R. Lientz, Jr., Chair
2:20	Recruiting and Admissions for August 1998: An Update <ul style="list-style-type: none"> • Applications • Admission Decisions • Academic Quality • Wait List • Deposits • Admissions Strategy and National Trends 	Ms. Terese J. Buscher, Director of Admissions
2:45	Status Report on Market Research for Institutional Positioning and Recruitment Marketing	Mr. David J. Wottle, Dean of Admissions and Financial Aid
3:00	Update on Financial Aid <ul style="list-style-type: none"> • Financial Aid Budget Status for 1997-98 • Implications of the Taxpayer Relief Act of 1997 	Mr. Arthur M. Weeden, Jr., Director of Financial Aid
3:30	New Business	Mr. Lientz

AGENDA



Our ivy is in a league by itself.

COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

Wunderlich Seminar Room, 325 Buckman Hall
Thursday, April 16, 1998

Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. W. Neely Mallory, Jr., Chair
2:20	Faculty Recruitment for 1998-99	Dr. John M. Planchon, Dean of Academic Affairs
2:30	Hill-Mellon Grants for 1998-99	Dr. Planchon
2:45	Tour of Library and Online Search Capabilities	Ms. Lynne M. Blair, Director of Burrow Library
3:00	Tour of Kennedy Hall Chemistry Laboratories	Dr. David Y. Jeter, Professor and Chair of Chemistry Department
3:30	New Business	Mr. Mallory

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Hassell Hall
Dedicated April 27, 1984

COMMITTEE ON FINANCE

Hill Board Room, Palmer Hall
Thursday, April 16, 1998

Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. Spence L. Wilson, Chair
2:20	Current Budget Year-to-Date	Mr. N.P. McWhirter '73, Comptroller
2:30	Physical Plant Projects: • Bond Issue Resolution	Mr. McWhirter
2:50	1998-99 Operating Budget	Mr. J. Allen Boone, Jr. '71, Dean of Administrative Services
3:05	Proposed Renovation and Replacement Budget	Mr. Boone
3:15	Enrollment Computer Simulations	Mr. Boone
3:45	New Business	Mr. Wilson

TO: Committee on Finance
 FROM: James H. Daughdrill, Jr.
 DATE: April 16, 1998
 RE: 1998-99 Operating Budget

I recommend the following operating budget for 1998-99:

	Budget 1997-98		Budget 1998-99
INCOME:			
Tuition	\$23,628,115	3.1%	\$24,353,065
Fees	\$2,029,737	-1.0%	\$2,010,210
Room & Board	\$4,932,683	3.0%	\$5,079,521
Gifts & Grants	\$2,380,000	3.0%	\$2,451,000
Endowment	\$6,288,445	20.4%	\$7,570,117
Other Income	\$909,850	2.6%	\$933,500
Total Income	\$40,168,830	5.5%	\$42,397,413
EXPENSE:			
Compensation	\$19,401,611	5.0%	\$20,378,535
Non-Compensation	\$20,767,219	6.0%	\$22,018,878
	\$40,168,830	5.5%	\$42,397,413

	97-98	% CHANGE	98-99
BUDGET ASSUMPTIONS:			
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
TOTALS:	\$22,628	3.6%	\$23,432
Ave. Enrollment (FTE)	1390		1395
Dormitory Occupancy	985		990

	97-98		98-99
INCOME BUDGET:			
TUITION AND FEES:			
Tuition	\$23,527,315	3.0%	\$24,237,065
Tuition-Summer School	\$45,000	11.1%	\$50,000
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	-62.5%	\$6,000
Music Academy	\$218,800	1.9%	\$222,950
TOTAL:	\$25,657,852	2.7%	\$26,363,275
ROOM & BOARD:			
Room	\$2,789,717	0.5%	\$2,803,878
Board	\$2,142,966	6.2%	\$2,275,643
TOTAL:	\$4,932,683	3.0%	\$5,079,521
GIFTS AND GRANTS:			
Church	\$15,000	0.0%	\$15,000
Annual Support Program	\$2,365,000	3.0%	\$2,436,000
TOTAL:	\$2,380,000	3.0%	\$2,451,000
ENDOWMENT INCOME:	\$6,288,445	20.4%	\$7,570,117
OTHER INCOME:			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$72,000	4.2%	\$75,000
Interest Income	\$315,000	4.8%	\$330,000
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
TOTAL:	\$909,850	2.6%	\$933,500
TOTAL INCOME BUDGET:	\$40,168,830	5.5%	\$42,397,413

EXPENSE BUDGET:

	1997-98			1998-99			% CHANGE	%CHANGE	TOTAL %
EDUC. & GENERAL:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMP.	NON-COMP.	CHANGE
Art	\$260,252	\$38,392	\$298,644	\$300,899	\$38,475	\$339,374	15.6%	0.2%	13.6%
Religious Studies	\$763,452	\$17,085	\$780,537	\$828,731	\$17,665	\$846,396	8.6%	3.4%	8.4%
English	\$785,697	\$23,527	\$809,224	\$880,436	\$24,317	\$904,753	12.1%	3.4%	11.8%
Foreign Languages	\$930,609	\$30,165	\$960,774	\$909,221	\$31,004	\$940,225	-2.3%	2.8%	-2.1%
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	\$454,042	\$53,710	\$507,752	8.6%	74.2%	13.1%
Philosophy	\$215,662	\$3,359	\$219,021	\$225,101	\$3,434	\$228,535	4.4%	2.2%	4.3%
Theater/Med Arts	\$300,768	\$32,612	\$333,380	\$322,501	\$20,750	\$343,251	7.2%	-36.4%	3.0%
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	\$960,439	\$23,439	\$983,878	8.6%	6.2%	8.6%
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	\$63,574	\$4,174	\$67,748	4.7%	-5.8%	4.0%
History	\$583,357	\$17,847	\$601,204	\$660,580	\$18,198	\$678,778	13.2%	2.0%	12.9%
International Studies	\$416,677	\$17,046	\$433,723	\$437,297	\$18,049	\$455,346	4.9%	5.9%	5.0%
Political Science	\$460,843	\$19,436	\$480,279	\$501,399	\$19,865	\$521,264	8.8%	2.2%	8.5%
Psychology	\$385,795	\$15,079	\$400,874	\$397,490	\$15,220	\$412,710	3.0%	0.9%	3.0%
Biology	\$690,135	\$53,905	\$744,040	\$731,262	\$55,160	\$786,422	6.0%	2.3%	5.7%
Chemistry	\$378,011	\$38,188	\$416,199	\$411,716	\$38,326	\$450,042	8.9%	0.4%	8.1%
Mathematics & Comp. Sci.	\$362,897	\$15,463	\$378,360	\$321,012	\$15,883	\$336,895	-11.5%	2.7%	-11.0%
Physics	\$374,241	\$15,442	\$389,683	\$397,889	\$15,740	\$413,629	6.3%	1.9%	6.1%
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	\$637,653	\$256,254	\$893,907	-19.7%	13.6%	-12.3%
TOTAL:	\$10,752,775	\$2,135,752	\$12,888,527	\$11,232,236	\$2,266,450	\$13,498,686	4.5%	6.1%	4.7%

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		\$143,125	\$18,274	\$161,399	-2.8%	89.1%	2.8%
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		\$139,856	\$33,954	\$173,810	121.5%	2.5%	80.6%
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%
TOTAL:	\$3,052,845	\$1,451,912	\$4,504,757		\$3,358,914	\$1,626,146	\$4,985,060	10.0%	12.0%	10.7%

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		\$969,314	\$86,770	\$1,056,084	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	\$636,398	\$636,398	0.0%	7.4%	7.4%
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%
TOTAL:	\$2,109,955	\$956,465	\$3,066,420		\$2,189,401	\$1,034,613	\$3,224,014	3.8%	8.2%	5.1%

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	\$977,974	\$362,411	\$1,340,385	3.8%	11.4%	5.7%
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%
TOTAL:	\$3,172,047	\$1,777,651	\$4,949,698	\$3,352,433	\$1,947,924	\$5,300,357	5.7%	9.6%	7.1%
AUXILIARY ENTERPRISES:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Residence Halls	\$69,235	\$505,790	\$575,025	\$0	\$537,100	\$537,100	-100.0%	6.2%	-6.6%
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	\$216,901	\$408,503	\$625,404	-0.2%	0.2%	0.1%
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	\$168,000	\$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%
TOTAL:	\$313,990	\$4,286,786	\$4,600,776	\$245,551	\$4,364,353	\$4,609,904	-21.8%	1.8%	0.2%
STUDENT FINANCIAL AID:	\$0	\$8,330,321	\$8,330,321	\$0	\$8,712,777	\$8,712,777	0.0%	4.6%	4.6%
STUDENT WAGES:	\$0	\$670,000	\$670,000	\$0	\$670,000	\$670,000	0.0%	0.0%	0.0%
BUDGET CONTINGENCY:	\$0	\$138,915	\$138,915	\$0	\$145,861	\$145,861	0.0%	5.0%	5.0%
RENO. & REPLACEMENT:	\$0	\$1,019,417	\$1,019,417	\$0	\$1,250,754	\$1,250,754	0.0%	22.7%	22.7%
GRAND TOTALS:	\$19,401,612	\$20,767,219	\$40,168,830	\$20,378,535	\$22,018,878	\$42,397,413	5.0%	6.0%	5.5%
UNALLOCATED BUDGET			\$0			\$0			

TO: Committee on Finance
 FROM: James H. Daughdrill, Jr.
 DATE: April 16, 1998
 RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1997-98 are determined, the College is authorized to distribute the surplus funds for the following items:

ITEM	DEPT	PRIORITY	COST
Electrical Transformers	Phy. Plnt.	1	\$85,000
Matching Grants	Physics	2	\$5,100
Faculty Office Renovation	Dean/Acad. Affairs	3	\$5,000
Misc. Faculty Office Furniture	Dean/Acad. Affairs	4	\$15,485
Misc. Classroom Furniture/Teaching Equipment	Dean/Acad. Affairs	5	\$13,894
Misc. Computer Equipment/New Faculty	Dean/Acad. Affairs	6	\$25,000
Smart Classroom/Palmer	Dean/Acad. Affairs	7	\$25,000
Computer Wiring	Library	8	\$15,000
Fire Proof File Cabinets	Registrar	9	\$7,000
Theater/Music Instruments	Theater/Music	10	\$29,400
Renovation of FJ-D/Biology Library	Library	11	\$42,872
4 Alpha or NT Based Work Stations	Physics/Math	12	\$24,000
Misc. Computer Equipment	Dean/Acad. Affairs	13	\$18,350
Update Gemini 2000	Chemistry	14	\$29,000
Carpet Replacement/Blount Hall	Phy. Plnt.	15	\$32,000
King Hall Renovations	Phy. Plnt.	16	\$30,000
Plumbing Renovations/Robb/White/Ellett	Phy. Plnt.	17	\$65,000
FJ Air Handler #3	Phy. Plnt.	18	\$40,000
Parking/Drive Repairs	Phy. Plnt.	19	\$60,000
Fire Alarm Upgrades/ADA	Phy. Plnt.	20	\$15,000
Various Door Hardware/ADA	Phy. Plnt.	21	\$10,000
Various Campus Graphics/ADA	Phy. Plnt.	22	\$10,000
Automatic Doors/ADA	Phy. Plnt.	23	\$10,000
Carpet Replacement 136 Palmer	Phy. Plnt.	24	\$7,000
Waterproof Various Locations	Phy. Plnt.	25	\$16,000
Misc. Lighting Upgrades	Phy. Plnt.	26	\$10,000
Misc. Sidewalk Replacement	Phy. Plnt.	27	\$15,000
Misc. Slate/Copper Repairs	Phy. Plnt.	28	\$10,000
Misc. Caulk/Tuckpointing	Phy. Plnt.	29	\$10,000
Roof Repairs/Palmer/Clough	Phy. Plnt.	30	\$12,500
Williford Roof Replacement	Phy. Plnt.	31	\$35,000
Burrow Library Stacks Roof Replacement	Phy. Plnt.	32	\$12,000

Misc. Computer Upgrades	Dean/Stud. Affairs	33	\$7,500
Filing Systems	Dean/Stud. Affairs	34	\$10,840
Misc. Computer Upgrades	Residence Life	35	\$5,000
Kitchen Renovations/Moore/Voorhies	Residence Life	36	\$3,300
Misc. Computer Upgrades	Chaplain	37	\$6,500
Misc. Computer Upgrades	Campus Safety	38	\$7,500
Furniture Replacement	Chaplain	39	\$5,000
Misc. Computer Upgrades	Health Center	40	\$6,800
Misc. Computer Upgrades	Counseling Center	41	\$8,020
Misc. Computer Upgrades	Athletics	42	\$13,000
Furniture Replacement	Health Center	43	\$9,000
Motorola Radios	Stud. Act./Res. Life	44	\$2,300
Residence Hall Info Holders	Residence Life	45	\$4,800
Office Furniture	Residence Life	46	\$1,000
Refectory Auto Gate Closure	Campus Safety	47	\$9,000
College View	Admissions	48	\$16,830
Computer/Software	Admissions	49	\$13,965
Ceiling/Painting Upgrades	Admissions	50	\$5,000
Furniture Replacement	Admin. Services	51	\$11,200
Misc. Computer Equipment	Comp./Bursar	52	\$10,000
Misc. Computer Equipment	Media Relations	53	\$3,850
Blount Auditorium/AV Upgrades	Admin. Services	54	\$11,000
Misc. Computer Equipment	College Relations	55	\$10,700
Benefactor's Circle/Bellingrath Society	Development	56	\$6,000
Misc. Computer Upgrades	Development	57	\$7,400
Misc. Furniture Replacement	Development	58	\$11,492
Imaging Work Station	Biology	59	\$5,750
Diode Array Spectrophotometer	Chemistry	60	\$6,500
Laptops/Multimedia Equipment	Dean/Acad. Affairs	61	\$17,400
108/110 Buckman/Smrt. Classrms.	Dean/Acad. Affairs	62	\$40,000
Singers Choir Robes	Music	63	\$12,000
Computer/Teaching Aids	Dean/Acad. Affairs	64	\$23,270
Computer/Projector Alburty Room	Dean/Acad. Affairs	65	\$15,000
4 Variable Frequency Drives	Phy. Plnt.	66	\$17,000
Surveillance Camera	Campus Safety	67	\$8,500
Moore Hall Renovations	Health Center	68	\$7,500
Software	Counseling Center	69	\$810
File/Storage Closet	Counseling Center	70	\$2,500
Tent	Athletics	71	\$3,000
Misc. Furniture	Counseling Center	72	\$3,700
Misc. Athletic Equipment	Athletics	73	\$23,000
On-Line Web Catalogue	Library	74	\$40,000
Timpani Replacement	Music	75	\$9,000
King Hall Library	Dean/Acad. Affairs	76	\$10,000
Classroom Furniture/Seminar Rm. Renovations	Dean/Acad. Affairs	77	\$20,408
Various Room Renovations	Dean/Acad. Affairs	78	\$26,000
MAA Conference	Math	79	\$3,500
Ellett Furniture Replacement	Phy. Plnt.	80	\$56,800
Host Exchange Partner Conference	International Progs.	81	\$25,000
Refectory Generator	Phy. Plnt.	82	\$15,000
Ceiling Replacement/FJ	Phy. Plnt.	83	\$40,000

McCoy Theater Renovations	Phy. Plnt.	84	\$15,000
Glassell Boiler/Heating Tanks	Phy. Plnt.	85	\$82,000
Various Restroom Renovations/ADA	Phy. Plnt.	86	\$100,000
Bellingrath Hot Water Tank	Phy. Plnt.	87	\$37,500
Clough Corridor Renovations	Phy. Plnt.	88	\$50,000
McCoy Theater Wallcovering	Phy. Plnt.	89	\$12,500
Misc. Door Replacement	Phy. Plnt.	90	\$15,000
HVAC Water Treatment Feed Tanks	Phy. Plnt.	91	\$12,000
Voochries Furniture Replacement	Phy. Plnt.	92	\$126,830
Robinson Chiller Replacement	Phy. Plnt.	93	\$38,500
Library Chiller Replacement	Phy. Plnt.	94	\$56,500
Halliburton Tower Ceiling Replacements	Phy. Plnt.	95	\$65,000
Amphitheater Concrete Work	Phy. Plnt.	96	\$20,000
Williford Toilet Partitions	Phy. Plnt.	97	\$16,000
Refectory Transformer Vault Roof	Phy. Plnt.	98	\$8,000
Williford Furniture Replacement	Phy. Plnt.	99	\$171,820
Bellingrath Toilet Partitions	Phy. Plnt.	100	\$25,000
West Dining Hall Roof	Phy. Plnt.	101	\$45,000
Phillips Lane Irrigation	Phy. Plnt.	102	\$20,000
Trezevant Hall Floor Replacement	Phy. Plnt.	103	\$70,000
Townsent Furniture Replacement	Phy. Plnt.	104	\$106,500
Harris Lodge Basement Waterproofing	Phy. Plnt.	105	\$10,000
Halliburton 4th Floor Renovations	Phy. Plnt.	106	\$65,000
Glassell Hall Door Replacements	Phy. Plnt.	107	\$26,000
Voorhies/VT Door Refinishing	Phy. Plnt.	108	\$16,700
Trezevant Furniture Replacement	Phy. Plnt.	109	\$112,180
Various Irrigation Systems	Phy. Plnt.	110	\$20,000
Glassell VIP Suite HVAC	Phy. Plnt.	111	\$25,000
Total			\$2,746,266

AGENDA



The Richard Halliburton Memorial Tower
Dedicated October 17, 1962

COMMITTEE ON BUILDINGS AND GROUNDS

Likes Seminar Room, 105 Buckman Hall
Thursday, April 16, 1998

Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. John H. Crabtree, Jr. '57, Chair
2:20	Proposed Construction Projects: <ul style="list-style-type: none"> • Kennedy Lab Renovations: 301, 308 and 408 • Residence Hall HVAC Renovations • Physical Plant and Grounds Building 	Mr. Brian E. Foshee, Director of Physical Plant
2:45	1998 Renovation and Replacement Projects	Mr. Foshee
3:15	Smart Classrooms: <ul style="list-style-type: none"> • Lecture Room B • Frazier Jelke Science Center • 206 Palmer Hall • 108 and 110 Buckman Hall 	Mr. Foshee
3:30	New Business	Mr. Crabtree

Minutes of the Board of Trustees Rhodes College April 16 and 17, 1998

) file

- 4-98-1** • 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., Thursday, April 16, 1998 pursuant to written notice.
- The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
 - The meeting was opened with prayer by Trustee, Ms. Wayne Steele Sharp '75.
- 4-98-2** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr.

Those present were:

Trustees

Dunbar Abston, Jr. '00
 Jack R. Blair '98
 J. Bayard Boyle, Jr. '99
 Joyce C. Broffitt '00
 Neville F. Bryan '99
 Bruce E. Campbell, Jr. '98
 Kenneth F. Clark, Jr. '99
 John H. Crabtree, Jr. '99
 J. Lester Crain '98
 J. Robert Dobbins '00
 Bryan M. Eagle '98
 Nancy H. Fulmer '99
 Ted M. Henry '98
 Billy M. Hightower '98
 John C. Hugon '98
 James R. Lientz, Jr. '98
 W. Neely Mallory '00
 John B. Maxwell, Jr. '99
 Michael McDonnell '00
 Frank M. Mitchener, Jr. '00
 James A. O'Donnell '00
 Joseph Orgill III '98
 Harry J. Phillips, Sr. '99
 James H. Prentiss III '99
 Arthur W. Rollins '00
 Wayne Steele Sharp '99
 Elizabeth L. Simpson '00
 John C. Sites, Jr. '00
 James B. Taylor, Jr. '98
 John M. Wallace III '99
 David D. Watts '98

Life Trustees

L. Palmer Brown
 Paul Tudor Jones
 Robert D. McCallum
 S. Herbert Rhea
 P.K. Seidman

Honorary Trustees

Harriette McLoughlin
 Frank M. Norfleet
 Nettie Schilling

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
 John McGauley

Present By Invitation

William D. Berg
 J. Allen Boone
 Arthur L. Criscillis
 Sherry J. Fields
 Brian E. Foshee
 David L. Harlow
 Marci A. Hendrix
 Charles N. Landreth
 Terri E. Lindquister
 N.P. McWhirter
 Charlotte P. Parks
 John M. Planchon
 Melody Hokanson Richey
 Loyd C. Templeton, Jr.
 Debra M. Warren
 Arthur M. Weeden, Jr.
 David J. Wottle

Those absent were:

Trustees

James H. Barton '98
 Robert H. Buckman '00
 Donald H. Farris '99
 John D. Gladney '99
 J. L. Jerden '98
 W. Ralph Jones III '00
 Phillip H. McNeill '00
 William J. Michaelcheck '98
 A. Bruce Parker '00
 Spence L. Wilson '99
 Louis H. Zbinden '99

Life Trustees

Edgar H. Bailey
 Winton M. Blount
 Charles P. Cobb
 William C. Raspberry

Honorary Trustees

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

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

- 4-98-3** • The Board approved as mailed the minutes of the Board of Trustees meeting held on January 23 and 24, 1998.

- 4-98-4 • Mr. Mitchener summarized the first meeting of the Presidential Search Committee which met April 15, the previous day. The Search Committee is comprised of trustees and three campus committees comprised of students, faculty, and staff. The Committees met with College attorneys who advised them of the legalities of employment hiring procedures. The Committee has decided to hire a recruitment firm to assist in the presidential search and the next meeting (May 28) will be devoted to interviewing several firms.

- 4-98-5 • Mr. Mitchener called on President Daughdrill for his report.

- 4-98-6 • President Daughdrill's report to the Board:

- I would like to thank Frank Mitchener for chairing the Presidential Search Committee. This endeavor requires much work and Frank Mitchener has stepped up and taken leadership for this College often.

I remember when we kicked-off the first capital campaign after my arrival. It was a \$20 million campaign and we couldn't say it without gasping. Before that, the largest campaign by any Mid-South organization had been \$4 million. The evening after our first campaign meeting, many of our trustees attended a wedding reception. A few people there had heard about the goal and asked Frank and me if we had lost our minds.

I say that because the College is indebted to a person who steps up and puts his or her name, time and money behind an undertaking. Frank, I want to say thank you again for chairing this process. It's an important responsibility of the Board of Trustees.

- When the College opened in 1925 in Memphis, there was a double celebration — the jubilee of the College's Clarksville founding and the opening of the College in Memphis. To commemorate that occasion a beautiful medal was struck — on it reads: Southwestern Jubilee and Inaugural Nov. 26-28, 1925, Palmer Hall, Memphis, TN. This medal is highly prized today. Now, as part of the Sesquicentennial Celebration we have commissioned another commemorative medal. Loyd Templeton has guided this process, from artistic conception to distribution. We want you to be the first to receive this Sesquicentennial commemorative medal. I hope you enjoy this small token of the College's appreciation for what you do.
- At your place also is a Sesquicentennial lapel pin that has already been given to faculty, staff and students. We hope you will wear it, show it off and enjoy it.
- There are three recommendations for your approval. Two of the three are about the tax exempt bond issue. These are referred, one to the Buildings and Grounds Committee and one to the Finance Committee for their thorough consideration. The other recommendation is regarding the promotion of Professor Andrew Michta, Chair of the International Studies Department who is the Mertie Buckman Chair holder. He is an outstanding teacher and scholar and the promotion recommendation is from associate to full professor. This will be referred to the Faculty and Educational Program Committee.

- 4-98-7 • The Trustees were reminded of the cocktail dinner party hosted by the Ladies of the Board in the L. Palmer Brown Lynx Lair.

- 4-98-8 • The Board adjourned to committee meetings at 1:30 p.m.

Friday, April 17, 1998

- 4-98-9** • The Board of Trustees resumed its meeting on Friday, April 17, 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 Student Trustee, Mr. Damon A. Norcross '98.
- 4-98-10** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr.

*Those present were:***Trustees**

Dunbar Abston, Jr. '00
 Jack R. Blair '98
 J. Bayard Boyle, Jr. '99
 Joyce C. Broffitt '00
 Neville F. Bryan '99
 Kenneth F. Clark, Jr. '99
 John H. Crabtree, Jr. '99
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 John B. Maxwell, Jr. '99
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 John C. Sites, Jr. '00
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 David J. Wottle

*Those absent were:***Trustees**

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 Lorna Anderson Reimers
 John B. Ricker, Jr.
 Nettie Schilling
 Frances Tomlin Tigrett
 Russel L. Wiener
 Alvin W. Wunderlich, Jr.

Faculty Trustees

Gail P.C. Streete '99

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

-
- 4-98-11** • ***Report of the Faculty and Educational Program Committee***
Mr. W. Neely Mallory, Jr., Chair. (Exhibit B, page 8).

Committee report received.

- 4-98-12** • **The Board approved Dr. Andrew A. Michta, Associate Professor of International Studies, for promotion to Professor effective immediately.**

-
- 4-98-13** • ***Report of the Development and Campaign Executive Committees***
Mr. Kenneth F. Clark, Jr., Chair of Development and Acting Chair of CEC. (Exhibit C, page 9).

Committee report received.

-
- 4-98-14** • ***Report of the Board Directions and Leadership Committee***
Mr. John C. Sites, Jr. '74, Chair. (Exhibit D, page 10).

Committee report received.

- 4-98-15** • **The Board approved the following slate of officers for the 1998-99 session of the Board:**
Frank M. Mitchener, Jr., Chair
Bruce E. Campbell, Jr., Vice Chair
Kenneth F. Clark, Jr., Secretary
Spence L. Wilson, Treasurer

- 4-98-16** • **The Board approved the following meeting dates for 2000-01:**
October 12 and 13, 2000
January 18 and 19, 2001
April 19 and 20, 2001

-
- 4-98-17** • ***Report of the Students and Campus Life Committee***
Ms. Wayne Steele Sharp '75, Chair. (Exhibit E, pages 11-12).

Committee report received.

-
- 4-98-18** • ***Report of the Enrollment Committee***
Mr. James R. Lientz, Jr., Chair. (Exhibit F, page 13).

Committee report received.

-
- 4-98-19** • ***Report of the Lifelong Learning Committee***
Mr. Jack R. Blair, Chair. (Exhibit G, page 14).

Committee report received.

-
- 4-98-20** • ***Report on the Information Technology Committee***
Mr. Jack R. Blair, Acting Chair. (Exhibit H, page 15).

Committee report received.

4-98-21 • Report of the Investment Committee

Mr. Michael McDonnell, Chair. (Exhibit I, page 16).

Committee report received.

4-98-22 • Report of the Buildings and Grounds Committee

Mr. John H. Crabtree, Jr. '57, Chair. (Exhibit J, page 17).

Committee report received.

4-98-23 • A motion was passed to approve the bond issue resolution.

4-98-24 • Report of the Finance Committee

Mr. Spence L. Wilson, Chair. (Exhibit K, pages 18-19).

Committee report received.

4-98-25 • A motion was passed to approve the 1998-99 Operating Budget.

4-98-26 • A motion was passed to approve the 1998 Renovation and Replacement Budget.

4-98-27 • A motion was passed to approve the bond issue resolution to fund physical plant projects including the construction of a new Physical Plant facility. This approval empowers the Executive Committee to act on behalf of the full Board in all matters related to the bond financing plans.

4-98-28 • Report of the Christian Commitment and Church Relationship Committee

Mrs. Elizabeth L. Simpson '58, Chair. (Exhibit L, page 20).

Committee report received.

4-98-29 • Mr. Mitchener recognized, with appreciation of their loyal service, those Trustees rotating off the Board: Voting Trustees, Mr. Ted M. Henry, Dr. Billy M. Hightower '49, Mr. William J. Michaelcheck '69, Mr. David D. Watts '63; Faculty Trustee, Dr. Steve Gadbois; Student Trustees, Mr. Michael Faber '98, Mr. Damon Norcross '98, Mr. Frank O'Connor '98.

4-98-30 • Mr. Mitchener called on President Daughdrill for his report.

4-98-31 • President Daughdrill's report to the Board:

I've heard it said that "It's going to be impossible to find a successor" and "Your's are big shoes to fill." While that is nice to hear, it is not true. This College will attract many applicants and many fine people will be recommended. They will all be leaders.

This is a very attractive position. The College has no deferred maintenance; the financial numbers look good; The Bryan Campus Life Center adds immeasurably to life at the College; Rhodes' long-term debt is very low, and a low interest rate, and the debt retirement is already in the budget.

Attractive to any presidential candidate will be the President's Home. It is a beautiful home, wonderful for entertaining and it is mortgage free. When we move out, much of the furnishings will remain because they were gifts to the College.

Also, I encourage you to not compare me at 64 years of age, with a track record, to someone who is 40 years old. Compare that person with me when I first came here at 38 years old. Bob McCallum recognized great qualities in Libby, but we were unpolished stones.

Another thing I've heard said with concern is that the Board will soon be losing it's "old guard." It's true we have a particularly strong Board and in the coming years many will retire from "active duty." But look at the younger Board members we are privileged to have! All are of the stature and level of accomplishment of our "old guards" when they were young, and even more of our younger Trustees are alums.

Many of our "old guard" had no ties with Southwestern. They came on the Board because they were leading Memphis citizens. They transferred their allegiance from their own alma maters. Now, many Trustees are alums, and I think the strength of our Board will continue to grow. This Board is strong. We will hate to lose each member of the "old guard" as they retire, but the "new guard" is also strong and they have our full confidence.

Often after a productive period, an institution can coast, but we must avoid coasting. When I came, there was an obvious challenge — to get into black ink from red ink. To avoid a weak presidency, when we go on retreat, the Board needs to set for the next few years a visionary challenge, and hire someone who will be about the challenge that you've presented.

Finally, many have asked about our plans. Libby and I are looking for a condominium in Memphis — we love Memphis and want to live here in retirement.

4-98-32 • The meeting went into executive session at 11:10 a.m.

Kenneth F. Clark, Jr., Secretary

Board of Trustee Committees 1997-98

Board of Trustees Committees 1997-98		Faculty Member	Student Member	Staff (Non-Voting)
Board Directions & Leadership John C. Sites, Jr., Chair • Neville F. Bryan Robert H. Buckman • J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances T. Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr.
Buildings & Grounds John H. Crabtree, Jr., Chair • J. Bayard Boyle, Jr. Billy M. Hightower J. L. Jerden John B. Maxwell, Jr. Phillip H. McNeill James B. Taylor, Jr.	Lorna A. Reimers Nettie Schilling Russel L. Wiener	Steve Gadbois #	Damon A. Norcross #	Brian E. Foshee William D. Berg
Development Kenneth F. Clark, Jr. Chair • James H. Barton William J. Michaelcheck Arthur W. Rollins John M. Wallace III Louis H. Zbinden, Jr.	William C. Raspberry P.K. Seidman	Gail P. C. Streete #	Michael J. Faber #	Arthur L. Criscillis Sara S. Jones
Enrollment James R. Lientz, Jr., Chair • Joyce C. Broffitt Bryan M. Eagle Donald H. Farris James H. Prentiss Elizabeth L. Simpson •	Robert W. Amis Charles R. Sherman Harriette McLoughlin	Robert R. Llewellyn #	Frank L. O'Connor #	David J. Wottle Arthur M. Weeden, Jr.
Faculty & Educational Program W. Neely Mallory, Jr., Chair • Dunbar Abston, Jr. • Bruce E. Campbell, Jr. J. Robert Dobbins Harry J. Phillips, Sr. David D. Watts	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Katheryn Wright	Roblin J. Webb	John M. Planchon Terri E. Lindquister
Finance Spence L. Wilson, Chair • Jack R. Blair John C. Hugon Michael McDonnell James A. O'Donnell	Edgar H. Bailey S. Herbert Rhea John B. Ricker, Jr.	Deborah N. Pittman	Kristin L. Fox	J. Allen Boone N. P. McWhirter
Students & Campus Life Wayne S. Sharp, Chair • Nancy H. Fulmer John D. Gladney Ted M. Henry W. Ralph Jones III A. Bruce Parker	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Dee Birnbaum	Effie V. Bean	Melody H. Richey Charles N. Landreth
Investment Michael McDonnell, Chair • J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. Joseph Orgill III Harry J. Phillips, Sr.	L. Palmer Brown	Brian W. Shaffer		J. Allen Boone N. P. McWhirter
Audit Nancy H. Fulmer, Chair • Bruce E. Campbell, Jr. John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
Lifelong Learning Jack R. Blair, Chair • Dunbar Abston, Jr. W. Ralph Jones III James H. Prentiss	P. K. Seidman	Timothy S. Huebner		John M. Planchon Deborah N. Pittman
Information Technology Robert H. Buckman, Chair • 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
Christian Commitment and Church Relationship 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

Report of the Faculty and Educational Program Committee

Mr. W. Neely Mallory, Jr. Chair — April 16, 1998.

Members Present: Mr. Mallory, Mr. Abston, Mr. Campbell, Mr. Dobbins, Dr. Jones, Mr. Phillips and Mr. Watts
Faculty: Professor Katheryn Wright
Student: Ms. Roblin Webb
Staff: Dean Planchon, Associate Dean Lindquister, Ms. Handwerker

The meeting was called to order at 1:45 p.m. by Mr. Mallory.

Mr. Mallory introduced Dean Planchon who distributed a list of new faculty members for 1998-99, discussed each one briefly and explained that several appointments are sabbatical replacements. Dean Planchon also mentioned that one appointment is pending and the two tenure-track appointments remain unfilled. The tenure-track search in Spanish is a failed search and the department will make a one-year appointment. The English department will interview one more person before declaring that a failed search.

A question was raised about the sabbatical policy, and Dean Planchon explained that until this year the policy was automatic in granting a sabbatical in a faculty member's seventh year. This year the Faculty Development Committee initially denied two applications for sabbatical they felt did not meet the standards set by the faculty but gave the applicants the option of resubmitting revised sabbatical proposals. One faculty member resubmitted a proposal and was approved for a sabbatical, and one faculty member declined the opportunity to resubmit.

Dean Planchon distributed a summary of the Hill President's Discretionary Grants funded for 1998-99 and noted that three of the five involve using technology in the classroom to enhance teaching. The other two focus on service/learning and its role in the curriculum of the college, its role in implementing the mission of the College and how its effectiveness can best be measured.

The tour of the library and online search capabilities had to be postponed due to the illness of Ms. Blair, Director of Burrow Library.

Mr. Mallory then introduced a recommendation from the President that:

Dr. Andrew Michta, Associate Professor of International Studies, be promoted to Professor of International Studies effective immediately.

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

The committee then went to Kennedy Hall for a guided tour led by Professor David Jeter, chair of the department of chemistry. Professor Jeter told the committee that when Kennedy was completed in 1925, it was state of the art for a college of arts and sciences. For the time, its equipment was complete and thoroughly modern. After showing the committee several laboratories, Professor Jeter told the committee that the building's amenities which were last updated in the 1960s are no longer adequate. Also, the laboratories are not air conditioned. He explained the sequence of renovation and mentioned that the facilities will still be able to be used during the renovation. Professor Jeter noted that even with some of the outdated facilities, the department's instrument base remains strong and its annual budget support is very good. The chemistry department is still able to offer substantial research opportunities to students in all five major sub-areas of chemistry and about two-thirds of the majors undertake such an activity. Chemistry majors go to graduate school with a 100% acceptance rate and attend institutions including Wisconsin, Illinois, CalTech, North Carolina and Indiana. This year five of the seven majors are going to graduate school, one will be going to medical school and one to veterinary school. Professor Jeter said that complete renovation of Kennedy Hall is essential if the department is to be able to continue to make a first class experience possible. With better and safer facilities and a spatial flexibility that is supportive of faculty interest in continuing to look for innovative ways to engage chemistry students, chemistry at Rhodes will be able to more than meet the challenges of the next decade.

There being no further business, the meeting was adjourned.

Report of the Development and Campaign Executive Committees

Mr. Kenneth F. Clark, Jr., Chair of Development and Acting Chair of CEC — April 16, 1998.

I want to begin my report with some extraordinarily good news. You will remember that last October, Red and Carolyn Blount issued a challenge to build commitments for faculty support. This \$2 million challenge required us to raise an additional \$4 million for faculty support — a pretty stiff challenge. I am pleased to tell you that we have met the challenge!

In fact we exceeded it by \$1 million! As you can see on the blue campaign Summary Report, we have now surpassed the goal for faculty support with over \$10 million committed, which means we received \$7 million in commitments for this objective in 6 months. Much of that support has come from trustees — and on behalf of the Campaign Executive Committee, I want to say “Thank You!”

That Summary Report also indicates that the total commitments to the Campaign have reached \$131.5 million. While the Campaign has exceeded the numerical goal, it has not met the need to globalize the educational experience. There was a time when study abroad was considered a luxury. No longer. To educate students for leadership, it is now a necessity. When we started the Campaign, globalizing Rhodes’ education meant sending students from here to somewhere else in the world and bringing students from another country here. The term globalizing now has taken on a new form. The global network of computers makes possible things we only dreamed about when the campaign started 7 years ago. We can retrieve information from anyplace in the world in an instant. We can communicate with anyone anywhere easily and instantaneously. In short, it is now possible to transport the world to Rhodes and Rhodes students and faculty to the world. So, globalization also means increasing information technology for faculty and students. Our challenge is to assist students to study abroad and provide the information technology to bring the world to Rhodes.

Two Rhodes faculty members, Kelly Fish, Professor of Business Administration, and Gary Lindquister, Professor of Biology, gave a demonstration on how technology enriches and enhances global learning.

At your desks is a short listing of the priority funding needs for Globalizing Rhodes Education. I hope you will consider the needs carefully. If you can fund some part of this, I hope you do so. If you know someone who is a good prospect, I hope you will encourage him or her to make a commitment.

In the Development Committee meeting we heard from Tom Schneider, Director of Annual Giving, about this year’s effort. Gifts and pledges are running 5.6% 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 \$2.4 million. Our increase is due in large part to leadership gifts in the Diehl Society which is up 5.3% and the Red and Black Society, which is up 6.1%. Trustee giving has been exemplary, with gains there of 13.4% over last year. Trustee Art Rollins ‘81 is Chair of this year’s Annual Fund and is providing superb leadership.

Wendy Rotter ‘87, Director of Major Gifts, reported on Diehl Society progress. This year’s goal is a lofty \$1,080,000 — and already \$1,040,395 has been committed toward it.

Wendy also 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. We all owe a debt of gratitude to Beth Simpson ‘58, for her tireless work to build this important new initiative.

Sally Jones ‘81, Director of Alumni, reported on activities for alumni. This year’s Homecoming will be the official celebration of Rhodes’ 150th Anniversary with a gala in the Bryan Campus Life Center similar to the kick-off at our January board meeting. Two new initiatives were discussed. The alumni office will sponsor a cruise in November from Charleston to Jacksonville. The RAVE program — Rhodes Alumni Volunteer Effort involves young alumni by having them make calls to all accepted students.

Thank you, that concludes my report.

Report of the Board Directions and Leadership Committee

Mr. John C. Sites, Jr. '74 Chair —April 16, 1998.

The meeting was called to order in the Orgill Room of Clough Hall at 2:10 p.m.

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

A motion was passed that the following slate of officers for 1998-1999 be recommended to the Board for election: Chair, Frank M. Mitchener, Jr.; Vice Chair, Bruce E. Campbell, Jr.; Secretary, Kenneth F. Clark, Jr.; and Treasurer, Spence L. Wilson.

A motion was passed that the following meeting dates be recommended to the full Board for adoption for the 2000-2001 session:

October 12 and 13, 2000
January 18 and 19, 2001
April 19 and 20, 2001

Mr. Bruce Allbright accepted our invitation to join the Board of Trustees beginning in October, 1998.

Loyd Templeton gave an update on plans for the 150th Anniversary celebration.

John McGauley gave a report on "National Publicity about Rhodes."

There being no further business, the meeting was adjourned at 3:15 p.m.

Report of the Students and Campus Life Committee

Ms. Wayne Steele Sharp '75, Chair — April 16, 1998.

The Committee on Students and Campus Life was called to order by Wayne Sharp, Chair, at 1:45 p.m. in the Helen and J. B. Hardin Conference Room of the Bryan Campus Life Center. Members in attendance were: Ted Henry, Nancy Fulmer, and Effie Bean. Ex-officio members present were Mel Richey and Charles Landreth. Present by invitation were staff members Mike Clary, Carol Casey, Loretta Lambert, Ralph Hatley, Sandi Tracy, Lynne Padgett, Claire Coleman; and student Teal Baker.

Mike Clary, Director of Athletics, opened the meeting with an overview on the usage of Bryan Campus Life Center. The Ballroom of the CLC, in operation for only a year, has greatly exceeded expectation for usage. It is reserved a minimum of 3 to 5 days or nights a week for Rhodes related activities, with 60 to 200 people participating per event. In addition, the Ballroom is booked by alumni, faculty, and staff for personal use (\$1,250 per event) and by members of the community at large (\$2,500 per event). Mike continued that the Multi-sports Forum has also proven to be a much used facility for marshall arts events with as many as 400 people present, for a growing intramural basketball program, and for numerous special events such as the 150th Gala held in January. The Multi-sports Forum also serves as a valuable rainy day facility for Commencement. Mike reviewed a few of the new recreation, club and intercollegiate programs in place: a new ropes course, an outdoor recreation club, a women's lacrosse club, and Women's Softball. Women's Field Hockey and Women's and Men's Swimming will begin this fall.

Carol Casey, Director of Residence Life, reported that effective for the Fall of 1998 all first year students will be required to live on campus. Additionally, theme housing has been implemented to some degree including non-smoking, substance free, extended quiet study, and restricted visitation. Expanding housing selection from two nights to three was also well received by students. Upperclass housing is almost full for men and is full for women, with a very small wait list. The housing deposit reimbursement deadline has been extended from April 6 to June 30 to create incentive for more students to convey their housing intentions. Carol identified the townhouse service emphases for 1998-99: Spark Plugs (Caldwell elementary recreation curriculum), Final Net (homeless children's program), Literacy in Memphis (Memphis Literacy Council project), Positive Image (recruitment of minorities), Women Improving Students' Health (monthly topics on women's health), and International Student House (assisting transition for international students). Discussion ensued.

Loretta Lambert, Coordinator of Volunteer Services, shared details of the successful premier of the new "Rites to Play" service component for "Rites of Spring". The Kinney Coordinators, a number of Greek organizations, the Bonners Scholars, and approximately 10 other campus organizations invited children from MIFA Estival Place, Idlewild Court, Final Net, and Snowden Adopt-a-Friends to spend an afternoon of activities including face-painting, moon bouncing, dunk tanks, baseball pitching, clowns, balloons and other youthful amusements. The afternoon was highly successful with between 200 to 250 dedicated and energetic student volunteers entertaining approximately the same number of children. Loretta showed pictures of the activities and added that the average age of the children was between 8 and 10. It is hoped that future plans will include senior citizens from some of the facilities in which Rhodes volunteer programs are active. Discussion followed.

Ralph Hatley presented a very upbeat report on the effective implementation of campus safety technology, policy, and personnel creating a 24% drop in campus incidents from 1996 to 1997. He then commented that student perception of campus safety over the last five years has gone from viewing security as an infringement on student freedoms, to respecting and cooperating with campus security to the end that an environment of "sanctuary" can be created on campus. Ralph cited incidents of students coming to him to ask for advice and programming on how to best protect themselves and contribute to the overall security of the community. In an effort to continue to improve campus safety, Ralph, in conjunction with Rhodes students, developed a three year action plan identifying specific areas targeted for improvement and a time line for completion. As past statistics prove, a conscientious effort to eliminate in a systematic manner the known areas of concern, will create an appropriate environment to advance the educational commitment of Rhodes. Discussion followed.

Sandi Tracy, Director of Career Services, along with Lynne Padgett, Career Services Intern, presented career statistics for the class of 1996, the most current numbers available. Graduates of '96 with full-time employment represent 50.4% of the graduation class, those in graduate school 37.9%, those

in what they consider temporary employment 8.2%, volunteer workers 1.9%, and those involved in job search 1.6%. Sandi added that for 1996 the national acceptance rate for students applying to law school was 67%; Rhodes acceptance rate was 94.4%. Also, in 1996 for students applying to medical school nationally 37% were accepted; Rhodes acceptance rate for that year was 95%. Sandi stated that the employment future looks good for the graduates of '98 as the current job market is the best in 10 years, with many entry level jobs available. She added that opportunities were especially good for students who had internships; companies often hire their interns as full-time employees. Discussion followed.

Teal Baker, Vice President of the Rhodes Student Government, summarized the activities of the RSG for 1997-98. The RSG was instrumental in:

- extending the library and computer lab hours - both are now open Sunday - Thursday until 2:00 am.
- improving the Lynx Lair atmosphere - a jukebox and additional decorating touches have been added.
- examining student accessibility to off-campus transportation - ride share is now on the web.
- evaluating Moore Moore Student Health Center resources - a prescription delivery service has been implemented.
- creating a treasurers' guide to the allocation process.
- coordinating the Second Annual Campus Life Awards - this event recognizes outstanding co-curricular contributions to the Rhodes Community.
- implementing the first annual Student Forum - this helped provide an opportunity for students to have greater accessibility to members of the administration.
- evaluating academic requirements for Summa, Magna, and Cum Laude.
- planning for a ceremony to honor former RSG members during the 150th year - during Homecoming.
- S.O.C. (Student Organization Collaborative) - presidents of student organizations will work together on programming.

Charlie Landreth, Associate Dean of Student Affairs, discussed the Time Capsule Project. Part of the 150th Celebration, a time capsule designed by sculpture students and structured in sandstone will be buried in the Bayard Boyle Court south of the BCLC pool, in a ceremony on April 23 at 6:30 pm. The Capsule will be unearthed in 50 years and contains items selected by members of the class of '98. These items have been selected to be representative of all areas of Rhodes campus life. Dr. Daughdrill, Damon Norcross '98, and Carolyn Ivy '48 will speak at the ceremony.

Mel Richey, Dean of Student Affairs commended Sandi Tracy and Ralph Hatley on the thoroughness and comprehensiveness of their reports. She added that she felt these reports reflected Sandi's and Ralph's longevity at Rhodes and their understanding and dedication to their areas. Mel also complimented the RSG on a very good and productive year with much being accomplished in terms of service to the student body. She added that RSG's initiatives reflect students' increasing expectations of student services. Mel commented that overall this had been a very good year in Student Affairs. She conveyed her thanks to Wayne Sharp for chairing the Committee and for Wayne's leadership.

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

Report of the Enrollment Committee

Mr. James R. Lientz Chair — April 16, 1998.

The Committee on Enrollment was called to order at 1:40 p.m. by Chairperson Jim Lientz with the following members in attendance: Ms. Joyce Broffitt, Ms. Terese Buscher, Mr. Bryan Eagle, Dr. Bob Llewellyn, Ms. Harriette McLoughlin, Mr. Jim Prentiss, Ms. Beth Simpson, Mr. Art Weeden, and Dean Dave Wottle.

ADMISSIONS REPORT

Director of Admissions Terese Buscher indicated that we have had an eventful year in recruiting. While inquiries were down 8% over last year, applications improved 3% and we are on target to reach an all-time record in applications. A record number of students interviewed for admissions this year as well.

The admission office has currently accepted approximately 73% of our applicants, about the same as last year, and our goal of 432 new students is the same as a year ago. As of Wednesday's mail, enrollment deposits had fallen well behind last year's numbers and is a cause for concern and puzzlement in the admission office. The percent of students who are accepting our offers of admission has decreased by about 12% over last year at this time for no apparent reason. The admission office is closely monitoring this trend. As is typical at this time in April, it is difficult to predict the outcome of our admission efforts but the admission office is still confident that we can achieve our enrollment goal.

The academic qualifications of our scholarship and accepted students continues to be impressive. Accepted students average grade point average is 3.67 on a 4.00 scale. The average accepted student ranks in the top 13% of their graduating class with an average SAT composite score of 1281 and 28 on the ACT. All averages are almost exactly the same as last year.

Dean Wottle updated the Committee on the status of a market research project being conducted for the College. After hearing presentations and reviewing proposals from three marketing firms, the College hired the Art & Science Group, Inc. to conduct market research for institutional positioning and recruitment marketing. The first phase of the research, to interview selected non-applicant inquiries, has just been completed. The current schedule calls for overall research findings and analysis to be presented in mid-August with a final research report submitted in early October.

FINANCIAL AID REPORT

Mr. Weeden reported that he expects expenditures for scholarships and grants in 1997-98 to exceed the budget by approximately \$120,000. This figure is down from the estimated overage of \$142,000 that was projected at the October meeting of the Board.

Processing of financial aid applications has gone well this spring. Awards went out a week earlier than in previous years and there has been a 4% increase in the number of need-based applications processed. The average Rhodes-funded gift aid for prospective students is \$8,311 compared to \$8,281 in the spring of 1997.

Complying with the institutional reporting requirements associated with the Hope Scholarship and the Life-Long Learning tax credit that the U.S. Congress passed in 1997 will likely be the most problematic adjustment that all colleges and universities will have to make for the 1998-99 year. Taxpayer ID information will have to be gathered on parents and a new form will have to be provided to all Rhodes students and parents which will report tuition and fees paid in the calendar year 1998. This will probably be a PR nightmare for most colleges and universities and is logistically difficult since the calendar year overlaps two different student budget years. Mr. Weeden indicated that most of our students will not qualify for the tax credit.

Beginning this fall, Rhodes will require all prospective students who wish to be considered for need-based financial aid to complete the College Scholarship Service's PROFILE. This form, which is used by most of our competitors, will replace the institutional form we have been using in the past and will allow us to receive financial information earlier.

The committee ended the meeting with a brief discussion of Pre-Paid Tuition plans.

There being no further business, the meeting was adjourned at 2:50 PM.

Report of the Lifelong Learning Committee

Mr. Jack R. Blair, Chair — April 16, 1998.

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

Smith-Nephew Conference Center. Deborah Pittman announced that Smith-Nephew has decided to support the renovation of Dorothy King Hall to create a small, first class conference facility in order to introduce more people to the Rhodes campus while increasing income from this source. The public space on the ground floor of Dorothy King Hall will be named the Smith-Nephew Conference Center, with appropriate designations in the conference center and on all promotional materials. Ms. Pittman explained the improvements that were planned, and mentioned that there would be an open-house to show the conference center to the business community in early September. The renovations coincide with repair work that Rhodes had already planned to undertake on exterior of Dorothy King Hall during the summer.

ACSA Cotton Institute. Ms. Pittman reported that there were only 27 students enrolled (21 actual deposits) as of April 13 and that it is time to make a decision on whether the Institute should be canceled for 1998. Operating the institute at an enrollment level of 25 would deplete most of the \$234,000 reserve. However, \$148,000 of the reduction of the reserve would flow to Rhodes. The concern is that a depletion of the reserve this year by operating the institute would leave Rhodes' general operating reserve vulnerable to a loss next year if the enrollment levels do not return to previous levels. She advocated obtaining an understanding with the ACSA now, after looking at the projected financial impact for various enrollment levels, on the best course of action for this year.

The committee expressed its reluctance to cancel the Institute if the low enrollment could be clearly identified as a one-year aberration caused by the Asian crisis, as opposed to a more serious long-term lack of demand. Chancellor Harlow indicated that he would be speaking to Neal Gillen shortly about the association's opinion of the low enrollment and the ACSA's commitment to ensuring its viability in the future.

Institute for Executive Leadership 1998-99. Ms. Pittman reported that the case studies for next season have been selected and nine professors have agreed to teach them. Existing IEL participants are being asked to re-enroll currently. A wider mailing will occur in May. A brochure offering Rhodes faculty to lead individual cases during company meetings will be ready for promotion in the fall. The company will be given a choice of approximately ten cases on different topics dealing with leadership. The company will select the cases that are of particular interest to management in the current environment. The professor and the business facilitator will travel off-site or the executives may want to use Rhodes' facilities. IEL is anticipated to contribute \$14,000 during the fiscal year.

Meeman Center for Lifelong Learning - Spring Courses. Ms. Pittman was pleased that enrollment was tripled in the Spring session of classes, with 160 participants. Marketing continues to be very costly and Mr. Blair suggested that a bookstore might underwrite some of the continuing education programs. She forecasted a loss of \$5,000 for the fiscal year-end.

Ms. Pittman said that fall classes were finalized and marketing would begin next month. She went over the changes in marketing plans for the fall. They included beginning classes later in the fall, keeping them shorter, and promoting very early individualized courses through fliers. Mr. Blair suggested the English Speaking Union as a target market. He also suggested closed circuit video communication used by large corporations as a marketing tool. The committee suggested the following courses: An Introduction to Internet Applications: What Is Out There That is Actually Useful? How to Make Presentations Using Today's Technology.

Facilities Usage. A list of the 1998 Summer Residential and Non-Residential clients and schedules were given to everyone. All available space has been booked and the contribution to overhead from clients for the fiscal year-end is projected at \$125,000. This amount does not include rental income from the Cotton Institute.

Institute on the Profession of Law. There were 85 participants at the Institute on the Profession of Law in January. The seminar contributed \$11,000 to Rhodes' overhead. The steering committee has met and selected Mary Ann Glendon, a constitutional lawyer at Harvard Law School, who has recently published the book entitled *A Nation of Lawyers* which addresses the ethics of the legal profession.

The meeting was adjourned.

Report of the Information Technology Committee

Mr. Jack R. Blair, Acting Chair — April 16, 1998.

Members Present:

Board: Mr. Buckman, Mr. Eagle
Faculty: Dr. Robert Llewellyn
Staff: Dean Planchon, Dr. Lemond, Ms. Blair, Mr. Criscillis, Ms. Handwerker

The meeting was called to order by Mr. Buckman.

Mr. Buckman distributed copies of an article entitled "Mining Your Hidden Resources" and then introduced Mr. Tom Sudman, who gave a presentation on the interrelation of technology, knowledge and lifelong learning.

Mr. Buckman introduced Dr. Lemond who updated the committee on the technology developments since the last meeting. Dr. Lemond told the committee that:

- Networking wiring for the remainder of the classrooms and labs is proceeding on schedule. Frazier Jelke-B was completed during spring break. Clough Hall and Burrow Library will be completed during the summer.
- Network software has to be installed to monitor the status of the campus network.
- Several administrative programs we use have interfaces which allow easy access via any standard web browser. A student information page is being developed to allow students web access to billing information, grades history, etc. A web interface to our on-line registration is in the planning stages.

Mr. Buckman then called on Ms. Blair to give the committee an update on library activity. Ms. Blair noted the difficulty libraries have in dealing with vendors of electronic services — high costs, nothing physically "in hand" for your subscription money, vendors changing the structure and content of databases at their discretion — citing Lexis-Nexis as an example. Ms. Blair told the committee that a list of desirable databases and their 1998 costs has been forwarded to the Development Office in the hope of having some of the databases endowed. Ms. Blair went on to say that she and Dr. David Jeter, chair of the chemistry department are discussing the possibility of converting some chemistry print journal titles to electronic delivery.

Dean Planchon distributed a budget for LynxWise, a draft plan for Rhodes' technology growth, to aid the committee in their ongoing discussion of this project. He reported that Palmer 206 and Buckman 108 and 110 are scheduled to be upgraded to "smart" classrooms because of the availability of end of the year R&R funds, thus fulfilling the commitment to have these rooms ready by fall 1998. Professor Llewellyn shared blueprints for Brazier-Jelke B with the committee, but Dean Planchon said that because of the unexpected increase in cost, the status of making Frazier-Jelke B into a "smart" classroom is uncertain at this time.

Dean Planchon introduced Professor Kelly Fish who demonstrated to the committee his use of technology in teaching his course in International Marketing Management. Using the internet, students from different countries can work together as groups on an assigned case. Professor Fish was able to recruit professors from different countries to negotiate tasks for students and to supervise work groups. He explained that he recruited participants by building a web site, creating a network, using bulletin boards and surfing the net. Professor Fish noted that the students learned much more than the course curriculum. They also learned about cross-cultural communication, how to apply internet technology to real marketing problems, and how to think globally. Professor Fish ended his presentation by noting the applicability of this project to other disciplines.

There being no further business, the meeting was adjourned.

Report of the Investment Committee

Mr. Michael McDonnell, Chair — April 16, 1998.

We have failed to make our numbers this time so I will have to think of something else to report to you. I've told you that things were not going to always be smooth for Rhodes and it was demonstrated this morning when I got rear-ended on Broad Avenue coming over the median. Not only rear-ended, I was sitting there dead still and a woman behind me sneezed and jerked her foot.

The endowment at the end of March was \$213 million and that is up 8.4% since December 31st. If you take 65% equity and 35% fixed income, which is where we are, and blend the S&P 500 and the Lehmann Brothers Index, we should be at 9.3%. We're a little less than a point behind that this quarter.

What is important, as Herbert Rhea pointed out to me yesterday, is that the endowment component of the College's budget went up \$1,350,000 between the 97-98 and the 98-99 budget. We have 1,392 full-time equivalent students. If you assume 35% financial aid discount on tuition, we can probably save the College, better yet save each student, about \$1,300 a year in one year. The difference in the 96-97 and the 97-98 was approximately the same. So, in two years we've saved each student \$2,600 and our endowment has grown substantially from where it was two years ago.

That's a different way of looking at it than we normally do, but it's quite important. If you look at the sources of revenue for the College, there are just not that many. In the financial modeling simulation that Allen Boone ran last summer for the Finance Committee, the compound interest effect, I suppose you would say, for the College income over a number of years is startling when we put more money, just a little more money, into the endowment, than we have been able to do in the past.

In October we will be able to give you a full accounting of our endowment results for the fiscal year.

Report of the Buildings and Grounds Committee

Mr. John H. Crabtree, Jr. '57, Chair —April 16, 1998.

The meeting was called to order at 1:45 p.m. by Mr. John H. Crabtree, Jr. Chair.

Those members present were: J. Bayard Boyle, Jr., Nettie Schilling, James B. Taylor, Jr., Billy M. Hightower, John B. Maxwell Jr., Steve Gadbois, Damon A. Norcross, William D. Berg, and Brian E. Foshee. Guests in attendance: Chancellor David L. Harlow, and N.P. McWhirter, III

Mr. Crabtree asked Mr. McWhirter to review two resolutions regarding a bond issue to finance several construction projects and to refinance two bond issues. Mr. McWhirter asked Mr. Foshee to review the construction projects. Mr. Foshee stated that the construction projects include the renovation of three labs in Kennedy Hall, HVAC renovations in several residence halls, creation of a smart classroom in Frazier-Jelke Lecture Room B, and a new Physical Plant and Grounds building. The Kennedy Hall project will completely renovate and air condition three labs: 301, 308, and 408. Earl Walls and Associates, renowned laboratory consultants, will design the project. Work can begin as soon as this fall and will be completed by the fall of 1999. The residence hall HVAC systems renovations will upgrade the heating and cooling plants in several residence halls. In Voorhies, Townsend, and Trezevant Halls a central heating/cooling plant will be installed to replace existing window units and hot water convectors. The current system is not very effective in providing even heating or cooling throughout the buildings. In Robb, White, Ellett, and Bellingrath Halls, electric strip heat will be replaced with hot water coils in existing fancoil units. Both HVAC projects will result in energy savings and will be completed by Fall of 1999.

The Physical Plant Building will provide a new space to house the Physical Plant department. The operation has outgrown current space in the Austin Building and the existing shops and storage areas are not compatible with the new Bryan Campus Life Center. The Crump Firm will design the project and work could begin by mid-summer. Construction should be completed in six to eight months. Mr. McWhirter then reviewed the resolution authorizing the executive committee to oversee the design, construction, and bond financing for these projects. The resolution was voted and passed unanimously.

Mr. Foshee asked the committee to turn to the Renovation and Replacement Budget on page 16 of the agenda. He stated that the projects are expected to be funded through item number 70. The Physical Plant will have the direct responsibility for 20 projects at a cost of approximately \$501,500. He reviewed each project in detail and highlighted the following projects: replacement of electrical transformers, repair to the main entrance of King Hall, several ADA related projects (fire alarm upgrades, accessible doors, and new door hardware), and an asphalt paving project.

Mr. Foshee discussed the plans to create several smart classrooms in conjunction with the Lynxwise proposal, presented to the Board of Trustees in January by the Information Technology committee. Lecture Room B in Frazier-Jelke is one of the largest lecture halls on campus and will be completely renovated. Improvements include the installation of fixed tables and seating to accommodate 154, acoustical upgrades, lighting replacement and state-of-the-art audio-visual technology. Work will begin this summer and will be completed this fall. Palmer Hall 206 and Buckman Hall 108 and 110 will be updated with audio-visual technology and new lighting. The work will also be completed this summer.

There being no further business, the committee adjourned at 2:55 pm.

Report of the Finance Committee

Mr. Spence L. Wilson, Chair — April 16, 1998.

The meeting of the Committee on Finance was called to order by Mr. Herbert Rhea, acting Chair, at 1:45 p.m. on Thursday, April 16, 1998, in the Hill Board Room, Palmer Hall. Mr. Spence Wilson, Chair arrived shortly thereafter and presided over the meeting. Other members in attendance were: Dr. Deborah Pittman, Mr. Jack Blair, Mr. Edgar Bailey, Mr. Jim O'Donnell, Mr. John Hugon, Mr. Mike McDonnell, Dean Allen Boone, Mr. N. P. McWhirter, Mr. Kyle Webb, Mrs. Claire Shapiro, Mr. Marlin Mosby and Mr. Andre Walker from Public Financial Management.

Dean Boone reviewed the proposed 1998-99 operating budget (**attachment #1**) which was preliminarily adopted at the January '98 meeting. There have been virtually no changes in the proposed budget since January. Dean Boone reviewed the highlights of the budget which included the primary assumptions for Tuition, Room, Board charges and enrollment. With regard to student charges, the rates for tuition, room, and board will increase 3.9%, 0%, and 5.7% respectively for an average 3.6% increase. The total increase in operating expenditures is 5.5% over the current year. The very favorable gains in the Endowment Fund will generate a 20.4% increase in the revenue taken into the operating budget. The budget was approved unanimously as recommended.

Dean Boone then reviewed the proposed Renovation and Replacement budget (**attachment #2**). Dean Boone discussed the process by which R & R priorities are set. With the expected year-end results, the college should be able to allocate resources for approximately 70 items on the list, in addition to various reserves. These projects represent over \$1,000,000 in funding. The proposed R & R budget was adopted as recommended.

Mr. Boone and Mr. McWhirter reviewed the year-to-date income/expense budget summary (**attachment # 3**) for the nine months ended March 31, 1998. Total income is up slightly over the same period last year, with receipts from tuition and fees at 98.9% compared to 97.0%. Income from auxiliary programs and from interest income are up significantly this year. The annual fund is lagging slightly by comparison, but this is related primarily to timing of collections, since pledges are up slightly over the same period a year ago. On the expense side of the ledger, total expenditures are also up slightly during this nine month period, with financial aid over budget approximately \$145,000. General Administrative expenditures are up by about 4% primarily due to an increase in health claims, however, fringe benefit costs are projected to be within overall budget by year's end. The budget is in good shape and the College should end the year with the funds necessary to fund renovation and replacement priorities.

As the discussion turned to the proposed physical plant projects and related bond resolutions, Mr. McWhirter introduced our financial advisors from Public Financial Management, Mr. Marlin Mosby and Mr. Andre Walker who will be working with the College to structure the financing program. Considering the very favorable interest rate environment, the College is proposing funding of several needed projects and refunding and re-issuance of its existing debt. The resolutions presented to the committee (**attachment#4**) seek Board approval to empower the Executive Committee to submit an application to the Health, Educational, and Housing Facility Board to refund the existing bond indebtedness of the College which stands at \$7,910,000 and to issue new debt of \$5,000,000 for construction of a new physical plant building, HVAC upgrades for several dormitories, and laboratory and classroom renovations. Mr. Boone detailed the construction and renovation projects which are to be funded from the bond issue. It was pointed out to the Committee that the total debt service would not increase beyond the current budget for debt service. In responding to a question on interest savings, Mr. McWhirter pointed out that our 1989 bond issue carries a fixed rate of approximately 7.2%, which compares to a fixed rate of 4.8% to 5.0% in today's market. Present Value savings on refinanced debt are approximately \$200,000. With the Board's approval the Administration and Executive Committee would request proposals from several banks, evaluate and select a favorable structure and if the rate environment remains favorable, complete closing of the transaction in early June. The resolutions empower the Executive Committee to act on behalf of the full Board in all matters related to the bond financing plans. The Committee unanimously approved recommending to the Board the acceptance of these resolutions.

Next Dean Boone gave a computer video presentation on two models which have been developed to assist the college in making future strategic decisions regarding enrollment and new infrastructure. A margin analysis model was discussed which measures the marginal income value of new students net of the debt service costs to provide the infrastructure. Several alternatives were explored from

steady enrollment up to a student FTE of 2000. The model looked at the margins in two ways: 1. All buildings financed through bond issues and 2. Only residence halls financed with debt and academic buildings financed through gifts.

Dean Boone also showed several budget projections for different enrollment alternatives. This model showed how small changes in revenue and expense assumptions significantly affect the bottom line, particularly when the effects of compounding are involved over time. Some enrollment scenarios produce significant cumulative surpluses which could be used to fund other needed goals of the College. While no decisions were made, the committee found that the computer simulations were very helpful in examining financial relationships among numerous variables. These tools should be of great assistance in planning for the Board retreat in the Fall of 1998.

There being no new business, the committee adjourned.

attachment #1

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: April 16, 1998
RE: 1998-99 Operating Budget

I recommend the following operating budget for 1998-99:

	Budget 1997-98		Budget 1998-99
INCOME:			
Tuition	\$23,628,115	3.1%	\$24,353,065
Fees	\$2,029,737	-1.0%	\$2,010,210
Room & Board	\$4,932,683	3.0%	\$5,079,521
Gifts & Grants	\$2,380,000	3.0%	\$2,451,000
Endowment	\$6,288,445	20.4%	\$7,570,117
Other Income	\$909,850	2.6%	\$933,500
Total Income	\$40,168,830	5.5%	\$42,397,413
EXPENSE:			
Compensation	\$19,401,611	5.0%	\$20,378,535
Non-Compensation	\$20,767,219	6.0%	\$22,018,878
	\$40,168,830	5.5%	\$42,397,413

	97-98	% CHANGE	98-99
BUDGET ASSUMPTIONS:			
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
TOTALS:	\$22,628	3.6%	\$23,432
Ave. Enrollment (FTE)	1390		1395
Dormitory Occupancy	985		990

INCOME BUDGET:	97-98		98-99
TUITION AND FEES:			
Tuition	\$23,527,315	3.0%	\$24,237,065
Tuition-Summer School	\$45,000	11.1%	\$50,000
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	-62.5%	\$6,000
Music Academy	\$218,800	1.9%	\$222,950
TOTAL:	\$25,657,852	2.7%	\$26,363,275
ROOM & BOARD:			
Room	\$2,789,717	0.5%	\$2,803,878
Board	\$2,142,966	6.2%	\$2,275,643
TOTAL:	\$4,932,683	3.0%	\$5,079,521
GIFTS AND GRANTS:			
Church	\$15,000	0.0%	\$15,000
Annual Support Program	\$2,365,000	3.0%	\$2,436,000
TOTAL:	\$2,380,000	3.0%	\$2,451,000
ENDOWMENT INCOME:			
	\$6,288,445	20.4%	\$7,570,117
OTHER INCOME:			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$72,000	4.2%	\$75,000
Interest Income	\$315,000	4.8%	\$330,000
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
TOTAL:	\$909,850	2.6%	\$933,500
TOTAL INCOME BUDGET:	\$40,168,830	5.5%	\$42,397,413

EXPENSE BUDGET:

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	\$300,899	\$38,475	\$339,374	15.6%	0.2%	13.6%	
Religious Studies	\$763,452	\$17,085	\$780,537	\$828,731	\$17,665	\$846,396	8.6%	3.4%	8.4%	
English	\$785,697	\$23,527	\$809,224	\$880,436	\$24,317	\$904,753	12.1%	3.4%	11.8%	
Foreign Languages	\$930,609	\$30,165	\$960,774	\$909,221	\$31,004	\$940,225	-2.3%	2.8%	-2.1%	
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	\$454,042	\$53,710	\$507,752	8.6%	74.2%	13.1%	
Philosophy	\$215,662	\$3,359	\$219,021	\$225,101	\$3,434	\$228,535	4.4%	2.2%	4.3%	
Theater/Med Arts	\$300,768	\$32,612	\$333,380	\$322,501	\$20,750	\$343,251	7.2%	-36.4%	3.0%	
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	\$960,439	\$23,439	\$983,878	8.6%	6.2%	8.6%	
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	\$63,574	\$4,174	\$67,748	4.7%	-5.8%	4.0%	
History	\$583,357	\$17,847	\$601,204	\$660,580	\$18,198	\$678,778	13.2%	2.0%	12.9%	
International Studies	\$416,677	\$17,046	\$433,723	\$437,297	\$18,049	\$455,346	4.9%	5.9%	5.0%	
Political Science	\$460,843	\$19,436	\$480,279	\$501,399	\$19,865	\$521,264	8.8%	2.2%	8.5%	
Psychology	\$385,785	\$15,079	\$400,874	\$397,490	\$15,220	\$412,710	3.0%	0.9%	3.0%	
Biology	\$690,135	\$53,905	\$744,040	\$731,262	\$55,160	\$786,422	6.0%	2.3%	5.7%	
Chemistry	\$378,011	\$38,188	\$416,199	\$411,716	\$38,326	\$450,042	8.9%	0.4%	8.1%	
Mathematics & Comp. Sci.	\$362,897	\$15,463	\$378,360	\$321,012	\$15,883	\$336,895	-11.5%	2.7%	-11.0%	
Physics	\$374,241	\$15,442	\$389,683	\$397,889	\$15,740	\$413,629	6.3%	1.9%	6.1%	
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	\$637,653	\$256,254	\$893,907	-19.7%	13.6%	-12.3%	
TOTAL:	\$10,752,775	\$2,135,752	\$12,888,527	\$11,232,236	\$2,266,450	\$13,498,686	4.5%	6.1%	4.7%	

STUDENT SERVICES:	COMPENSATION			NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES			TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	(SAL+BENEFITS)												
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			\$143,125	\$18,274	\$161,399		-2.8%	89.1%	2.8%	
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/Ginney	\$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			\$139,856	\$33,954	\$173,810		121.5%	2.5%	80.6%	
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%	
TOTAL:	\$3,052,845	\$1,451,912	\$4,504,757			\$3,358,914	\$1,626,146	\$4,985,060		10.0%	12.0%	10.7%	
PLANT OPER. & MAIN.:	COMPENSATION			NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES			TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	(SAL+BENEFITS)												
Housekeeping	\$930,657	\$71,460	\$1,002,117			\$969,314	\$86,770	\$1,056,084		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	\$636,398	\$636,398		0.0%	7.4%	7.4%	
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%	
TOTAL:	\$2,109,955	\$956,465	\$3,066,420			\$2,189,401	\$1,034,613	\$3,224,014		3.8%	8.2%	5.1%	

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		\$977,974	\$362,411	\$1,340,385	3.8%	11.4%	5.7%
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%
TOTAL:	\$3,172,047	\$1,777,651	\$4,949,698		\$3,352,433	\$1,947,924	\$5,300,357	5.7%	9.6%	7.1%
AUXILIARY ENTERPRISES:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL		COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Residence Halls	\$69,235	\$505,790	\$575,025		\$0	\$537,100	\$537,100	-100.0%	6.2%	-6.6%
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		\$216,901	\$408,503	\$625,404	-0.2%	0.2%	0.1%
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%
TOTAL:	\$313,990	\$4,286,786	\$4,600,776		\$245,551	\$4,364,353	\$4,609,904	-21.8%	1.8%	0.2%
STUDENT FINANCIAL AID:	\$0	\$8,330,321	\$8,330,321		\$0	\$8,712,777	\$8,712,777	0.0%	4.6%	4.6%
STUDENT WAGES:	\$0	\$670,000	\$670,000		\$0	\$670,000	\$670,000	0.0%	0.0%	0.0%
BUDGET CONTINGENCY:	\$0	\$138,915	\$138,915		\$0	\$145,861	\$145,861	0.0%	5.0%	5.0%
RENO. & REPLACEMENT:	\$0	\$1,019,417	\$1,019,417		\$0	\$1,250,754	\$1,250,754	0.0%	22.7%	22.7%
GRAND TOTALS:	\$19,401,612	\$20,767,219	\$40,168,830		\$20,378,535	\$22,018,878	\$42,397,413	5.0%	6.0%	5.5%
UNALLOCATED BUDGET			\$0				\$0			

attachment #2

TO: Committee on Finance
 FROM: James H. Daughdrill, Jr.
 DATE: April 16, 1998
 RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1997-98 are determined, the College is authorized to distribute the surplus funds for the following items:

ITEM	DEPT	PRIORITY	COST
Electrical Transformers	Phy. Plnt.	1	\$85,000
Matching Grants	Physics	2	\$5,100
Faculty Office Renovation	Dean/Acad. Affairs	3	\$5,000
Misc. Faculty Office Furniture	Dean/Acad. Affairs	4	\$15,485
Misc. Classroom Furniture/Teaching Equipment	Dean/Acad. Affairs	5	\$13,894
Misc. Computer Equipment/New Faculty	Dean/Acad. Affairs	6	\$25,000
Smart Classroom/Palmer	Dean/Acad. Affairs	7	\$25,000
Computer Wiring	Library	8	\$15,000
Fire Proof File Cabinets	Registrar	9	\$7,000
Theater/Music Instruments	Theater/Music	10	\$29,400
Renovation of FJ-D/Biology Library	Library	11	\$42,872
4 Alpha or NT Based Work Stations	Physics/Math	12	\$24,000
Misc. Computer Equipment	Dean/Acad. Affairs	13	\$18,350
Update Gemini 2000	Chemistry	14	\$29,000
Carpet Replacement/Blount Hall	Phy. Plnt.	15	\$32,000
King Hall Renovations	Phy. Plnt.	16	\$30,000
Plumbing Renovations/Robb/White/Ellett	Phy. Plnt.	17	\$65,000
FJ Air Handler #3	Phy. Plnt.	18	\$40,000
Parking/Drive Repairs	Phy. Plnt.	19	\$60,000
Fire Alarm Upgrades/ADA	Phy. Plnt.	20	\$15,000
Various Door Hardware/ADA	Phy. Plnt.	21	\$10,000
Various Campus Graphics/ADA	Phy. Plnt.	22	\$10,000
Automatic Doors/ADA	Phy. Plnt.	23	\$10,000
Carpet Replacement 136 Palmer	Phy. Plnt.	24	\$7,000
Waterproof Various Locations	Phy. Plnt.	25	\$16,000
Misc. Lighting Upgrades	Phy. Plnt.	26	\$10,000
Misc. Sidewalk Replacement	Phy. Plnt.	27	\$15,000
Misc. Slate/Copper Repairs	Phy. Plnt.	28	\$10,000
Misc. Caulk/Tuckpointing	Phy. Plnt.	29	\$10,000
Roof Repairs/Palmer/Clough	Phy. Plnt.	30	\$12,500
Williford Roof Replacement	Phy. Plnt.	31	\$35,000
Burrow Library Stacks Roof Replacement	Phy. Plnt.	32	\$12,000

Misc. Computer Upgrades	Dean/Stud. Affairs	33	\$7,500
Filing Systems	Dean/Stud. Affairs	34	\$10,840
Misc. Computer Upgrades	Residence Life	35	\$5,000
Kitchen Renovations/Moore/Voorhies	Residence Life	36	\$3,300
Misc. Computer Upgrades	Chaplain	37	\$6,500
Misc. Computer Upgrades	Campus Safety	38	\$7,500
Furniture Replacement	Chaplain	39	\$5,000
Misc. Computer Upgrades	Health Center	40	\$6,800
Misc. Computer Upgrades	Counseling Center	41	\$8,020
Misc. Computer Upgrades	Athletics	42	\$13,000
Furniture Replacement	Health Center	43	\$9,000
Motorola Radios	Stud. Act./Res. Life	44	\$2,300
Residence Hall Info Holders	Residence Life	45	\$4,800
Office Furniture	Residence Life	46	\$1,000
Refectory Auto Gate Closure	Campus Safety	47	\$9,000
College View	Admissions	48	\$16,830
Computer/Software	Admissions	49	\$13,965
Ceiling/Painting Upgrades	Admissions	50	\$5,000
Furniture Replacement	Admin. Services	51	\$11,200
Misc. Computer Equipment	Comp./Bursar	52	\$10,000
Misc. Computer Equipment	Media Relations	53	\$3,850
Blount Auditorium/AV Upgrades	Admin. Services	54	\$11,000
Misc. Computer Equipment	College Relations	55	\$10,700
Benefactor's Circle/Bellingrath Society	Development	56	\$6,000
Misc. Computer Upgrades	Development	57	\$7,400
Misc. Furniture Replacement	Development	58	\$11,492
Imaging Work Station	Biology	59	\$5,750
Diode Array Spectrophotometer	Chemistry	60	\$6,500
Laptops/Multimedia Equipment	Dean/Acad. Affairs	61	\$17,400
108/110 Buckman/Smrt. Classrms.	Dean/Acad. Affairs	62	\$40,000
Singers Choir Robes	Music	63	\$12,000
Computer/Teaching Aids	Dean/Acad. Affairs	64	\$23,270
Computer/Projector Alburty Room	Dean/Acad. Affairs	65	\$15,000
4 Variable Frequency Drives	Phy. Plnt.	66	\$17,000
Surveillance Camera	Campus Safety	67	\$8,500
Moore Hall Renovations	Health Center	68	\$7,500
Software	Counseling Center	69	\$810
File/Storage Closet	Counseling Center	70	\$2,500
Tent	Athletics	71	\$3,000
Misc. Furniture	Counseling Center	72	\$3,700
Misc. Athletic Equipment	Athletics	73	\$23,000
On-Line Web Catalogue	Library	74	\$40,000
Timpani Replacement	Music	75	\$9,000
King Hall Library	Dean/Acad. Affairs	76	\$10,000
Classroom Furniture/Seminar Rm. Renovations	Dean/Acad. Affairs	77	\$20,408
Various Room Renovations	Dean/Acad. Affairs	78	\$26,000
MAA Conference	Math	79	\$3,500
Ellett Furniture Replacement	Phy. Plnt.	80	\$56,800
Host Exchange Partner Conference	International Progs.	81	\$25,000
Refectory Generator	Phy. Plnt.	82	\$15,000
Ceiling Replacement/FJ	Phy. Plnt.	83	\$40,000

McCoy Theater Renovations	Phy. Pint.	84	\$15,000
Glassell Boiler/Heating Tanks	Phy. Pint.	85	\$82,000
Various Restroom Renovations/ADA	Phy. Pint.	86	\$100,000
Bellingrath Hot Water Tank	Phy. Pint.	87	\$37,500
Clough Corridor Renovations	Phy. Pint.	88	\$50,000
McCoy Theater Wallcovering	Phy. Pint.	89	\$12,500
Misc. Door Replacement	Phy. Pint.	90	\$15,000
HVAC Water Treatment Feed Tanks	Phy. Pint.	91	\$12,000
Voochies Furniture Replacement	Phy. Pint.	92	\$126,830
Robinson Chiller Replacement	Phy. Pint.	93	\$38,500
Library Chiller Replacement	Phy. Pint.	94	\$56,500
Halliburton Tower Ceiling Replacements	Phy. Pint.	95	\$65,000
Amphitheater Concrete Work	Phy. Pint.	96	\$20,000
Williford Toilet Partitions	Phy. Pint.	97	\$16,000
Refectory Transformer Vault Roof	Phy. Pint.	98	\$8,000
Williford Furniture Replacement	Phy. Pint.	99	\$171,820
Bellingrath Toilet Partitions	Phy. Pint.	100	\$25,000
West Dining Hall Roof	Phy. Pint.	101	\$45,000
Phillips Lane Irrigation	Phy. Pint.	102	\$20,000
Trezevant Hall Floor Replacement	Phy. Pint.	103	\$70,000
Townsent Furniture Replacement	Phy. Pint.	104	\$106,500
Harris Lodge Basement Waterproofing	Phy. Pint.	105	\$10,000
Halliburton 4th Floor Renovations	Phy. Pint.	106	\$65,000
Glassell Hall Door Replacements	Phy. Pint.	107	\$26,000
Voorhies/VT Door Refinishing	Phy. Pint.	108	\$16,700
Trezevant Furniture Replacement	Phy. Pint.	109	\$112,180
Various Irrigation Systems	Phy. Pint.	110	\$20,000
Glassell VIP Suite HVAC	Phy. Pint.	111	\$25,000
Total			\$2,746,266

SUMMARY

INCOME AND EXPENSE REPORT MARCH 31, 1998

	1/12 BUDGET	MARCH ACTUAL	9/12 (75.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1997-98 ACTUAL/ BUDGET	1996-97 ACTUAL/ BUDGET
INCOME:								
TUITION & FEES	2,066,888.58	696,711.12	18,601,997.25	24,549,889.25	131.97%	24,802,663.00	98.98%	97.03%
MEEMAN CENTER	53,339.08	31,013.51	480,051.75	277,648.14	57.83%	640,069.00	43.37%	36.70%
INTEREST & OTHER	76,001.67	82,372.15	684,015.00	858,487.78	125.50%	912,020.00	94.13%	79.82%
ENDOWMENT INCOME	524,037.08	524,037.08	4,716,333.75	4,716,333.72	100.00%	6,288,445.00	75.00%	75.00%
ANNUAL SUPPORT PROGRAM	198,333.33	182,665.30	1,785,000.00	1,687,366.85	94.53%	2,380,000.00	70.89%	72.33%
TOTAL EDUCATION & GENERAL	2,918,599.74	1,516,799.16	26,267,397.75	32,089,725.74	122.16%	35,023,197.00	91.62%	90.19%
AUXILIARY ENTERPRISES	418,390.25	6,088.20	3,765,512.25	5,167,008.83	137.21%	5,020,683.00	102.91%	95.56%
STUDENT AID	11,666.67	0.00	105,000.00	146,480.00	139.50%	140,000.00	104.62%	50.97%
TOTAL EDUCATION & GENERAL	3,348,656.66	1,522,887.36	30,137,910.00	37,403,214.57	124.10%	40,183,880.00	93.08%	90.80%
EXPENSE:								
INSTRUCTION & RESEARCH	1,010,398.00	940,694.53	9,093,582.00	8,088,107.21	88.94%	12,124,776.00	66.70%	66.61%
ATHLETICS	134,037.33	141,044.65	1,206,336.00	1,317,840.04	109.24%	1,608,448.00	81.93%	78.42%
LIBRARY	87,345.25	58,380.95	786,107.25	807,649.45	102.74%	1,048,143.00	77.05%	78.32%
STUDENT SERVICES	266,771.33	239,069.42	2,400,942.00	2,328,822.53	96.99%	3,201,256.00	72.74%	70.88%
PLANT OPER & MAINT	252,790.58	230,830.72	2,275,115.25	2,180,120.63	95.82%	3,033,487.00	71.86%	72.43%
GENERAL ADMINISTRATION	528,627.50	501,244.81	4,757,647.50	4,035,752.92	84.82%	6,343,530.00	63.62%	59.78%
TOTAL EDUCATION & GENERAL	2,279,969.99	2,111,265.08	20,519,730.00	18,758,292.78	91.41%	27,359,640.00	68.56%	67.27%
AUXILIARY ENTERPRISES	226,314.42	283,804.14	2,036,829.75	1,859,222.14	91.28%	2,715,773.00	68.46%	64.67%
MEEMAN CENTER	52,076.17	27,533.24	468,685.50	398,246.23	84.97%	624,914.00	63.72%	59.85%
STUDENT AID	694,193.42	7,840.00	6,247,740.75	8,475,877.00	135.66%	8,330,321.00	101.74%	98.53%
TOTAL EDUCATION & GENERAL	3,252,554.00	2,430,442.46	29,272,986.00	29,491,638.15	100.74%	39,030,648.00	75.56%	73.69%
EXCESS OF INCOME / EXPENSE		-907,555.10		7,911,576.42				
BUDG COMM CONTINGENCY	11,151.25	0.00	100,361.25	-4,500.00	4.48%	133,815.00	3.36%	54.38%
RENOVATION & REPLACMT	84,951.42	0.00	764,562.75	0.00	0.00%	1,019,417.00	0.00%	7.29%
TOTAL EDUCATION & GENERAL	3,348,656.67	2,430,442.46	30,137,910.00	29,487,138.15	97.84%	40,183,880.00	73.38%	72.04%
EXCESS OF INCOME / EXPENSE		-907,555.10		7,916,076.42				

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: April 16, 1998
RE: Tax-Exempt Bond Financing

I recommend the following resolutions related to refinancing of existing bond indebtedness and issuance of new debt:

WHEREAS, based on the current favorable interest rate environment, the Committee on Finance has recommended that the Board of Trustees (the "Board") consider the issuance by The Health, Educational, and Housing Facility Board of the County of Shelby, Tennessee, of tax-exempt bonds for one or more of the following purposes: (i) to finance the advance refunding of all \$2,565,000 of Series 1989 bonds; (ii) to finance the current refunding of all \$5,345,000 of Series 1985 bonds; and (iii) to finance the construction of a new physical plant building (to house facilities maintenance staff and equipment), the renovation of certain existing laboratories and classrooms, and the upgrading of heating and air conditioning systems in a number of older residence halls (collectively, the "Project"); and

WHEREAS, it is the desire of the Board to fully authorize and empower the Executive Committee to determine whether to proceed with the issuance of tax-exempt bonds for one or more of the aforesaid purposes, taking into account the terms, structure and interest rate then available in the marketplace, and if it determines so to proceed, to take all action that the Executive Committee, in its sole discretion, determines necessary or appropriate in connection with the issuance of such bonds.

NOW, THEREFORE, BE IT RESOLVED, that the Executive Committee shall be, and it is hereby, authorized and empowered to act for and on behalf of the Board to:

(i) prepare and submit to The Health, Educational, and Housing Facility Board of the County of Shelby, Tennessee ("HEHB"), an application to refund in advance the remaining outstanding bonds issued by HEHB (current outstanding principal balance of \$2,565,000), as its \$3,580,000 Educational Facilities Revenue Refunding Bonds, Series 1989 (Rhodes College), through the issuance of refunding bonds to be amortized over not more than twenty (20) years;

(ii) prepare and submit to HEHB an application to refund currently the remaining outstanding bonds issued by HEHB (current outstanding principal of balance \$5,345,000) as its \$6,000,000 Variable Rate Demand Educational Facilities Revenue Bonds, Series 1985 (Rhodes College), through the issuance of refunding bonds to be amortized over not more than twenty (20) years;

(iii) prepare and submit to HEHB an application to issue bonds in an aggregate principal amount not to exceed Five Million Dollars (\$5,000,000) to finance the Project to be amortized over not more than twenty (20) years; and

(iv) in its discretion, to determine whether to proceed with one or more of the aforesaid bond issuances, taking into account the terms, structure and interest rate then available in the marketplace, and if determines so to proceed, to take all action that the Executive Committee, in its sole discretion, deems necessary or appropriate in connection with the issuance of such bonds, including without limitation, to establish the total amounts of proceeds to be derived from the sale and issuance of such bonds, to negotiate, approve and commit to, for and on behalf of the College, all of the terms, provisions and conditions of such bonds, including structure, acceptable rates of interest (including whether fixed rate or variable rate), and collateral, and to pay all expenses in connection therewith, including the hiring of and payment to attorneys, accountants, underwriters, and such other persons as the Executive Committee, in its sole discretion, deems necessary or appropriate, and to approve any and all documents (including, but not limited to, an official statement, loan agreement, deed of trust, security agreement, financing statement, promissory note or notes and any certificates or representations), and to take any and all action for and on behalf of the Board as the Executive Committee, in its sole discretion, determines necessary or appropriate in connection with the issuance of such bonds.

Bond Financed Projects

Kennedy Hall Renovation

Kennedy Hall, constructed in 1925, houses the Department of Chemistry and contains approximately 29,000 square feet. The building is structurally sound but the laboratories are out-dated and have no air conditioning. The existing HVAC systems serving the rest of Kennedy Hall are inefficient, laboratory ventilation is inadequate, original case goods are badly deteriorated and chemical waste systems need modernizing to meet modern standards. In order to provide our students with a state of-the-art learning environment, the project includes renovating three existing laboratory spaces: 301, 308, and 408. The laboratories contain approximately 5,000 square feet and require new lighting, acoustical ceilings, paint, fume hoods, case goods, and HVAC, plumbing, and electrical systems replacement. Rhodes has retained the design services of Earl Walls, Inc, a renowned laboratory design consultant. Project design will begin this spring and construction on the HVAC plant will begin this fall. The laboratory renovations will be coordinated with class schedules and will begin in early 1999. The project will be totally completed by the fall of 1999.

Voorhies-Townsend-Trezevant HVAC Renovation

Voorhies, Townsend, and Trezevant is a residential quadrangle located on the east side of campus. The halls are connected by covered corridors. Voorhies Hall, constructed in 1946, houses 111 students and contains 44,200 square feet. Townsend Hall, constructed in 1955, houses 75 students and contains 23,750 square feet. Trezevant Hall, constructed in 1960, houses 79 students and contains 21,900 square feet. The halls are currently heated with convector heat and cooled with a combination of a forced air cooling for basement and first floor levels and window air conditioning units for upper floors. The existing HVAC systems are neither adequate nor energy efficient resulting in higher energy and maintenance costs. This project includes installing a new central chiller plant and modernizing the existing steam boiler plant to serve the entire quadrangle. Rooms would be served by individual wall mounted units with independent fan and thermostatic control. The central plant will be designed with additional heating and cooling capacity to add a future residence hall, proposed to be constructed south of Voorhies Hall. Design will begin this spring and work on the central plant will begin this fall. Individual room wall units will be installed in the summer of 1999 and the total project will be completed by the fall of 1999.

Physical Plant and Grounds Building

The Physical Plant, Campus Safety, and Human Resources Departments are located in the Falls-Austin Building. The building was constructed in 1979 and contains 5,200 square feet. The Physical Plant occupies approximately 3,000 square feet of the existing building plus additional space in attached World War II vintage wooden annex structures. The old structures are unsightly and inadequate to house all of the physical plant operations, storage, and equipment maintenance needs of the college.

A new building, containing 12,000 square feet, is proposed to be constructed north of the Dunavant Tennis Complex. The entire Physical Plant operation will relocate to the new building. The building will have adequate office, work and storage space to accommodate the plant maintenance, grounds and storage needs of the college. The existing Austin shops and parking pad will be demolished and returned to green space. Some renovation of the Falls-Austin Building will be required in addition to the demolition of the old annex and parking areas.

Smart Classroom: Frazier-Jelke Lecture Room B

Lecture room B in the Frazier-Jelke science building (constructed in 1968) is a 240 seat, 2,350 square foot lecture hall. This room is currently one of the largest teaching spaces on campus, yet is under utilized due to poor acoustics, seating arrangements and lack of modern audio/visual/computer technology. The renovation project is designed to make this space the premier "smart classroom" facility on campus. It will be completely renovated with new ceilings, lighting, acoustical treatment, and carpet. New seminar style tables complete with data and communication ports connecting to the campus computer network will be installed. State-of-the-art audio-visual technology will be installed and will include new projection screens with overhead projectors, document camera, CD player, and full lighting and A/V controls in a custom built podium housing a computer. The system has a video camera with a tracking system to tape presentations. The system is expandable and can include future technology such as on-line video "conferencing" and satellite up/down links. Work will begin this summer and will be completed in the fall of 1998.

Robb, White, Ellett, and Bellingrath HVAC Upgrade

Robb, White, Ellett, and Bellingrath is a residential quadrangle located on the west side of campus. The halls are connected by internal corridors and covered breezeways. Robb Hall constructed in 1925 contains 12,200 square feet. White Hall constructed in 1925 contains 6,950 square feet. Ellett Hall constructed in 1946 contains 9,050 square feet. Bellingrath Hall constructed in 1960 contains 37,350 square feet.

The halls are heated with wall mounted fan coil units with electric resistance heat and chilled water coils. The electric resistance heat is very expensive to operate and energy inefficient. This project will eliminate the electric heat in each unit and add a hot water boiler to convert the system to a two pipe hot/chill water coil system. The system will be enhanced with the installation of state-of-the-art energy management controls. The work will begin this summer and will be completed in the fall of 1998.

Budget:

The estimated costs are as follows:

Bond Financed Projects	Cost
Physical Plant Building	\$1,875,000
Kennedy Laboratories/HVAC	\$1,375,000
Frazier-Jelke B	\$400,000
Dorm HVAC Renovations:	\$1,350,000
Voorhies	
Townsend	
Trezevant	
Robb	
White	
Ellett	
Bellingrath	
Total	\$5,000,000 *

*The total budget includes approximately \$400,000 in contingency funds. These funds will be used to offset any unanticipated costs during construction. Any final unallocated funds will be used to fund additional improvements or renovations to classrooms or laboratories on campus.

Report of the Christian Commitment and Church Relationship Committee

Mrs. Elizabeth L. Simpson '58, Chair — March 31, 1998.

The meeting of the Committee on Christian Commitment and Church Relationship was called to order by Beth Simpson, Chair, in Gooch Conference Room at 2:00 p.m. Members in attendance were Spence L. Wilson, 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 Anna Pinchak, President of Rhodes Catholic Student Association and Mary Allison Beasley, President of Westminster Fellowship. Absent: J. Bayard Boyle, Jr. and Joyce C. Broffitt.

The meeting was opened with prayer by Chaplain Billy Newton.

Mrs. Simpson gave an overview of the first meeting of this committee stating that one of the main objectives of this committee is to stay abreast of developments in religion, particularly as these affect church-related colleges, and to make the Board aware of Christian activity on campus.

The College plans to sponsor an annual campus-wide Symposium on topics of faith and learning in the fall. Mrs. Simpson will appoint a committee to work on the symposium. This is to be an annual event.

Anna Pinchak, President of the Rhodes Catholic Student Association, helped to resurrect this organization after the death of Father Ewing at St. Therese's Church on Jackson. They serve the community and to express their faith and pray together. They meet in the Rhea Lounge at 7:30 on Sunday evenings. Their meetings are open and offer an opportunity to learn about Catholicism.

Anna said they have 40 on their mailing list and usually have 10-20 at meetings. She was particularly proud that 25 came to a 7:30 a.m. service on Ash Wednesday. They have had a successful retreat where their focus was on topics of joy and the Holy Spirit. There are approximately 200 Catholic students at Rhodes.

Mary Allison Beasley is President of the Westminster Fellowship. Mary Allison and Emily Dodson began this diverse group out of a desire for an outlet to discuss God and religion. They have 10 to 12 who attend regularly. They have speakers, lectures, question and answer sessions and discussions. Several Rhodes professors have participated.

Chaplain Billy Newton discussed the mission trips that Rhodes students participated in during Spring break. One group of 25 went to Reynosa, Mexico. During the trip they built a 12 foot x 24 foot concrete block house for a family of six. Evergreen Presbyterian Church sponsored the house this year by donating \$3,000. The group also designed and completed construction of a kindergarten playground. One of Chaplain Newton's students said, "My first year, I went to Mexico believing that my efforts would be improving the lives of those less fortunate, but I returned realizing that those 'less fortunate' had vastly changed my own life."

A second group of students participated in the Arizona-Mexico Border Ministry this year. In the past as many as 70 students have volunteered. Due to limited accommodations and finances, smaller groups have made for a better working team. This group spent half the day working and the other half learning about the people and their culture.

Chaplain Newton also mentioned that Kinney volunteers were working with Young Life, a high school ministry. Also, Rhodes students hope to establish a VECA Youth Corp for a junior high leadership development.

The Chaplain's Office is expecting to have an urban ministry intern at Rhodes next year who will work with the Chaplain in strengthening partnerships in community ministry. The intern would likely be a recent Rhodes graduate, seminary student or other graduate student interested in urban ministry and social service. The intern's responsibilities will include strengthening partnerships and engaging students in ministry with church-related services: MIFA, Church Health Center, Idlewild Court, and downtown ministries with First Presbyterian. Rhodes will provide campus housing and meals, and PC(USA) Mission Volunteer Program assists with recruitment, travel expenses, insurance, and an end of term loan reduction award. Still needed to secure the intern is money for an annual stipend/living allowance in the amount of \$5,000-6,000. Members suggested approaching the Assisi Foundation, Community Foundation, and The Memphis Presbytery Endowment Committee.

Members of the Presbyterian churches in the Memphis area plan a Pentecost worship service at Rhodes May 31. The event will be held in the 3-court arena in the Bryan Campus Life Center. One thousand people are expected. Dr. Randy Taylor will speak.

President Daughdrill distributed copies of Rhodes' Statement of Christian Commitment and Church Relationship. He said it has served as a model for other colleges in drawing up covenants with their respective synods. Mrs. Simpson suggested that the "Statement of Christian Commitment and Church Relationship" could be placed in the bulletins at the May 31st Pentecost event.

President Daughdrill distributed copies of a speech given by Dr. Max Stockhouse of Princeton in a lecture at Harvard. The lecture was entitled "Humanism After Tillich."

Dr. Steve Haynes invited everyone to a lecture he will give April 7, at 4:15 p.m. in 108 Buckman entitled "150 Years of Religion at Rhodes."

The next meeting of the committee will be Monday, September 14, 1998 at 2:00 p.m. in Gooch Conference Room.

The meeting was adjourned at 4:00 p.m.