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## Minutes of the Meeting of Board of Trustees of Rhodes College January 16, 1986

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**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE**

January 16 and 17, 1986

**1-86-1** The regular meeting of the Board of Trustees of Rhodes College was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus, at 1:30 P.M., Thursday, January 16, 1986 pursuant to written notice. The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr. and was opened with prayer by Mr. Ray Tanner.

**1-86-2** The roll was called by the Secretary, Mr. John C. Whitsitt. Members present were:

**SYNOD OF THE MID-SOUTH**

William L. Bryce, Jr., '86  
Robert H. Buckman, '87  
Bruce E. Campbell, Jr., '88  
John Hull Dobbs, '87  
R. Lee Jenkins, '86  
Frank E. Lankford, '88  
Lynda G. McCarty, '86  
Frank M. Mitchener, Jr., '87  
Henry B. Strock, Jr., '86  
Ray U. Tanner, '88  
Anne P. Wilson, '88

**EX OFFICIO MEMBER**

°James H. Daughdrill, Jr.

**HONORARY TRUSTEES**

Mertie Buckman  
Lorna Reimers  
Jeannette Spann

**LIFE TRUSTEES**

Margaret R. Hyde  
Paul Tudor Jones  
P.K. Seidman  
W.C. Raspberry

**ELECTED BY TRUSTEES**

Dunbar Abston, '87  
Jack A. Belz, '87  
Winton M. Blount, '86  
Charles P. Cobb, '87  
Robert F. Fogelman, '86  
Nancy H. Fulmer, '88  
Michael McDonnell, '87  
W. Neely Mallory, '87  
Joseph Orgill, III, '88  
Harry J. Phillips, Sr., '86  
Joseph Roberts, Jr., '86  
William B. Rudner, '88  
Joseph S. Sims, '86  
John M. Tully, '87  
Norfleet R. Turner, '88  
John C. Whitsitt, '88

**PRESENT BY INVITATION**

Ray Allen  
Peggy Arnold  
Kathy Daniel  
Barbara Draffin  
Gerald Duff  
Frayna Goodman  
Josephine Hall  
Dudley Howe  
Tom Kepple

**SYNOD OF THE SUN**

John H. Crabtree, '86  
Jessie W. Falls, '86  
Ruthie J. Frierson, '87  
Henry Goodrich, '87  
Robert H. Seal, '88  
S. Ray Zbinden, '88

**FACULTY TRUSTEES**

David Y. Jeter, '87  
Bobby R. Jones, '86  
Marshall E. McMahon, '88

**STUDENT TRUSTEES**

Brian C. Mott  
Wendy B. Tallent

Don Lineback  
Bob Llewellyn  
Helen Norman  
Jennie Reid  
Peter Rooney  
Sally Thomason  
Loyd Templeton  
Dave Wottle

The following Trustees were absent:

**SYNOD OF THE MID-SOUTH**

W. L. Davis, Jr., '87

**ELECTED BY TRUSTEES**

Neville F. Bryan, '88  
Spence L. Wilson, '86

Chair Mitchener declared a quorum was present.

**1-86-3** Upon motion duly made, seconded and passed, the minutes of the meetings of October 17 and 18, 1985 were approved as mailed.

1-86-4 The Chair introduced new staff members. Mr. Chuck Gordon, Director of Athletics since August 1985, made a brief presentation and introduced other members of his staff.

1-86-5 Dean Gerald Duff reported on changes occurring in the world of higher education and some challenges imposed by them, resulting in a great need for strategic planning to respond to the issues.

1-86-6 President Daughdrill reported on a "Bulletin Board" of topics and outlined his personal goals as discussed with the cabinet. They included (1) Community Building, (2) More outside orientation, (3) Professional growth of faculty and staff, and (4) Planning for fifteen years ahead.

1-86-7 Mr. Joseph Orgill, Chair of the Ad Hoc Committee on Tenure gave the committee report. The committee reviewed the President's recommendations on granting tenure to Dr. Rodney Grunes. Mr. Orgill stated that it is the committee's view that the tenure procedure functioned in accordance with the college's handbook, without bias against Dr. Grunes and with conscientious consideration at all levels. **The committee recommends that the decision of the President not to recommend tenure for Dr. Grunes be upheld and that tenure not be granted to Dr. Grunes.**

Mr. Brian Mott, Student Trustee, reported on behalf of Political Science students who believe that the students were not adequately involved.

Chair Mitchener reported that a private agreement has been reached between Dr. Grunes and the College.

Chair Mitchener commended Mr. Orgill and the committee for their good work.

1-86-8 Chair Mitchener presented a plaque and expressed appreciation to Mrs. Lorna Reimers for her support of the College.

At 1:55 P.M. the meeting adjourned to Committee meetings.

FRIDAY, JANUARY 17, 1986

1-86-9 The Board of Trustees resumed the meeting on Friday, January 17, 1986 at 8:45 A.M. in the Edmund Orgill Room on the campus.

The meeting was called to order by the Chair. Professor Mark McMahon led the meeting in prayer.

Secretary Whitsitt called the roll.

Present were:

SYNOD OF THE MID-SOUTH

William L. Bryce, Jr., '86  
Robert H. Buckman, '87  
W.L. Davis, Jr., '87  
John Hull Dobbs, '87  
Frank E. Lankford, '88  
Lynda G. McCarty, '86  
Frank M. Mitchener, Jr., '87  
Henry B. Strock, Jr., '86  
Ray U. Tanner, '88  
Anne P. Wilson, '88

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

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Mertie Buckman  
Lorna Reimers  
Jeannette Spann

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Margaret R. Hyde  
Paul Tudor Jones  
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Nancy H. Fulmer, '88  
Michael McDonnell, '87  
W. Neely Mallory, '87  
Joseph Orgill, III, '88  
Harry J. Phillips, Sr., '86  
Joseph Roberts, Jr., '86  
William B. Rudner, '88  
Joseph S. Sims, '86  
John M. Tully, '87  
Norfleet R. Turner, '88  
John C. Whitsitt, '88  
Spence L. Wilson, '86

PRESENT BY INVITATION

Ray Allen  
Peggy Arnold  
Kathy Daniel  
Barbara Draffin  
Gerald Duff  
Frayna Goodman  
Josephine Hall  
Dudley Howe  
Tom Kepple

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Henry Goodrich, '87  
S. Ray Zbinden, '88

FACULTY TRUSTEES

David Y. Jeter, '87  
Bobby R. Jones, '86  
Marshall E. McMahon, '88

STUDENT TRUSTEES

Brian C. Mott  
Wendy B. Tallent

The following Trustees were absent:

SYNOD OF THE MID-SOUTH

Bruce E. Campbell, '88  
R. Lee Jenkins, '86

ELECTED BY TRUSTEES

Neville F. Bryan, '88  
Charles P. Cobb, '87

SYNOD OF THE SUN

Robert H. Seal, '88

Chair Mitchener declared a quorum present.

The Chair called for committee reports.

1-86-10 COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Winton Blount,  
Chair. (Att A., p.8-9)

A motion was made, seconded, and passed that Mr. William H. Bryce, Jr. and Mr. R. Lee Jenkins be nominated to the Synod of the Mid-South for re-election to the Board of Trustees of Rhodes College to the Class of 1989.

A motion was made, seconded, and passed that Mr. S. Herbert Rhea be nominated to the Synod of the Mid-South for election to the Board of Trustees of Rhodes College to the Class of 1989.

Upon motion duly made, seconded, and passed that Mr. Blount was authorized to nominate and contact a candidate from the approved Board list for the remaining open position of the Synod of the Mid-South for election to the Board of Trustees of Rhodes College to the Class of 1989.

1-86-11 Upon motion duly made, seconded, and passed, Mr. Blount, on behalf of the Board of Trustees, was authorized to contact and select from the Board-approved list a candidate for nomination to the Synod of Sun for the Rhodes College Class of 1989.

A motion was made, seconded, and passed that Mr. John H. Crabtree be nominated to the Synod of the Sun for re-election to the Board of Trustees of Rhodes College to the Class of 1989.

1-86-12 Following the October Trustees meeting the Honorary Degree Candidates who were invited and accepted are:

Mr. Lucius Burch, Attorney (Commencement Speaker)  
Burch, Porter & Johnson  
Memphis, TN

The Right Reverend William A. Jones, '48  
Bishop, Episcopal Diocese of Missouri  
St. Louis, MO

Dr. David Alexander, '53  
President, Pomona College  
Claremont, CA 91711

Mr. Morrie A. Moss  
Rhodes Honorary Trustee  
Memphis, TN

1-86-13 A motion was made, seconded and passed approving the committee's list of commencement speaker candidates.

1-86-14 A motion was made, seconded and passed that the Board of Trustees authorize the granting of honorary degrees as appropriate at different times during the year.

1-86-15 A motion was made, seconded and passed that Mrs. Cory Aquino, who has been invited to be the speaker for the Gilliland Symposium at an undesignated time this spring and if she can accept the invitation to be this year's speaker, be awarded an honorary degree at a formal academic occasion which will be scheduled during her visit.

1-86-16 A motion was made, seconded and passed that the Committee on Board Directions and Leadership be authorized to award an honorary degree to the Commencement Speaker every year.

1-86-17 COMMITTEE ON DEVELOPMENT- Mr. Robert H. Buckman, Chair.  
(Att. B, pp.10-13)

The Committee Report was received.

1-86-18 COMMITTEE ON BUILDINGS AND GROUNDS - Mrs. Nancy Fulmer, Chair.  
(Att. C, pp.14-15)

The Committee report was received. Mrs. Fulmer noted that The Architects Collaborative of Cambridge, Massachusetts has been chosen as campus Master Planners and have presented three concepts for future growth. The President's Administrative Cabinet and the Campus Master Plan Committee lifted from the three plans the best points and condensed them into a fourth plan. Architects Collaborative is to return for a follow-up presentation on February 18.

Upon motion duly made, seconded and passed the Board of Trustees approved the plans for the Burrow Library Renovation with a total budget not to exceed \$1,700,000.00, and authorized the Dean of Administrative Services to negotiate such contracts as necessary to complete this work as funds are raised.

It was noted that funds will be raised for this purpose outside the operating budget. Library capacity will be increased from 200,000 to 300,000 volumes.

1-86-19 COMMITTEE ON FINANCE - Mr. William B. Rudner, Chair.  
(Att. D., pp.16-54)

Mr. Rudner noted the endowment funds are up about 30% for the year, largely due to portfolio performance.

Upon motion duly made, seconded, and passed, the Trustees resolved that James H. Daughdrill, Jr., President, or Thomas R. Kepple, Jr., Dean of Administrative Services, is authorized on behalf of the College to sell its 11% undivided share in the Clark property at terms to be negotiated with the holders of the remaining 89% undivided interest and the purchaser.

1-86-20 Upon motion duly made, seconded, and passed, the Trustees adopted the 1986-87 Preliminary Budget (pp.34-37)

1-86-21 Upon motion duly made, seconded, and passed, the Trustees approved for completion, items 1 and 2 from the following list of projects to be funded from the 1985 Bond Issue. Remaining items will be held until next year's enrollment is determined:

	<u>Project</u>	<u>Ext. Cost</u>	<u>Est. Competition Date</u>
1)	Construction of new Dormitory	\$1,800,000	July 1986
2)	Expansion and renovation of Catherine Burrow Refectory	\$1,400,000	January 1987
3)	Renovation of Stewart Hall	\$ 100,000	August 1987
4)	Renovation of the Mallory-Hyde Gymnasium	\$ 425,000	September 1987
5)	Construction of Phase I of University Commons	\$1,000,000	September 1988
6)	Expansion of the Briggs Student Center	\$ 682,000	September 1988
7)	Acquisition of computer and scientific equipment	\$ 470,000	Purchases at Various Times

1-86-22 COMMITTEE ON ENROLLMENT - Mr. Henry Goodrich, Chair. (Att. E, pp.55-56)

The Committee report was received.

1-86-23 COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. John Crabtree for Mr. Lee Jenkins, Chair. (Att. F, pp.57-63)

**Upon motion duly made, seconded, and passed, the Trustees approved the Project I Report, which was mailed to Trustees on October 5, 1985 with changes. (Att. G, pp.64-69)**


Mr. Crabtree stated efforts to recruit additional faculty from minority groups have not been productive. He suggested the possible need to use extraordinary efforts, recognizing additional expense may be involved. He asked the Chair to direct the staff to review the matter and report back in April. The President suggested we develop a strategy. A lengthy discussion followed with Dean Duff saying 35% of the faculty has been hired in the past 4-5 years and we are now looking for 13 faculty members. The Chair referred Mr. Crabtree's requests to the President.

1-86-24 COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. John Tully, Chair.  
(Att. H, pp.70-71)

The Committee report was received.

Student Trustees reported satisfaction with efforts to improve security and said students must recognize they must share responsibility for security. Mr. Loyd Templeton outlined administration efforts to improve security.

At 10:45 A.M. the meeting adjourned to Executive Session.

  
John C. Whitsitt, Secretary

**REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - January 17, 1986**

The Committee convened at approximately 2:10 p.m.

Members present were Dr. Winton Blount, Mr. Frank Mitchener, Mr. Norfleet Turner, President Daughdrill, Dr. Richard Batey, Mr. Loyd Templeton, Mrs. Helen Norman and Mrs. Josephine Hall.

A motion was made, seconded, and passed to recommend to the Board that Mr. S. Herbert Rhea and one candidate from the approved-committee list be nominated to the Synod of the Mid-South for election to the Board of Trustees of Rhodes College to the Class of 1989.

A motion was made, seconded, and passed to recommend to the Board that Mr. William H. Bryce, Jr. and Mr. R. Lee Jenkins be nominated to the Synod of the Mid-South for re-election to the Board of Trustees of Rhodes College to the Class of 1989.

A motion was made, seconded, and passed to recommend to the Board a list of nominees that may be nominated to the Synod of Sun for election to the Board of Trustees of Rhodes College to the Class of 1989.

A motion was made, seconded, and passed that Mr. John H. Crabtree be nominated to the Synod of the Sun for re-election to the Board of Trustees of Rhodes College to the Class of 1989.

Following the October Trustees meeting the Honorary Degree Candidates who were invited and accepted are:

The Right Reverend William A. Jones, '48  
Bishop, Episcopal Diocese of Missouri  
St. Louis, Missouri

President David Alexander, '53  
Pomona College  
Claremont, CA 91711

Mr. Morrie A. Moss  
Rhodes Honorary Trustee

Mr. Lucius Burch  
Attorney  
Memphis, TN

A motion was made, seconded and passed to recommend in this order to the Board of Trustees the following persons for commencement speakers:

Mr. Fred Smith  
Mr. Lucius Burch  
Dr. David Alexander  
The Right Reverend William A. Jones

A motion was made, seconded, and passed that the motion recommended to you on

page 5 of the agenda be amended to end at the end of the first sentence:

That the Board of Trustees authorize the granting of honorary degrees as appropriate at different times during the year. In each case prior approval must be granted by the Committee on Board Directions and Leadership and the Chair of the Board of Trustees.

A motion was made, seconded and passed that Mrs. Cory Aquino, who has been invited to be the speaker for the Gilliland Symposium at an undesignated time this spring and if she can accept the invitation to be this year's speaker, be awarded an honorary degree at a formal academic occasion which will be scheduled during her visit.

A motion was made, seconded and passed that the following statement be recommended to the Board as a policy of the Board:

That the Committee on Board Directions and Leadership be authorized to award an honorary degree to the Commencement Speaker every year.

The Committee thinks that the "Rhodes" book is very impressive and one of the best promotional pieces the College has and therefore has decided to give one to each Trustee with the encouragement that the book be used to further the work of the College.

The College will host the Bellingrath-Morse Foundation Board meeting on April 17, 1986. The Bellingrath-Morse trustees will be invited to join us for lunch and dinner that evening hosted by Spence and Becky Wilson in their home. The College will offer to reimburse costs of transportation and overnight accommodations.

The meeting adjourned 4:15 p.m.

Report of the Committee on Development - January 16, 1986

Chair Bob Buckman called the meeting to order at 2:12 p.m.

The following members were present:

Robert H. Buckman, Chair	Alison Abernathy
Robert C. Eckert	Karen R. Beardslee
Robert F. Fogelman	Kathy L. Daniel
Douglas W. Hatfield	Barbara B. Draffin
Margaret R. Hyde	Brenda A. Eckles
Robert H. Seal	Mary Margaret Guth
Joseph S. Sims	Jeffrey L. Peterson
John Whitsitt	Andy Robinson
	Peter A. Rooney
	Kim Weeks

Chair Bob Buckman introduced Kathy Daniel, the new Director of Alumni and Parent Programs. Kathy was the Admissions Director of St. Mary's School in Memphis. She took her undergraduate degree at the University of Tennessee and a Master's at Memphis State.

There have been other promotions in the Development Staff:

Peter Rooney is Director of Development;  
Barbara Draffin is Associate Director of Development;  
Mary Margaret Guth is Director of Special Programs;  
Brenda Eckles is Director of Research and Records.

Ms. Kathy Daniel reported that the Alumni Association Executive Board is in the process of revising the Alumni Constitution to ensure that the 2/3 of Rhodes Alumni outside Memphis are more involved in the life of the College.

In order to respond to Parents' needs, a reply mail postcard will be sent to them asking if they were satisfied with their visit to Campus, along with suggestions for improving any part of the program which they attended. This is also being done in other offices for visitors to Campus.

The Class of 1936 will celebrate its 50th Reunion during Commencement Weekend, May 30 and 31. Corneila Roberts is the chair of this event. The Reunion will begin with a dinner on Friday evening, followed by a barbecue luncheon on Saturday following graduation exercises. They are inviting classes around theirs to celebrate the reunion.

Parents weekend is scheduled for March 7 and 8. Speakers for the Faculty Symposia include Professor Grant Hammond, Professor Dennis Dickerson and Associate Professor Jean Sizemore.

The Parents Executive Committee, led by Ed and Nita Barlow, has 11 parents and one grandparent volunteer. They will host a barbecue with over 400 parents in September and Parents Day in November.

Ms. Daniel also reports that Mrs. Linda Taylor '64, is the key volunteer leader in organizing an Alumni/Parent/Friend tour of England, Scotland and

Wales. The trip, scheduled for July 19 - August 3 will be led by Professor James Roper of the English Department. West Germany tour guide Mr. Helmut Fuerst will escort the group, which will also have a professional tour guide. A copy of the itinerary is in front of you. There has been considerable interest in this among alumni and friends, but there's still room for you! A brochure will be sent out in the next two weeks.

The first Rhodes Forum will be held on September 25-27 next fall. The purpose being to invite select alumni and friends to a weekend on campus to make them feel the Rhodes atmosphere again and to make them feel good about themselves as alumni of this college.

Mrs. Barbara Draffin reported that the Annual Fund is progressing very well as unrestricted gifts total \$716,225, a 22% increase over this time last year. Over \$950,000 has been committed to the unrestricted goal of \$1,287,500. The campaign ends June 30.

Major highlights in the Annual Fund include the Alumni and Trustees Campaigns. The Alumni Campaign shows a 10% increase over this time last year as \$246,694 of the \$438,000 unrestricted goal has been received. Another \$107,104 remains in outstanding pledges.

I would like to ask Harry Phillips, chairman of the Trustee Division of the Annual Fund, to report on his division.

Harry Phillips:

The Trustees Campaign shows a 48% increase over this time last year as \$212,010 has been received toward the unrestricted goal of \$294,000. Outstanding pledges total \$83,225. We not yet heard from six trustees. If you are one of these, I hope you will make your pledge in the next two weeks and end this campaign with 100% trustee participation.

Harry Phillips has done a great job this year in the Trustee campaign, and I think he deserves our thanks!

The overall goal for restricted and unrestricted gifts is \$1,528,000. \$1,128,076 has been committed toward this goal.

The Gift Clubs provide a major part of the Annual Fund income. The Charles E. Diehl Society has received 40 commitments totaling \$345,924. It has shown a 44% increase, thanks to the good work of P.K. Seidman!

The Red and Black Society has received 146 commitments totaling \$227,470.

The Tower Club has \$42,733 committed in gifts and pledges. The Anniversary Club has \$133,669 in gifts and pledges.

Mrs. Draffin announced that The Charles E. Diehl Society would host a reception for The Red and Black Society to celebrate the inauguration of the Lillian and Morrie Moss Endowment for the Visual Arts. This is the first of the receptions hosted by a gift club for the club level directly below it. The purpose of the gatherings is to let lower club levels see what the higher club levels do. This should help raise the sights of the lower club levels.

The Tower Club will host a similar event for The Anniversary Club later this year.

Ms. Mary Margaret Guth reported on the President's Council. She read the purpose of the Council. It allows a change of information between the community and the College. Usually this information goes from the College to the President Council. As a change, the Chairman of the Board Frank Mitchener has asked Owen Tabor, Chair, to report to the April Board Meeting on the attitude of the community toward the College at the next Board meeting.

This may be done by a survey. Ms. Guth also announced that Ted Fiske, author of "The Best Buys in College Education" would be the guest speaker at the May 7 meeting.

Ms. Kim Weeks '86, chair of the Graduate Gifts Committee reported on the program. Kick-off is scheduled for February 4. The goal is to raise \$1,050 from 60% of the graduating seniors. This year, the Seniors are working on getting a challenge as an incentive for participation. They also hope to make the Campaign more successful by using more publicity and more volunteer support.

Ms. Guth introduced this year's Student Phonathon Co-chairs. They are Ms. Alison Abernathy '87 and Mr. Andy Robinson '89. This year's Student Phonathon begins February 23 and runs through March 13. The goal is \$64,505, a 15% increase over last year.

Mr. Peter Rooney updated the Committee on the Planned Giving Program. There are two new estate plans that include the College as a direct beneficiary. One is from the friends area and the other is from the alumni area. This latter estate plan was mentioned at the October Board Meeting, but now is in final form and is from an alumnus from the Class of 1982.

The Heritage Society has nine new members. They are:

Mr. Joseph W. Blount '79  
Mrs. Mertie W. Buckman  
Mr. and Mrs. Charles P. Cobb '44  
Dr. and Mrs. Ralph C. Hon  
Mrs. Dorothy King  
Mr. Herbert Linville '50  
Ms. Martha L. Thomas  
Dr. Frank L. Turner, Jr. '50  
Mr. and Mrs. John C. Whitsitt '43

I would like to pass the Heritage Society roster around the room. This book is kept in the President's office and includes the names of those who have Rhodes College in their estate plans.

Mr. Rooney announced that the search is under way for a Planned Giving Director. The announcement for this position will appear in the Memphis Business Journal and will be sent to all alumni who are in the law profession and to the Planned Giving Council.

Mrs. Brenda Eckles gave a computer update. The new storage space of the Vax

computer is enabling us to expand our database. Our target date for completion of this expansion is July 1986. The primary objective of these changes is to allow us in the Development Office to better serve all the constituents of the College. The added fields in each record will allow us to store a lot of very useful information, such as children's names and home and business addresses. The simplified command language and coding will enable us to retrieve that information more efficiently and in a form that is much easier to use by staff and volunteers, thus making the computer more "user-friendly".

Dean Don Lineback read some of the responses about the Planning Document Parts I & II from the questionnaires he had mailed prior to the Development Committee meeting. He opened the floor to discussion by asking "What are we doing right? and What are we doing wrong?"

Areas of improvement include paying more attention to our smaller donors, having the Planned Giving Council meet on a regular basis, involve the Memphis Corporate Community more with the College and promote ourselves better in Memphis.

In a discussion of the 3-year planning document for Development, it was determined that it isn't good enough to be good, we have to be perceived as being good. This can be done by listening to alumni and friends and finding out what they want from Rhodes. The Rhodes Forum, mentioned earlier in these minutes will help in this matter.

When asked "what are we doing right" the most popular response from those who read the document was "the name change." Other areas include presenting ourselves with the ultimate of quality, and utilizing the Planned Giving Council to learn of estate plans to the College.

Dean Lineback announced the success of two challenges made to the College. The Pew Memorial Trust Challenge to raise \$1/4 million by June 1986 has been met. The funds from this challenge will go toward renovation of the Burrow Library.

We met the \$575,000 challenge from the Hewlett and Mellon Foundations for the Presidential Discretionary Fund through the receipt of an estate plan.

Chairman Buckman announced a challenge presented by a friend of the College. This friend is willing to commit \$1 million to Rhodes if \$2 million in commitments can be added, making a \$3 million challenge to alumni. The alumni must raise \$6 million by December 1987. This is a 2 for 1 match and will bring in a total of \$9 million when completed. The Capital Resources Council assumed responsibility for raising the \$2 million for the challenge and will appreciate any help the Board can give it.

We hope the Board will keep this confidential until the \$3 million challenge can be announced.

Chair Buckman adjourned the meeting at 3:30 p.m.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - January 16, 1986

Room 302, S. DeWitt Clough Hall

Mrs. Nancy H. Fulmer called the meeting to order at 2:20 PM. Those in attendance were:

Mrs. Nandy H. Fulmer	Dr. Michael M. Rollosson
Mr. Jack A. Belz	Dr. Jack H. Taylor
Mrs. Jessie W. Falls	Mr. David Brian DuBard
Mrs. Anne P. Wilson	Mr. David Alan Lusk
Mrs. Mertie Buckman	Dean Thomas R. Kepple, Jr., <u>ex officio</u>
Mrs. Lorna Reimers	Mr. E. Dudley Howe, <u>ex officio</u>

Mrs. Fulmer welcomed members to the Committee on Buildings & Grounds meeting then turned the meeting over to Mr. Jim Paddock and Mr. Shep Williams, representatives of The Architects Collaborative of Cambridge, Massachusetts. Mr. Paddock and Mr. Williams presented a graphic survey of existing conditions on Rhodes Campus. This was the basis for the development of three concepts for future growth. After an earlier review by the President's Administrative Cabinet and the Campus Master Plan Committee, the best points of the three plans were condensed into a fourth plan which was also presented. Considerable discussion ensued concerning the advantages and disadvantages of a major campus entry on North Parkway. Other options were explored. The challenge was presented to the Campus Master Planners who will return to Campus at a later date with revised and refined proposals.

In accordance with our contract with The Architects Collaborative, they are to return to Campus on February 18, 1986, for a presentation of preferred plans developed from the discussions and comments this week. At that time the preferred plans will be presented to the Committee on Buildings & Grounds, the President's Cabinet, and the Campus Master Plan Committee. Presentation of final plan and documentation is scheduled to take place during the April meeting of the Board of Trustees.

Mr. Dudley Howe presented current plans for the Burrow Library Renovation Project which include handicapped access, major renovation of the main floor, installation of compact shelving on the ground floor, relocation of technical work areas, relighting, and a new heating and air conditioning system. The renovation will be done in two stages, i.e. complete as much as possible on the first floor and exterior modifications during summer 1986 and the remaining floors and final heating, venting and air conditioning installation during summer 1987. After some discussion, Mrs. Fulmer called for the resolution by President James H. Daughdrill:

"RESOLVED: The Committee on Buildings and Grounds recommend that the Board of Trustees approve the plans for the Burrow Library Renovation with a total budget not to exceed \$1,700,000.00, and authorize the Dean of Administrative Services to negotiate such contracts as necessary to complete this work as funds are raised."

Mrs. Jessie Falls moved the resolution be accepted as presented. Mrs. Mertie Buckman seconded the motion.

Vote - Unanimously approved.

The following 1985 Bond Projects were reviewed by Mr. Howe as a matter of information.

Construction of the New Dormitory is running ahead of schedule and is on financial target. As no delays are anticipated from this time on, completion is tentatively scheduled for June 1986.

The Committee on Finance has a resolution to consider today which will authorize us to begin planning for the expansion and renovation of the Catherine Burrow Refectory. A January 1987 completion date is in accordance with our long-range plans.

Renovation of Stewart Hall is tentatively scheduled for 1987. A final decision on this project will be made after 1986 enrollment is determined.

We have begun initial program development for the renovation of Mallory-Hyde Gymnasium and will come back to the Committee with recommendations for selection of an architectural firm at a later date.

Construction of Phase I University Commons is tentatively slated for completion in September 1988. A final date will be determined based on enrollment in the fall of 1986 and 1987.

Plans for the expansion of Briggs Student Center are in the developmental stage and the project is scheduled for completion by September 1988.

Acquisition of Computer and Scientific Equipment will take place during the next three-year period.

There being no further questions or discussion, the meeting was adjourned at 4:20 PM.

REPORT OF THE COMMITTEE ON FINANCE - January 16, 1986

Mr. William B. Rudner, Chair, convened the meeting of the Committee on Finance at 2:40 P.M. in the Hill Board Room of Palmer Hall. Other members in attendance were: Ms. Jenny Reid, Dr. David Jeter, Mr. Michael McDonnell, Ms. Melinda A. Gard, Mr. Matthew H. Lembke, Dr. Thomas R. Kepple, Jr., Mr. Bruce Campbell, Mr. Ray U. Tanner and Mr. Dunbar Abston, Jr. Also in attendance was Mr. James D. Collier of James D. Collier & Company.

Mr. Rudner presented the report of the Committee on Investments. He informed the Committee that the investment results through December 31, 1985, were 30%, closely tracking the performance of the Standard & Poor's 500. Mr. Rudner invited the members of the Committee on Finance to the February 14, 1986 meeting of the Committee on Investments in order to meet with Mr. Mike Mewhinney of Barrow, Hanley, Mewhinney & Strauss, Inc.

Ms. Reid distributed the Income and Expense Report through December 31, 1985 (Attachment #1). At December 31, 1985 the College had an excess of income over expenses of \$4,034,673. This compares with \$3,826,860 in December 1984.

The Cash Management Report through December 31, 1985 (Attachment #2) was discussed as to the type of investments purchased by the College. Ms. Reid explained the new format used in the cash management program.

Mr. Rudner lead a discussion on the 1985 Bond Issue and asked Ms. Reid to give an update on the issue. She reported that the 1985 variable interest rate structure has resulted in a six month interest savings of \$121,933 over a fixed issue at 9.5%. This is an average savings of \$20,322 per month. The rate in January is 8.5% which is high, but due to market volume in December it is expected to drop to 5.5% - 6.0% by March.

Ms. Reid also reported that the 1984 Bond Issue has resulted in an interest savings to the College of \$168,558, assuming a fixed issue at 9.25%.

Ms. Reid went over the Report of Real Estate (Attachment #3) held by the College. A short discussion was held on the procedure followed in disposing of a gift of property. Dr. Kepple will dispose of the property if a suitable buyer is found, if in compliance with the donor's instructions.

Mr. Rudner presented a resolution regarding the Clark property (Attachment #4). A motion was made, seconded and the resolution was unanimously passed.

The Minutes of the Joint Meeting held November 26, 1985 between the Committee on Finance and President James H. Daughdrill, Jr. were distributed (Attachment #5).

Ms. Reid presented the 1986-87 Preliminary Budget (Attachment #6) and lead a discussion on the budget direction of the College. Mr. Rudner asked for a vote to accept the budget. A motion was duly made, seconded and unanimously passed and it was agreed upon to be presented to the full board tomorrow.

Dr. Kepple introduced Mr. Jim Collier of James D. Collier & Company and asked for his comments as he reviewed the College's insurance by policy coverage (Attachment #7). He reported that the College is in the process of reviewing the provided coverage and any proposed changes will be presented at the April Board meeting.

Dr. Kepple presented the Bond Project Construction Schedule (Attachment #8) and asked for a vote on the resolution to proceed with the expansion and renovation of the Catherine Burrow Refectory, based on the originally proposed construction schedule for the 1985 Bond Issue. A motion was made, seconded and the resolution was unanimously passed.

There being no further business, the meeting was adjourned at 4:50 P.M.

Attachment #1

SUMMARY

INCOME AND EXPENSE REPORT DECEMBER 31, 1985

	1/12 BUDGET	DECEMBER ACTUAL	6/12 (50.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1985-86 ACTUAL/ BUDGET	1984-85 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	663,044.83	1,600,152.48	3,978,269.00	6,639,680.27	166.89%	7,956,538.00	83.44%	89.29%
CONTINUING EDUCATION	3,033.33	147.00	18,200.00	17,837.60	98.06%	36,400.00	49.00%	76.90%
INTEREST & OTHER	55,144.33	147,653.41	330,866.00	494,215.24	149.37%	661,732.00	74.68%	82.59%
ENDOWMENT INCOME	193,957.33	23,661.94	1,163,144.00	1,528,909.45	131.44%	2,326,288.00	65.72%	68.43%
ANNUAL SUPPORT PROGRAM	127,159.42	213,133.78	762,956.50	583,484.83	76.47%	1,525,913.00	38.23%	41.45%
TOTAL INCOME BUDGET	1,042,239.24	1,984,748.61	6,253,435.50	9,264,127.39	148.11%	12,506,871.00	74.07%	79.33%
AUXILIARY ENTERPRISES	286,144.67	169,817.71	1,716,868.00	3,033,355.64	176.67%	3,433,736.00	88.33%	92.71%
STUDENT AID	10,400.00	18,391.20	62,400.00	39,827.27	63.82%	124,800.00	31.91%	53.92%
TOTAL INCOME BUDGET	1,338,783.91	2,172,957.52	8,032,703.50	12,337,310.30	153.59%	16,065,407.00	76.79%	82.00%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	402,681.31	365,869.43	2,416,087.89	1,867,817.12	77.30%	4,832,175.77	38.65%	39.30%
ATHLETICS	47,324.05	11,606.02	283,944.27	320,787.91	112.97%	567,888.54	56.48%	53.23%
LIBRARY	42,131.89	31,515.64	252,791.31	284,393.78	112.50%	505,582.62	56.25%	56.58%
STUDENT SERVICES	89,150.81	84,581.49	534,904.85	524,309.09	98.01%	1,069,809.70	49.00%	48.15%
PLANT OPER & MAINT	130,656.87	107,977.47	784,001.23	779,959.98	99.48%	1,568,002.45	49.74%	48.94%
GENERAL ADMINISTRATION	162,676.59	179,674.77	976,059.51	1,058,064.71	108.40%	1,952,119.02	54.20%	52.99%
TOTAL EXPENSE BUDGET	874,631.52	811,224.82	5,247,789.06	4,835,332.59	92.14%	10,495,578.10	46.07%	45.73%
AUXILIARY ENTERPRISES	164,206.99	175,905.38	985,241.96	907,648.08	92.12%	1,970,483.91	46.06%	57.37%
CONTINUING EDUCATION	8,461.58	9,348.37	50,889.50	29,119.06	57.22%	101,778.99	28.61%	49.32%
STUDENT AID	248,097.17	329.15	1,488,583.00	2,511,082.31	168.68%	2,977,166.00	84.34%	92.81%
BUDG COMM CONTINGENCY	43,366.67	19,105.00	260,200.00	19,455.01	7.47%	520,400.00	3.73%	8.78%
TOTAL EXPENSE BUDGET	1,338,783.93	1,015,912.72	8,032,703.52	8,302,637.05	103.36%	16,065,407.00	51.68%	54.39%
EXCESS OF INCOME / EXPENSE		1,157,044.80		4,034,673.25				

MONEY MARKET PORTFOLIO AS OF 31-Dec-85

BOOK VALUE(Incl. SBA): \$12,175,827.82  
 SBA LOAN BOOK VALUE: \$162,960.84  
 INTEREST RECEIVABLE: \$437,247.37  
 PREMIUM/DISCOUNT AMORTIZATION: (\$26,090.71)  
 UNAMORTIZED DISCOUNT/PREMIUM: \$93,334.21  
 CURRENT YIELD: 7.86%  
 AVERAGE LIFE: 9.69 Months

INVESTMENT	INV. CODE	ORDER NO.	FACE AMOUNT	COST	BOOK VALUE	DISCOUNT/ PREMIUM	INTEREST @ MAT/CPN	MATURITY DATE	PURCHASE DATE	NEXT CPN DATE	TODAYS .DATE	COUPON RATE	BEY	CURRENT YIELD	BANK/ BROKER
REPO	1	86057	\$840,000.00	\$840,000.00	\$840,000.00	\$0.00	\$343.00	02-Jan-86	31-Dec-85		31-Dec-85		7.35%	\$61,740.00	FTB
FEDERAL FARM CREDIT DISC	2	86054	\$500,000.00	\$496,505.56	\$496,505.56	\$0.00	\$3,494.44	03-Feb-86	30-Dec-85		31-Dec-85		7.56%	\$37,515.96	FTB
FEDERAL FARM CREDIT	2	86003	\$1,235,000.00	\$1,200,831.67	\$1,200,831.67	\$0.00	\$34,168.33	21-Feb-86	24-Oct-85		31-Dec-85		8.65%	\$103,871.94	UP
CERTIFICATE OF DEPOSIT	1	86004	\$200,000.00	\$200,000.00	\$200,000.00	\$0.00	\$7,850.00	26-Feb-86	30-Aug-85		31-Dec-85		7.85%	\$15,700.00	TN B&T
T-BILLS	2	86051	\$1,500,000.00	\$1,473,450.00	\$1,473,450.00	\$0.00	\$26,550.00	20-Mar-86	20-Dec-85		31-Dec-85		7.20%	\$106,088.40	BACHE
FEDERAL HOME LOAN BANKS	3	86005	\$2,000,000.00	\$2,007,500.00	\$2,002,500.00	(\$7,500.00)	\$91,500.00	25-Apr-86	15-May-85	25-Apr-86	31-Dec-85	9.15%	8.72%	\$174,993.78	FTB
T-BOND COUPONS	2	86006	\$1,050,000.00	\$830,896.50	\$830,896.50	\$0.00	\$219,103.50	15-May-86	03-May-84		31-Dec-85		11.85%	\$98,461.24	UP
FEDERAL FARM CREDIT	3	86007	\$1,000,000.00	\$1,048,437.50	\$1,031,901.04	(\$48,437.50)	\$66,750.00	02-Sep-86	26-Aug-85	04-Mar-86	31-Dec-85	13.35%	8.28%	\$86,810.63	MK
FNMA	3	86008	\$500,000.00	\$500,234.00	\$500,159.02	(\$234.00)	\$20,500.00	03-Sep-86	06-Sep-85	03-Mar-86	31-Dec-85	8.20%	8.15%	\$40,764.07	MK
FEDERAL FARM CREDIT DISC	2	86055	\$1,500,000.00	\$1,422,913.33	\$1,422,913.33	\$0.00	\$81,869.13	05-Sep-86	30-Dec-85		31-Dec-85		7.89%	\$112,282.09	FTB
T-NOTES	3	86009	\$200,000.00	\$200,000.00	\$200,000.00	\$0.00	\$16,125.00	15-Nov-86	24-Oct-84	15-Nov-85	31-Dec-85	16.13%	16.13%	\$32,250.00	FTB
FEDERAL HOME LOAN BANKS	3	86010	\$1,500,000.00	\$1,545,000.00	\$1,534,917.45	(\$45,000.00)	\$84,750.00	25-Nov-86	27-Sep-85	25-Nov-85	31-Dec-85	11.30%	8.45%	\$130,552.50	BACHE
FNMA	3	86011	\$440,000.00	\$272,272.50	\$278,792.42	\$167,727.50	\$18,040.00	37445	01-May-85	10-Jan-86	31-Dec-85	8.20%	11.00%	\$29,949.98	UP
			\$12,465,000.00	\$12,038,041.06	\$12,012,866.99	\$66,556.00								\$1,030,980.57	

COMPARATIVE RATES:  
 90 DAY T-BILL 7.11%  
 90 DAY CD 7.80%

Attachment #2

Minutes of Board of Trustees meeting held January 16-17, 1986

PROPERTY STATUS REPORT

Property Being Held as of January 1, 1986

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Phillippi	Phillippi, WV	\$4,000	1965	59.5 acres. This piece of property has been income producing for us with sales of timber. A natural gas well has been drilled, but not yet connected. Currently we have a proposed coal lease.
Thorn	1. Houston, TX 2. Houston, TX	6,000 total	1967 1973	7.20% of a 12.5% undivided interest. 3.83% of a 12.5% undivided interest. Currently leased with option to purchase.
Picard	Ridgeway Road Memphis, TN	\$1	1979	14.326 acres under TVA easement. Potential sale if property next to it is developed.
Moore	Cherokee Village, AR	7,000	1978	One undeveloped lot in a vacation village.
T. White	Neely Road Memphis, TN	80,842	1980-4	Total of 60% undivided interest in 36 acres given over four years. Currently being marketed.
Hunter	Cherokee	4,500	1980	One undeveloped lot in a vacation village.
Gooch	182 E. H. Crump Memphis, TN	9,431	1980	16.67 interest in a long term net ground lease (year 2011) of an 86 unit Travel Lodge motel that produces an income of \$816.72 per year.
Montesi	5014 Poplar Memphis, TN	436,000	1981	50% interest in Montesi building. Net lease with options until 2013.

PROPERTY STATUS REPORT (CONT'D)

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Retained Life Estate 1	70378 Pecos Drive Riverside, CA	105,000	1981	10% interest.
Spann Island	Near Luxora, AR	782,740	1983	100% interest given as the asset in a unitrust currently being marketed. Value reduced from original \$1,000,000 appraisal.
Madison Square	Jackson, TN	35,000	1983	100% interest in 2 lots (27 & 28) in an office park currently being marketed. Sold December 1985 for \$29,914.00.
Parkway House	Unit 904 1960 N. Parkway Memphis, TN	71,000	1983	Currently used as distinguished visiting faculty housing - 3 bedrooms.
Parkway House	Unit 311	58,181	1984	Obtained furnished unit for assuming a \$14,331, 8 3/4% mortgage and a 10%, \$43,850 single life mortgage - 1 bedroom.
Parkway House	Unit 605	45,000	1985	Obtained for \$30,000 cash and a 8%, \$15,000 single life annuity - 1 bedroom.
Winchester Sq. Townhouses	4819 Winchester Sq. St. on Outland, 1 block east of Perkins	33,767	1985	1/10th interest in a 5.2037% interest in this property.
Ranch Mirage, CA		35,000	1985	10% undivided interest in property.
Person Ave.	Memphis, TN	86,250	1986	1/9 undivided interest in 32.4 acres of undeveloped light industrial property near the Defense Depot.

Property Sold During 1984

Newman/Cody Gift (Dent Road)	\$74,201.35	12% undivided interest in 200 acres on Dent Road.
Picard Gift	64,940.00	4.9 acres (2.8 under TVA easement) on Ridge- way Road.
Retained Life Estate	90,138.00	Repurchased by donor.

Property Sold During 1985

Madison Square	\$29,914.00	2 lots in an office park in Jackson, TN.
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Attachment #4

TO: Committee on Finance  
FROM: James H. Daughdrill, Jr.  
DATE: January 6, 1986  
RE: Clark Property

In November of 1985 the College was given one-ninth (1/9) undivided interest in a parcel of property located at the corner of Persons and Rozelle. The donor wishes to have the recipients of the gift hold the property for two years or to sell the property at or above the current market appraised value at the time of the gift.

All of the charities have every intention of honoring the donor's wishes and have agreed to act together to hold the property until a buyer can be found at the required price.

I therefore recommend the following resolution:

Resolved: That James H. Daughdrill, Jr., President, or Thomas R. Kepple, Jr., Dean of Administrative Services, is authorized on behalf of the College to sell its 11% undivided share in the Clark property at terms to be negotiated with the holders of the remaining 89% undivided interest and the purchaser.

MINUTES OF THE JOINT MEETING BETWEEN THE COMMITTEE ON FINANCE AND  
PRESIDENT JAMES H. DAUGHDRILL, JR.

November 26, 1985  
Hill Board Room

Mr. William B. Rudner, Chair, convened the joint meeting between the Committee on Finance and President James H. Daughdrill, Jr. at 2:30 P.M. in the Hill Board Room of Palmer Hall. Others in attendance were: Mr. Bruce Campbell, Dr. David Jeter, Mr. Dunbar Abston, Jr., Mr. Michael McDonnell, Ms. Jenny Reid, Mr. Matthew Lembke and Dr. Thomas R. Kepple, Jr.

Mr. Rudner explained the purpose of this joint meeting is to share the Budget Team's basic budget direction (the preliminary budget for 1987) early enough for input from the Committee on Finance.

Dr. Kepple explained the budget process including the automatic safeguards to protect against incorrect enrollment projections, as an example. Dr. Jeter stated that his view is that we have an excellent budget process.

Dr. Kepple distributed a list of private colleges nationally which are somewhat similar to Rhodes (attachment #1). He stated that Rhodes had a 9% tuition increase last year as compared to an average 8.3% for other colleges. He went on to say that Rhodes' tuition is still \$733 below the average of this group.

Dr. Daughdrill noted that many of our students are receiving financial aid. A discussion followed on how students select a college. Mr. Lembke said he selected Rhodes because he was awarded the best scholarship here and that financially it came down to dollars and cents.

Dr. Kepple explained income budget details and non-salary expense details (attachment #2) and a discussion followed.

Mr. Abston asked Dr. Kepple about the bookstore income and expenses and Dr. Kepple said we have run out of space there and can't continue to grow in sales as rapidly as we have done in the past. He went on to say that we expect to expand the facility within 3 years using the 1985 Bond Issue funds.

Regarding dormitory occupancy, Dr. Jeter asked if the 904 occupant figure reflects the continued use of Stewart. Dr. Kepple said yes that we will still need to use part of Stewart next year.

Minutes of the Joint Meeting Between the Committee  
on Finance and President James H. Daughdrill, Jr.  
Page Two

Mr. McDonnell asked about the continuing education program. Dr. Daughdrill explained that our intention is to have a program that pays for itself and broadens its impact on Memphis. He said that he sees a year which will entail a lot of marketing. Dr. Kepple stated that our intention is to bring summer conferences and continuing education together.

Dr. Kepple distributed two charts (attachments #3 & #4) explaining the expense budget and income budget, respectively.

Following the discussion of the budget, the Committee voted unan-  
imously to endorse the basic direction being proposed.

On other business, Mr. Rudner informed the Committee that he has heard good things regarding Amsouth, the bank which handles the Bellingrath Endowment investments.

Mr. Rudner said that the College has an opportunity to partici-  
pate in investing in the golf course at Southwinn and that he thinks it is a good investment for the College. He said a meeting between Mr. Bobby Fogelman, Mr. Spence Wilson, Mr. Bruce Campbell, Dr. Tom Kepple and himself is forthcoming. He said our investment would be \$2,500,000. Ms. Reid stated that if the city and county are looking at it, it must be a good investment. Mr. Abston said as long as this investment would be adequately secur-  
ed, it sounds okay to him.

There being no further business, the meeting was adjourned at  
4:30 P.M.

Attachment #1

A List of Private Colleges Nationally  
Which are Somewhat Similar to Rhodes

	<u>College</u>	<u>1984-85 Tuition</u>	<u>1985-86 Tuition</u>	<u>\$ Change</u>	<u>% Change</u>
Arkansas	Hendrix College	3,991	4,296	305	7.6
California	Pomona (4)	8,792	9,407	615	7.0
Connecticut	Trinity (4)	9,220	9,970	750	8.1
Florida	Eckerd College (3)	6,685	7,475	790	11.8
	Rollins College	7,211	7,791	580	8.0
	Stetson University	5,190	5,700	510	9.8
Georgia	Agnes Scott College	6,590	7,275	685	10.4
	Emory University	7,630	8,480	850	11.1
Illinois	Illinois College (2)(3)	3,600	3,900	300	8.3
	Lake Forest College (3)	8,310	9,145	835	10.0
	Principia College (2)	6,621	7,128	507	7.7
	Wheaton College	5,916	6,240	324	5.5
Indiana	Earlham College (1)	7,461	7,875	414	5.5
	Hanover College (3)	4,050	4,330	280	6.9
	Rose-Hulman College (2)	6,050	6,720	670	11.1
	Wabash College	6,300	6,600	300	4.8
Iowa	Coe College (3)	5,900	6,310	410	6.9
	Grinnell College (4)	7,805	8,436	631	8.1
Kentucky	Centre College (2) (3)	6,335	6,650	315	5.0
Louisiana	Tulane University	8,050	9,080	1,030	12.8
Maine	Bowdoin College	9,415	10,070	655	7.0
Maryland	Goucher College	7,900	8,455	555	7.0
Massachusetts	Amherst (4)	9,510	10,321	811	8.5
	Smith College	9,240	9,990	750	8.1
	Williams (4)	9,280	10,128	848	9.1
Michigan	Adrian College	5,776	6,126	350	6.1
	Alma College (3)	6,540	7,010	470	7.2
	Hillsdale College	5,970	6,470	500	8.4
	Kalamazoo College (1)	7,315	7,713	398	5.4
Minnesota	Carleton College (4)	8,460	9,385	925	10.9
	Gustavus Adolphus	6,650	7,250	600	9.0
	Macalester College (1)(3)	7,595			
Mississippi	Millsaps	5,155	5,575	420	8.1
Missouri	Washington University	8,672	9,272	600	6.9
	Westminster College (3)	5,000	5,300	300	6.0
New Jersey	Princeton University	10,200	10,960	760	7.4
New York	Colgate University	9,155	9,790	635	6.9
	Elmira College	6,440	6,890	450	7.0
	Hamilton College	9,300	10,100	800	8.6
	Hartwick College	7,525	8,050	525	7.0
	Hobart College	9,050	9,850	800	8.8
North Carolina	Davidson College (1)(3)(4)	6,465	7,130	665	10.3
	Duke University	7,681	8,556	875	11.4
	Guilford College	5,236	5,610	374	7.1
	Queens College (3)	4,920	5,200	280	5.7
	Saint Andrews (3)	5,350	5,600	250	4.7
	Salem College	5,170	5,875	705	13.6
	Wake Forest (1)	5,550	6,000	450	8.1

	<u>College</u>	<u>1984-85 Tuition</u>	<u>1985-86 Tuition</u>	<u>\$ Change</u>	<u>% Change</u>
Ohio	College of Wooster	7,930	8,545	615	7.8
	Denison University	8,110	8,830	720	8.9
	Kenyon	8,583	9,333	750	8.7
	Muskingum College (3)	6,550	7,420	870	13.3
	Oberlin (4)	9,440	10,162	722	7.7
	Ohio Wesleyan	7,130	7,800	670	9.4
	Wittenberg University	7,826			
Oregon	Pacific University	6,105	6,510	405	6.6
	Reed (4)	8,290	9,000	710	8.6
Pennsylvania	Allegheny College	7,050	7,815	765	10.9
	Chatham College	6,490	6,956	466	7.2
	Dickenson College	8,240	9,130	890	10.8
	Franklin & Marshall College	8,160	9,150	990	12.1
	Gettysburg College	7,740	8,574	834	10.8
	Haverford College	9,345	10,090	745	8.0
	Lafayette College (3)	8,350	9,250	900	10.8
	Swarthmore (4)	9,050	10,220	1,170	12.9
	Washington & Jefferson	7,230	7,720	490	6.8
	Westminster College (3)	5,760	6,100	340	5.9
South Carolina	Presbyterian (3)	4,920	5,588	668	13.6
Tennessee	CBC	3,980	4,370	390	9.8
	Rhodes College	6,330	6,900	570	9.0
	University of the South (2)	7,785	8,445	660	8.5
Texas	Vanderbilt University	7,825	8,820	995	12.7
	Austin College (3)	5,140	5,540	400	7.8
	Rice University	4,100	4,300	200	4.9
	Southern Methodist Univ.	6,880			
	Trinity University (3)	5,490	6,340	850	15.5
Virginia	Hampden-Sydney College (3)	7,050	7,620	570	8.1
	Hollins College	7,190	7,890	700	9.7
	Sweet Briar College	7,850			
West Virginia	Washington & Lee Univ.	6,615	7,200	585	8.8
	Bethany College	6,570	7,185	615	9.4
Wisconsin	Carroll College (3)	6,530	7,100	570	8.7
AVERAGE TUITION		7,047	7,633	586	8.3
RHODES TUITION		6,330	6,900	570	9.0
\$ Below Average		717	733		
% of Average Tuition		89.8	90.4		
Sample Size		82	78		
(1)	Outstanding Church Related Colleges	6,877	7,179*	302*	4.4*
(2)	College Athletic Conference Members	6,078	6,569	491	8.1
(3)	Presbyterian Colleges	6,027	6,474	447	7.4
(4)	Outstanding National Liberal Arts Colleges	8,631	9,416	785	9.1

\* Only 4 samples as compared to 5 in 1984-85

Rhodes College's Major Competition

	<u>Tuition</u>	<u>Room</u>	<u>1986 Board</u>	<u>Other</u>	<u>Total</u>	<u>1985 Total</u>	<u>Change</u>	
							<u>\$</u>	<u>%</u>
Washington	9,272	2,104	1,677	72	13,125	12,194	931	7.6
Tulane	9,080	1,880	1,650	80	12,690	11,210	1,480	13.2
Vanderbilt	8,820	2,000	1,440	175	12,435	10,925	1,510	13.8
Duke	8,556	1,550	1,990	190	12,286	10,965	1,321	12.0
Emory	8,480	1,775	1,770	80	12,105	10,860	1,245	11.5
S.M.U.	7,364	1,862	2,064	0	11,290	10,370	920	8.9
Univ. of the South	8,445	990	1,210	95	10,740	9,845	895	9.1
Rhodes	6,900	1,725	1,405	0	10,030	9,250	780	8.4
Davidson	7,130	1,170	1,470	225	9,995	9,090	905	10.0
Centre	6,650	-----	2,775-----	75	9,500	8,960	540	6.0
Rice	4,300	-----	3,650-----	0	7,950	7,450	500	6.7
Millsaps	5,575	1,150	1,160	175	8,060	7,159	901	12.6
C.B.C.	4,370	-----	2,500-----	120	6,990	6,380	601	9.6
Hendrix	<u>4,296</u>	<u>705</u>	<u>1,200</u>	<u>0</u>	<u>6,201</u>	<u>5,685</u>	<u>516</u>	<u>9.1</u>
AVERAGE	7,088		1,715		10,243	9,310	933	10.0

State Universities:	<u>1985-86 Room &amp; Board</u>	<u>Total</u>		<u>1984-85 Total</u>		<u>Average</u>	<u>Change</u>
		<u>In</u>	<u>Out</u>	<u>In</u>	<u>Out</u>		
University of Tennessee	2,550	3,675	5,775	3,159	5,133		
University of Mississippi	2,374	3,891	5,073	3,675	5,076		
University of Alabama	2,300	3,650	5,160	3,394	4,774		
University of Virginia	2,700	4,736	7,586	4,400	6,910		
University of N. Carolina	2,756	3,550	6,964	3,300	5,660		
Memphis State University	<u>2,266</u>	<u>3,286</u>	<u>5,434</u>	<u>3,196</u>	<u>5,164</u>		
AVERAGE In-State	2,491	3,798		3,521		277	7.3
AVERAGE Out-of-State			5,999		5,453	546	9.1

## Attachment #2

RHODES COLLEGE  
INCOME BUDGET DETAILS  
For The Year Ended June 30, 1987

	BUDGET 1985-86	PERCENTAGE CHANGE	BUDGET 1986-87
<b>TUITION AND FEES:</b>			
Tuition (98%)	\$7,674,870.00	11.0%	\$8,519,106.00
Tuition-Summer School	\$40,000.00	-25.0%	\$30,000.00
Applied Music Fees	\$10,000.00	50.0%	\$15,000.00
Special Course Fees	\$25,000.00	-20.0%	\$20,000.00
Application Fees	\$29,000.00	10.3%	\$32,000.00
Extra Hours	\$12,000.00	-16.7%	\$10,000.00
Graduation & Misc Fees	\$13,865.00	35.0%	\$18,715.00
Registration & Transcripts	\$4,000.00	157.5%	\$10,300.00
Continuing Education	\$36,400.00	0.0%	\$36,400.00
Preparatory Music	\$109,185.00	0.2%	\$109,350.00
Summer Scholars	\$0.00	0.0%	\$17,750.00
<b>TOTAL:</b>	<b>\$7,954,320.00</b>	<b>10.9%</b>	<b>\$8,818,621.00</b>
<b>ROOM AND BOARD:</b>			
Room	\$1,576,650.00	3.5%	\$1,631,517.00
Board	\$1,256,070.00	5.8%	\$1,328,677.00
<b>TOTAL</b>	<b>\$2,832,720.00</b>	<b>4.5%</b>	<b>\$2,960,194.00</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$100,000.00	-7.0%	\$93,000.00
Annual Support Program	\$1,198,500.00	10.1%	\$1,319,775.00
Capital Funds - Unrestricted	\$221,663.00	12.8%	\$250,000.00
<b>TOTAL:</b>	<b>\$1,520,163.00</b>	<b>9.4%</b>	<b>\$1,662,775.00</b>
<b>ENDOWMENT INCOME:</b>	<b>\$2,326,288.00</b>	<b>7.4%</b>	<b>\$2,497,503.00</b>
<b>OTHER INCOME:</b>			
Theatre	\$23,600.00	-6.4%	\$22,100.00
Bookstore	\$446,016.00	15.8%	\$516,425.00
Interest Income	\$520,000.00	-29.8%	\$365,000.00
Swimming Pool	\$26,700.00	9.6%	\$29,250.00
Indirect Cost Recovery	\$24,600.00	15.2%	\$28,333.00
Summer Conferences	\$65,000.00	100.0%	\$130,000.00
Miscellaneous Income	\$5,500.00	487.1%	\$32,293.00
Traffic Fines	\$7,500.00	0.0%	\$7,500.00
WLYX	\$8,250.00	6.7%	\$8,800.00
Dividends, Royalties, Commission	\$26,900.00	26.4%	\$34,000.00
College Work-Study	\$124,800.00	-0.6%	\$124,000.00
Athletic Income	\$9,000.00	-44.4%	\$5,000.00
ARA/PUB Work-Study	\$3,440.00	-62.2%	\$1,300.00
Restricted Scholarships	\$90,000.00	113.0%	\$191,714.00
Telephone	\$30,342.00	344.9%	\$135,000.00
<b>TOTAL:</b>	<b>\$1,411,648.00</b>	<b>15.5%</b>	<b>\$1,630,715.00</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$16,045,139.00</b>	<b>9.5%</b>	<b>\$17,569,808.00</b>
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$6,900.00	11.0%	\$7,659.00
Room Rate	\$1,725.00	4.0%	\$1,794.00
Board Rate	\$1,405.00	4.0%	\$1,461.00
<b>TOTAL:</b>	<b>\$10,030.00</b>	<b>8.8%</b>	<b>\$10,914.00</b>
Fall Enrollment	1135		1135
Dormitory Occupancy	904		904

RHODES COLLEGE  
NON SALARY EXPENSE DETAIL  
For The Year Ended June 30, 1987

	BUDGET 1985-86	PERCENTAGE CHANGE	BUDGET 1986-87
EDUCATIONAL AND GENERAL			
INSTRUCTION AND RESEARCH:			
Art	\$8,592.00	17.3%	\$10,082.00
Religion	\$3,207.00	14.4%	\$3,668.00
English	\$4,603.00	131.4%	\$10,650.00
Foreign Language	\$5,615.00	9.8%	\$6,165.00
Language Center	\$1,118.00	69.3%	\$1,893.00
Music	\$19,575.00	8.3%	\$21,200.00
Philosophy	\$1,103.00	14.1%	\$1,258.00
McCoy Theatre & Media Arts	\$33,328.00	-15.0%	\$28,332.00
Man Course	\$2,977.00	7.8%	\$3,210.00
Music Academy	\$6,965.00	10.1%	\$7,665.00
Anthropology & Sociology	\$5,736.00	19.5%	\$6,852.00
Economics & Business	\$7,969.00	22.4%	\$9,755.00
Education	\$2,157.00	7.2%	\$2,313.00
History	\$2,653.00	42.7%	\$3,787.00
International Studies	\$5,325.00	18.7%	\$6,319.00
Political Science	\$4,930.00	17.4%	\$5,786.00
Psychology	\$3,750.00	43.2%	\$5,371.00
Biology	\$21,900.00	9.9%	\$24,068.00
Chemistry	\$20,086.00	9.2%	\$21,940.00
Mathematics	\$4,630.00	15.0%	\$5,325.00
Physics	\$5,284.00	12.8%	\$5,962.00
Summer School	\$1,500.00	0.0%	\$1,500.00
Interdisciplinary	\$275.00	18.2%	\$325.00
Computer Center	\$109,500.00	17.0%	\$128,070.00
WLYX	\$8,242.00	7.9%	\$8,896.00
Continuing Education	\$32,526.00	86.4%	\$60,620.00
Research & Development	\$70,332.00	3.6%	\$72,836.00
TOTAL:	\$393,878.00	17.8%	\$463,848.00
LIBRARY:	\$212,833.00	9.0%	\$231,987.00
ATHLETICS:	\$188,427.00	17.0%	\$220,545.00
STUDENT SERVICES:			
Swimming Pool	\$10,380.00	30.3%	\$13,520.00
Counseling Center	\$10,340.00	8.8%	\$11,250.00
Social Commissions	\$26,340.00	5.0%	\$27,660.00
Admissions	\$226,970.00	14.2%	\$259,145.00
Registrar	\$8,761.00	5.0%	\$9,200.00
Financial Aid Office	\$16,030.00	75.6%	\$28,141.00
Kinney Program	\$1,975.00	12.4%	\$2,220.00
Dean Of Students	\$31,765.00	6.0%	\$33,680.00
Health Services	\$13,385.00	5.2%	\$14,087.00
Student Center	\$2,320.00	5.6%	\$2,449.00
Publications Board	\$36,850.00	5.5%	\$38,892.00
Student Government	\$3,995.00	12.3%	\$4,487.00
Black Student Association	\$2,210.00	5.0%	\$2,320.00
TOTAL:	\$391,321.00	14.2%	\$447,051.00

## PLANT OPERATIONS &amp; MAINTENANCE

Administrative Services	\$68,819.00	5.0%	\$72,260.00
Housekeeping	\$34,910.00	4.4%	\$36,450.00
Security	\$4,930.00	51.4%	\$7,463.00
Repairs & Maintenance	\$89,000.00	29.1%	\$114,880.00
Utilities	\$271,000.00	-4.8%	\$258,100.00
Grounds	\$13,900.00	101.2%	\$27,965.00
Mail Room	\$0.00	0.0%	\$975.00
TOTAL:	\$482,559.00	7.4%	\$518,093.00

## GENERAL ADMINISTRATION

Board Meetings	\$12,350.00	0.0%	\$12,350.00
President's Office	\$158,070.00	6.5%	\$168,413.00
Dean of the College	\$96,445.00	9.2%	\$105,350.00
Comptroller's Office	\$62,494.00	5.0%	\$65,602.00
TOTAL:	\$329,359.00	6.8%	\$351,715.00

## GENERAL INSTITUTIONAL

Development	\$240,308.00	-7.4%	\$222,621.00
College Relations	\$45,118.00	4.8%	\$47,292.00
Public Information	\$78,209.00	5.6%	\$82,591.00
Insurance	\$99,000.00	46.3%	\$144,845.00
TOTAL:	\$462,635.00	7.5%	\$497,349.00

## AUXILIARY ENTERPRISES

Residence Halls	\$467,072.00	32.4%	\$618,350.00
Food Service	\$1,005,612.00	5.0%	\$1,055,862.00
Summer Conferences	\$35,640.00	144.4%	\$87,111.00
Bookstore	\$302,445.00	47.4%	\$445,863.00
Telephone	\$27,000.00	106.8%	\$55,847.00
TOTAL:	\$1,837,769.00	23.1%	\$2,263,033.00

STUDENT FINANCIAL AID	\$3,342,666.00	9.4%	\$3,656,500.00
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TOTAL	\$7,641,447.00	13.2%	\$8,650,121.00
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BUDGET COMMITTEE EMERGENCY FUND	\$40,000.00	31.8%	\$52,709.42
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RENOVATION & REPLACEMENT (3% Total Budget)	\$480,400.00	9.7%	\$527,094.24
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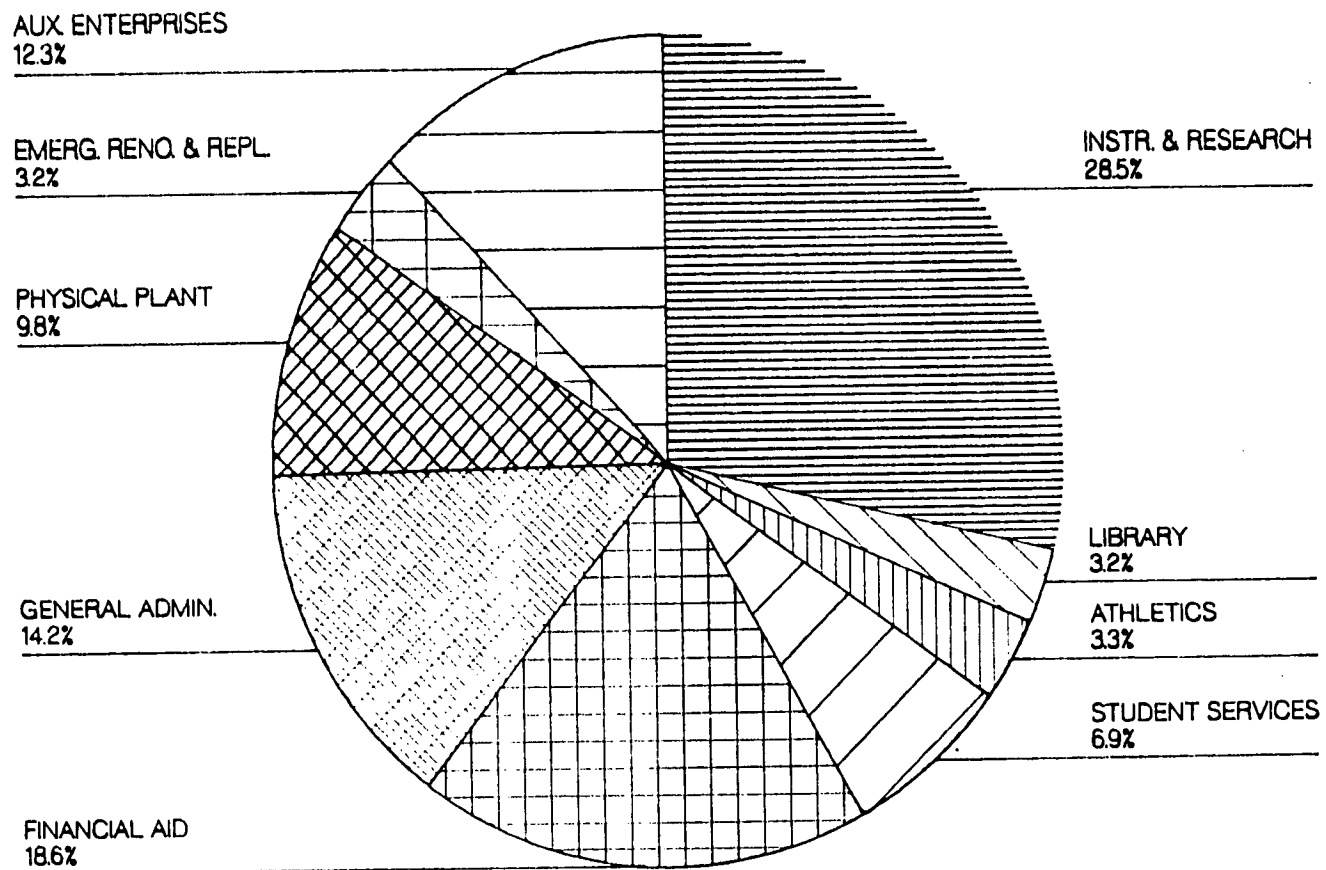
TOTAL NON-SALARY BUDGET	\$8,161,847.00	13.1%	\$9,229,924.66
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TOTAL SALARY BUDGET	\$6,174,435.00	8.0%	\$6,668,390.00
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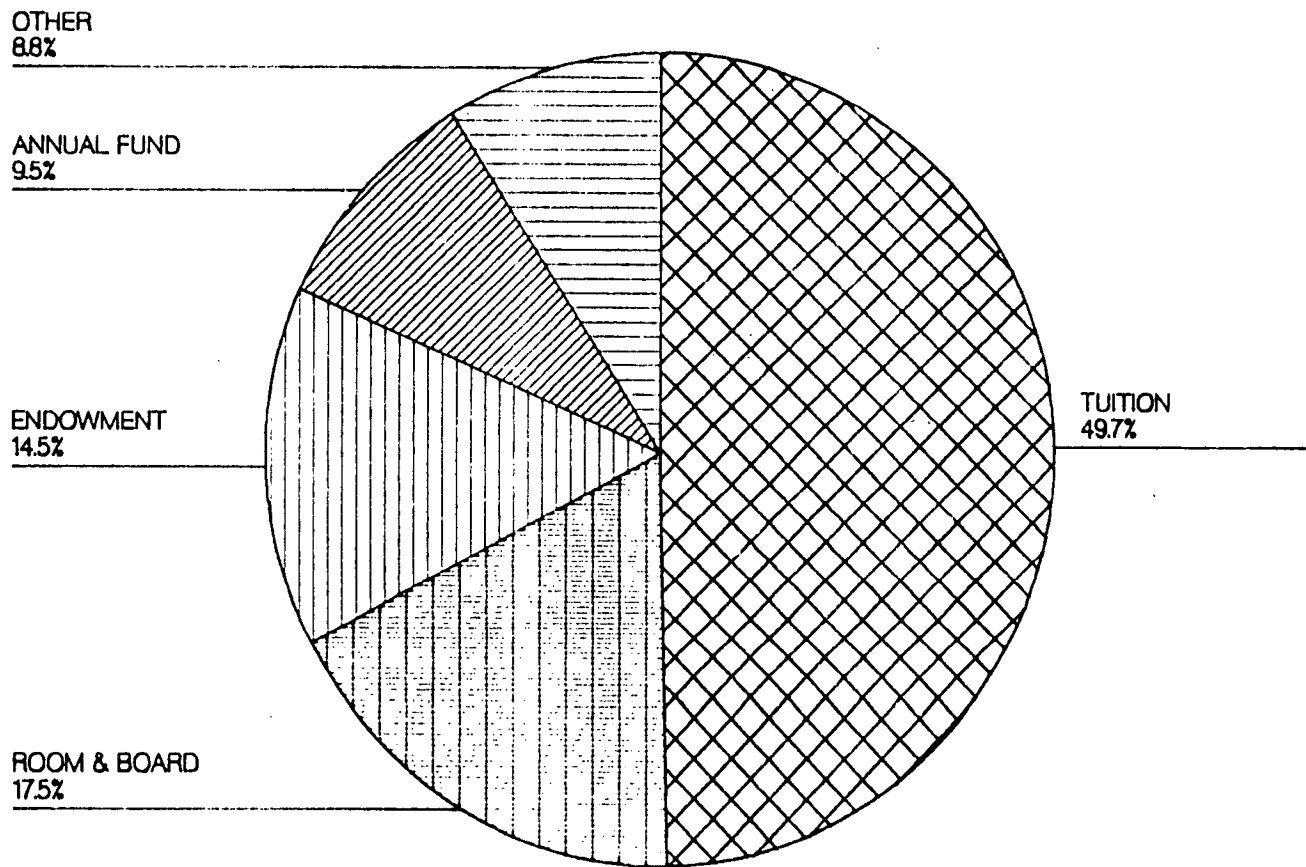
TOTAL FRINGE BUDGET	\$1,678,857.00	-0.4%	\$1,671,493.00
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TOTAL 1986-87 BUDGET	\$16,015,139.00	9.7%	\$17,569,807.66
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# Rhodes College Expense Budget 1985-1986



# Rhodes College Income Budget 1985-1986



Attachment #6

TO: Finance Committee  
 FROM: James H. Daughdrill, Jr.  
 DATE: January 16, 1986  
 SUBJECT: Preliminary Budget Recommendation

I recommend the following preliminary budget for 1986-87:

	ACTUAL 1984-85	BUDGET 1985-86	BUDGET 1986-87
<b>INCOME:</b>			
Tuition	\$6,377,629.00	\$7,674,870.00	\$8,519,106.00
Fees	\$1,764,110.00	\$1,740,741.00	\$1,937,730.00
Room and Board	\$2,511,350.00	\$2,832,720.00	\$2,960,194.00
Gifts and Grants	\$1,091,225.00	\$1,520,163.00	\$1,669,275.00
Endowment Income	\$2,151,000.00	\$2,326,288.00	\$2,497,503.00
Other Income			
Total Income	\$13,895,314.00	\$16,094,782.00	\$17,583,808.00
<b>EXPENSE:</b>			
Salaries and Fringe	\$7,111,022.00	\$7,879,167.00	\$8,357,935.00
Non-Salary	\$6,784,292.00	\$8,215,615.00	\$9,225,873.00
Total Expense	\$13,895,314.00	\$16,094,782.00	\$17,583,808.00
<b>EXCESS INCOME/EXPENSE</b>	<b>\$583,441.00</b>		

RHODES COLLEGE  
INCOME BUDGET DETAILS  
For The Year Ended June 30, 1987

	ACTUAL 1984-85	BUDGET 1985-86	PERCENTAGE CHANGE	BUDGET 1986-87
<b>TUITION AND FEES:</b>				
Tuition (98%)	\$6,377,629.00	\$7,674,870.00	11.0%	\$8,519,196.00
Tuition-Summer School	\$57,098.00	\$40,000.00	-25.0%	\$30,000.00
Applied Music Fees	\$9,411.00	\$10,000.00	50.0%	\$15,000.00
Special Course Fees	\$15,380.00	\$25,000.00	-20.0%	\$20,000.00
Application Fees	\$29,835.00	\$29,000.00	10.3%	\$32,000.00
Extra Hours	\$8,441.00	\$12,000.00	-16.7%	\$10,000.00
Graduation & Misc Fees	\$27,442.00	\$13,865.00	35.0%	\$18,715.00
Registration & Transcripts	\$7,433.00	\$4,000.00	157.5%	\$10,300.00
Continuing Education	\$38,502.00	\$36,400.00	0.0%	\$36,400.00
Preparatory Music	\$87,226.00	\$109,185.00	0.2%	\$109,350.00
Summer Scholars	\$17,750.00	\$0.00	0.0%	\$17,750.00
<b>TOTAL:</b>	<b>\$6,676,147.00</b>	<b>\$7,954,320.00</b>	<b>10.9%</b>	<b>\$8,818,621.00</b>
<b>ROOM AND BOARD:</b>				
Room	\$1,391,451.00	\$1,576,650.00	3.5%	\$1,631,517.00
Board	\$1,119,899.00	\$1,256,070.00	5.8%	\$1,328,677.00
<b>TOTAL</b>	<b>\$2,511,350.00</b>	<b>\$2,832,720.00</b>	<b>4.5%</b>	<b>\$2,960,194.00</b>
<b>GIFTS AND GRANTS:</b>				
Church	\$91,896.00	\$100,000.00	-7.0%	\$93,000.00
Annual Support Program	\$999,329.00	\$1,198,500.00	10.7%	\$1,326,275.00
Capital Funds - Unrestricted		\$221,663.00	12.8%	\$250,000.00
<b>TOTAL:</b>	<b>\$1,091,225.00</b>	<b>\$1,520,163.00</b>	<b>9.8%</b>	<b>\$1,669,275.00</b>
<b>ENDOWMENT INCOME:</b>				
	\$2,151,000.00	\$2,326,288.00	7.4%	\$2,497,503.00
<b>OTHER INCOME:</b>				
Theatre	\$19,842.00	\$23,600.00	-6.4%	\$22,100.00
Bookstore	\$448,070.00	\$446,016.00	15.8%	\$516,425.00
Interest Income	\$498,419.00	\$520,000.00	-29.8%	\$365,000.00
Swimming Pool	\$27,348.00	\$26,700.00	9.6%	\$29,250.00
Indirect Cost Recovery	\$27,429.00	\$24,600.00	15.2%	\$28,333.00
Summer Conferences	\$92,437.00	\$65,000.00	100.0%	\$130,000.00
Miscellaneous Income	\$49,916.00	\$55,143.00	-41.4%	\$32,293.00
Traffic Fines	\$9,219.00	\$7,500.00	0.0%	\$7,500.00
WLYX	\$6,409.00	\$8,250.00	6.7%	\$8,800.00
Dividends, Royalties, Commission	\$32,578.00	\$26,900.00	54.3%	\$41,500.00
College Work-Study	\$117,983.00	\$124,800.00	-0.6%	\$124,000.00
Athletic Income	\$2,469.00	\$9,000.00	-44.4%	\$5,000.00
ARA/PUB Work-Study	\$0.00	\$3,440.00	-62.2%	\$1,300.00
Restricted Scholarships	\$118,614.00	\$90,000.00	113.0%	\$191,714.00
Telephone	\$14,859.00	\$30,342.00	344.9%	\$135,000.00
<b>TOTAL:</b>	<b>\$1,465,592.00</b>	<b>\$1,461,291.00</b>	<b>12.1%</b>	<b>\$1,638,215.00</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$13,895,314.00</b>	<b>\$16,094,782.00</b>	<b>9.3%</b>	<b>\$17,583,808.00</b>
<b>BUDGET ASSUMPTIONS:</b>				
Tuition Rate	\$6,330.00	\$6,900.00	11.0%	\$7,659.00
Room Rate	\$1,595.00	\$1,725.00	4.0%	\$1,794.00
Board Rate	\$1,325.00	\$1,405.00	4.0%	\$1,461.00
<b>TOTAL:</b>	<b>\$9,250.00</b>	<b>\$10,030.00</b>	<b>8.8%</b>	<b>\$10,914.00</b>
Fall Enrollment	1027	1135		1135
Dormitory Occupancy	842	904		904

RHODES COLLEGE  
NON SALARY EXPENSE DETAIL  
For The Year Ended June 30, 1987

EDUCATIONAL AND GENERAL	ACTUAL 1984-85	BUDGET 1985-86	PERCENTAGE CHANGE	BUDGET 1986-87
<b>INSTRUCTION AND RESEARCH:</b>				
Art	\$8,014.00	\$8,592.00	17.3%	\$10,082.00
Religion	\$3,069.00	\$3,207.00	14.4%	\$3,668.00
English	\$6,504.00	\$4,603.00	131.4%	\$10,650.00
Foreign Language	\$5,711.00	\$5,615.00	9.8%	\$6,165.00
Language Center	\$951.00	\$1,118.00	69.3%	\$1,893.00
Music	\$19,661.00	\$19,575.00	8.3%	\$21,200.00
Philosophy	\$865.00	\$1,103.00	14.1%	\$1,258.00
McCoy Theatre & Media Arts	\$34,621.00	\$33,328.00	-15.0%	\$28,332.00
Man Course	\$2,682.00	\$2,977.00	7.8%	\$3,210.00
Music Academy	\$5,089.00	\$6,965.00	10.1%	\$7,665.00
Anthropology & Sociology	\$5,937.00	\$5,736.00	19.5%	\$6,852.00
Economics & Business	\$7,568.00	\$7,969.00	22.4%	\$9,755.00
Education	\$1,946.00	\$2,157.00	7.2%	\$2,313.00
History	\$3,277.00	\$2,653.00	42.7%	\$3,787.00
International Studies	\$5,558.00	\$5,325.00	18.7%	\$6,319.00
Political Science	\$3,176.00	\$4,930.00	17.4%	\$5,786.00
Psychology	\$4,143.00	\$3,750.00	43.2%	\$5,371.00
Biology	\$21,678.00	\$21,900.00	9.9%	\$24,068.00
Chemistry	\$18,955.00	\$20,086.00	9.2%	\$21,940.00
Mathematics	\$4,327.00	\$4,630.00	15.0%	\$5,325.00
Physics	\$4,967.00	\$5,284.00	12.8%	\$5,962.00
Summer School	\$8,426.00	\$1,500.00	0.0%	\$1,500.00
Interdisciplinary	\$303.00	\$275.00	18.2%	\$325.00
Computer Center	\$90,201.00	\$109,500.00	17.0%	\$128,070.00
WLYX	\$7,135.00	\$8,242.00	7.9%	\$8,836.00
Continuing Education	\$33,095.00	\$32,526.00	86.4%	\$60,620.00
Research & Development	\$0.00	\$70,332.00	3.6%	\$72,836.00
Kellogg-Food For Thought	\$490.00	\$23,768.00	-22.5%	\$18,418.00
<b>TOTAL:</b>	<b>\$308,349.00</b>	<b>\$417,646.00</b>	<b>15.5%</b>	<b>\$482,266.00</b>
<b>LIBRARY:</b>	<b>\$189,786.00</b>	<b>\$212,833.00</b>	<b>9.0%</b>	<b>\$231,987.00</b>
<b>ATHLETICS:</b>	<b>\$156,492.00</b>	<b>\$188,427.00</b>	<b>17.0%</b>	<b>\$220,545.00</b>
<b>STUDENT SERVICES:</b>				
Swimming Pool	\$7,759.00	\$10,380.00	30.3%	\$13,520.00
Counseling Center	\$7,410.00	\$10,340.00	8.8%	\$11,250.00
Social Commissions	\$24,826.00	\$26,340.00	5.0%	\$27,660.00
Admissions	\$249,184.00	\$226,970.00	14.2%	\$259,205.00
Registrar	\$8,721.00	\$8,761.00	5.0%	\$9,200.00
Financial Aid Office	\$25,068.00	\$16,030.00	75.6%	\$28,141.00
Kinney Program	\$2,062.00	\$1,975.00	12.4%	\$2,220.00
Dean Of Students	\$21,683.00	\$31,765.00	19.2%	\$37,870.00
Health Services	\$12,543.00	\$13,385.00	5.2%	\$14,087.00
Student Center	\$2,149.00	\$2,320.00	5.6%	\$2,449.00
Publications Board	\$32,069.00	\$36,850.00	5.5%	\$38,892.00
Student Government	\$3,547.00	\$3,995.00	12.3%	\$4,487.00
Black Student Association	\$2,249.00	\$2,210.00	5.0%	\$2,320.00
<b>TOTAL:</b>	<b>\$399,270.00</b>	<b>\$391,321.00</b>	<b>15.3%</b>	<b>\$451,301.00</b>

<b>PLANT OPERATIONS &amp; MAINTENANCE</b>				
Administrative Services	\$183,835.00	\$68,819.00	5.1%	\$72,335.00
Housekeeping	\$29,205.00	\$34,910.00	4.4%	\$36,450.00
Security	\$2,785.00	\$4,930.00	51.4%	\$7,463.00
Repairs & Maintenance	\$103,255.00	\$89,000.00	29.1%	\$114,880.00
Utilities	\$219,913.00	\$271,000.00	-4.8%	\$258,100.00
Grounds	\$23,515.00	\$13,900.00	101.2%	\$27,965.00
Mail Room	\$0.00	\$0.00	0.0%	\$975.00
<b>TOTAL:</b>	<b>\$562,508.00</b>	<b>\$482,559.00</b>	<b>7.4%</b>	<b>\$518,168.00</b>
<b>GENERAL ADMINISTRATION</b>				
Board Meetings	\$6,845.00	\$12,350.00	0.0%	\$12,350.00
President's Office	\$154,688.00	\$158,070.00	6.7%	\$168,713.00
Dean of the College	\$106,718.00	\$96,445.00	9.3%	\$105,410.00
Comptroller's Office	\$58,780.00	\$62,494.00	5.0%	\$65,602.00
<b>TOTAL:</b>	<b>\$327,031.00</b>	<b>\$329,359.00</b>	<b>6.9%</b>	<b>\$352,075.00</b>
<b>GENERAL INSTITUTIONAL</b>				
Development	\$91,876.00	\$240,308.00	-7.3%	\$222,856.00
College Relations	\$90,306.00	\$45,118.00	4.6%	\$47,191.00
Public Information	\$0.00	\$78,209.00	5.6%	\$82,606.00
Insurance	\$75,620.00	\$129,000.00	12.3%	\$144,845.00
<b>TOTAL:</b>	<b>\$257,802.00</b>	<b>\$492,635.00</b>	<b>1.0%</b>	<b>\$497,498.00</b>
<b>AUXILIARY ENTERPRISES</b>				
Residence Halls	\$378,733.00	\$467,072.00	29.2%	\$603,350.00
Food Service	\$863,694.00	\$1,005,612.00	5.0%	\$1,055,862.00
Summer Conferences	\$58,715.00	\$35,640.00	144.4%	\$87,111.00
Bookstore	\$391,786.00	\$302,445.00	47.4%	\$445,863.00
Telephone	\$35,538.00	\$27,000.00	106.8%	\$55,847.00
<b>TOTAL:</b>	<b>\$1,728,466.00</b>	<b>\$1,837,769.00</b>	<b>22.3%</b>	<b>\$2,248,033.00</b>
<b>STUDENT FINANCIAL AID</b>	<b>\$2,229,358.00</b>	<b>\$3,342,666.00</b>	<b>9.4%</b>	<b>\$3,656,500.00</b>
<b>TOTAL</b>	<b>\$6,159,062.00</b>	<b>\$7,695,215.00</b>	<b>12.5%</b>	<b>\$8,658,373.00</b>
<b>BUDGET COMMITTEE EMERGENCY FUND</b>	<b>\$41,789.00</b>	<b>\$40,000.00</b>	<b>0.0%</b>	<b>\$40,000.00</b>
<b>RENOVATION &amp; REPLACEMENT (3% Total Budget)</b>	<b>\$583,441.00</b>	<b>\$480,400.00</b>	<b>9.8%</b>	<b>\$527,500.00</b>
<b>TOTAL NON-SALARY BUDGET</b>	<b>\$6,784,292.00</b>	<b>\$8,215,615.00</b>	<b>12.3%</b>	<b>\$9,225,873.00</b>
<b>TOTAL SALARY BUDGET</b>	<b>\$5,720,240.00</b>	<b>\$6,200,310.00</b>	<b>9.3%</b>	<b>\$6,777,628.00</b>
<b>TOTAL FRINGE BUDGET</b>	<b>\$1,390,782.00</b>	<b>\$1,678,857.00</b>	<b>-5.9%</b>	<b>\$1,580,307.00</b>
<b>TOTAL</b>	<b>\$13,895,314.00</b>	<b>\$16,094,782.00</b>	<b>9.3%</b>	<b>\$17,583,808.00</b>

Attachment #7

INSURANCE COVERAGE

- I. Comprehensive Business Policy
- II. Umbrella Liability Policy
- III. Directors and Officers Liability
- IV. Fiduciary Liability
- V. Athletic - Self Insurance
- VI. Athletic - Accident Insurance



PART A

BUILDINGS AND CONTENTS

This policy insures College owned buildings and contents (insured personal property) against losses resulting from fire, lightning, windstorm and hail and certain peril caused by man, such as, riots and civil disturbances.

This policy does not insure against losses sustained by earthquakes, floods, war, or nuclear disasters.

Coverage: - (1) \$57,511,477. Blanket for academic/  
administrative buildings and dormitories.  
(2) \$30,000. Personal property only for  
units 904, 311, and 605 at 1960 N. Parkway.

Deductible: - (1) \$5,000  
(2) 80% coinsurance coverage

Company: - Continental Insurance Company

Policy No.: - CBP 417 822

Policy Period: - July 1, 1985 to July 1, 1986

Premium: - \$66,001 for Parts A through G

PART B

BOILERS AND MACHINERY

This policy protects the College from losses from damages to boilers and machinery because of sudden and accidental breakdown.

Coverage: - \$500,000 per accident

Deductible: - \$5,000

Company: - Continental Insurance Company

Policy No.: - CBP 417 822

Policy Period: - Same as Part A

Premium: - Included in Part A

PART C  
INLAND MARINE POLICY

This policy insures the College against loss of or damage to:

a. PORTABLE EQUIPMENT (GROUNDSKEEPING MACHINERY)

Coverage: - Actual cash value at the time of loss.

Deductible: - \$250

b. VISITING EXHIBITIONS

Coverage: - \$10,000 (\$500 each item)

Deductible: - None

c. VALUABLE PAPERS AND RECORDS (LIBRARY)

Coverage: - \$3,300,000

Deductible: - \$5,000

d. PERSONAL ARTICLES (SILVERWARE-ART)

Coverage: - Market Value

Deductible: - None

e. COLLEGE OWNED TELEPHONE SYSTEM

Coverage: - \$436,000

Deductible: - \$1,000

Policy No.: - Same as Part A

Policy Period: - Same as Part A

Premium: - Included in Part A

PART D

AUTOMOBILE-PHYSICAL DAMAGE

This policy covers losses to the College owned vehicles against such perils caused by fire or explosion, theft, wind-storm, hail or earthquake, flood, vandalism or mischief (comprehensive) and damage caused by the covered auto's collision with another object or its overturn.

Coverage: - (1) Collision-Actual cash value or cost of repair.  
(2) Comprehensive-Actual cash value or cost of repair.

Deductible: - (1) \$500 Collision  
(2) \$100 Comprehensive

Company: - Continental Insurance Company

Policy No.: - Same as Part A

Policy Period: - Same as Part A

Premium: - Included in Part A

PART E

AUTOMOBILE LIABILITY

This policy reimburses the College for all sums it must pay as damages because of bodily injury or property damage to which this insurance applies, caused by an accident and resulting from the College ownership, maintenance or use of the autos covered.

This policy does not apply to obligations of the College that fall under workmen's compensation or disability benefits, loss or bodily injury to any employee arising out of and in the course of his or her employment by the College.

Coverage: - (1) \$750,000 Bodily Injury/Property Damage  
(2) \$750,000 Uninsured Motorist

Deductible: - None

Company: - Continental Insurance Company

Policy No.: - Same as Part A

Policy Period: - Same as Part A

Premium: - Included in Part A

PART F

COMPREHENSIVE GENERAL LIABILITY

This policy reimburses the College for all sums it is legally obligated to pay as damages, because of Bodily Injury and Property Damage occurrences not covered by other Parts of this Comprehensive Business Policy. It also protects the College against Personal Injury (Third Party) claims, such as, slander, libel or defamation of character.

This policy does not cover employees of the College for Bodily Injury or Personal Injury to another employee arising out of, or in the course of, his or her employment.

Coverage: - (1) \$500,000 Each occurrence-\$500,000 Aggregate-Bodily Injury  
- (2) \$250,000 Each occurrence-\$250,000 Aggregate-Property Damage  
- (3) \$500,000 Aggregate-Personal Injury

Deductible: - None

Company: - Continental Insurance Company

Policy No.: - Same as Part A

Policy Period: - Same as Part A

Premium: - Included in Part A

PART G

BLANKET CRIME

This policy reimburses the College for the loss of money and securities for the following causes:

- a. Employee dishonesty
- b. Robbery and burglary (on the premises)
- c. Destruction (on or off the premises)
- d. Loss while in transit (messenger or armored car)

Coverage: - \$500,000. Total liability

Deductible: - None

Company: - Continental Insurance Company

Policy No.: - Same as Part A

Policy Period: - Same as Part A

Premium: - Included in Part A

II. UMBRELLA LIABILITY POLICY

This policy protects the College against potential, but unlikely, losses as a result of catastrophe. The coverage is in excess of that carried by the College in the "Comprehensive Business Policy" for property damage, bodily injury and personal liability.

Coverage: - \$10,000,000.00

Deductible: - \$ Zero

Company: - United States Fire Insurance Company

Policy No.: - 523 274838 3

Policy Period: - July 1, 1985 to July 1, 1986

Premium: - \$10,256

III. DIRECTORS AND OFFICERS LIABILITY POLICY

This policy protects the elected and appointed officers of the College against direct loss to themselves for a wrongful act or acts while performing solely in their individual or collective capacities in the College.

This policy does not cover slander, libel or acts of dishonesty.

- Coverage: - \$1,000,000.00, limit of liability each policy year
- Deductible: - (a) \$5,000, each Director or Officer each loss  
(b) \$5,000, in the aggregate each loss, Directors and Officers
- Company: - CIGNA Insurance Company
- Policy No.: - D0 00 38 46
- Policy Period: - March 28, 1985 to March 28, 1986
- Premium: - (One year) \$7,500

IV. FIDUCIARY RESPONSIBILITY POLICY

This policy protects the Rhodes College Fringe Benefit Program from wrongful acts by designated fiduciaries in the administration of the several plans that make up the Program.

Coverage: - \$250,000 (Annual Aggregate)

Deductible: - None

Company: - Aetna Life and Casualty

Policy No.: - 64 FF 37

Policy Period: - May 2, 1983 to May 2, 1986

Premium: - \$614 Per Year



## VI. ATHLETIC ACCIDENT POLICY

This policy protects Rhodes College against losses claimed as a result of injury, accidental death or dismemberment experienced by a member of any intercollegiate team of the College participating in a regularly scheduled and approved practice or game for the College. It also covers travel to regularly scheduled and approved practices or games for players and coaches.

This policy does not cover students engaged in intramural or individually selected athletic activities. This policy does not cover athletic team members or coaches when traveling on chartered aircraft.

Coverages: - Medical Maximum - \$13,000 each claim  
Accidental Death - \$10,000 each claim  
Dismemberment - \$10,000 each claim  
  
Excess to Medical Maximum, \$15,000 to \$250,000 each claim.

Deductible: - \$2,000

Companies: - Guarantee Trust Life Insurance Company  
(Second Layer)  
  
Firemens Fund Insurance Company  
(Third Layer)

Policy No.: - 414-120-475 Q

Policy Period: - August 1, 1985 to August 1, 1986

Premium: - \$4,156.00 Per Year

Attachment #8

TO: Committee on Finance and the  
Committee on Buildings and Grounds

FROM: James H. Daughdrill, Jr.

DATE: January 6., 1986

RE: Schedule for Completion of the 1985 Bond Projects

At the October 1985 Board Meeting the "Report of the Special Committee" provided the following construction schedule:

	<u>Project</u>	<u>Est. Cost</u>	<u>Est. Completion Date</u>
1)	Construction of new Dormitory	\$1,800,000	July 1986
2)	Expansion and renovation of Catherine Burrow Refectory	\$1,400,000	January 1987
3)	Renovation of Stewart Hall	\$ 100,000	August 1987
4)	Renovation of the Mallory-Hyde Gymnasium	\$ 425,000	Sept. 1987
5)	Construction of Phase I of University Commons	\$1,000,000	Sept. 1988
6)	Expansion of the Briggs Student Center	\$ 682,000	Sept. 1988
7)	Acquisition of computer and scientific equipment	\$ 470,000	Purchases at Various Times

This schedule was based on four constraints.

1. The need for the facilities.
2. The time required to properly plan and construct the facilities.
3. The maximum three year limitation imposed by the Bond Issue for the use of funds.
4. The financial impact of the Bond Issue on the College budget.

When the enrollment did not increase as much as expected this fall, the College again reviewed the various options and needs. Our conclusion is that the basic schedule is still appropriate. As the attached planning chart illustrates (although we may select architects and begin planning) the Mallory-Hyde Gym renovations are not planned to begin until after the fall 1986 enrollment is determined. The Briggs Student Center addition and the University Commons construction are not planned to begin until after our fall 1987 enrollment is determined.

I therefore propose the following resolution:

Resolved: The Committee on Finance authorizes the College to proceed with the expansion and renovation of the Catherine Burrow Refectory, based on the originally proposed construction schedule for the 1985 Bond Issue.



REPORT OF THE COMMITTEE ON ENROLLMENT - JANUARY 16-17, 1986

The Committee on Enrollment was called to order at 2:25 p.m. by Chairman Henry Goodrich with the following members in attendance. Dean Ray Allen, Mr. Allan Bacon, Ms. Ruthie Frierson, Chairman Henry Goodrich, Dr. Mark McMahon, Mr. Razz Rasberry, Dr. Joe Roberts, Dean Sally Thomason, Dean Dave Wottle, and Mr. Ray Zbinden. Chairman Goodrich recognized Ms. Frierson, Dr. Roberts, Dean Thomason, and Mr. Zbinden as the new members on the Committee.

Chairman Goodrich then asked Dean Dave Wottle to report on how the 1985-86 recruitment year is progressing. Dean Wottle indicated that our Early Decision results are very positive with 55 deposited students this year to date as compared to 38 last year and 45 the year before. The 55 deposits represents an all-time high in Early Decision deposits.

In terms of regular decision candidates, all indicators are good at the present time. Inquiries are up 13% to 12,140 (an all-time high) and applications number 560 as compared to 548 last year and 457 the year before. Deposits to date number 57 compared to 40 last year and 47 two years ago. Campus interviews are up dramatically from 171 last year to 386 this year. Dean Wottle cautioned that while everything looks good at the present time, we will have a much better picture of how we are doing shortly after the first of February.

Ms. Frierson recommended that the Admissions Office call upon members of the Board of Trustees to visit with high school principals to solicit names of good academic candidates in their hometown. Mr. Zbinden volunteered to host a reception in Dallas in the fall of 1986. Following a discussion about the diversity of our student body, Chairman Goodrich indicated that he and Dean Wottle would draft a proposal for discussion and vote at our next meeting that would encourage and support the recruitment of minorities by the College.

Dean Ray Allen was called upon to give a Financial Aid Report. He indicated that, due to the number of freshman enrollees in the fall, the Financial Aid Office has returned \$420,000 in unused student financial aid funds to the Finance Office. The budget for student financial aid for 1986-87 will be \$3,656,500, up 9% over last year's budget. Dean Allen indicated that we are in good shape in terms of our financial aid resources.

Dean Allen then reviewed the four motions that were passed on Tuesday by the Committee on Admissions. The motions address various revisions to our current policies on awarding financial aid and include increasing the percent of gift aid to students on need-based aid, the guarantee of good financial aid packages to need-based merit scholars, initiation of two one-half tuition Dean's Scholarships for minority students, and the initiation of 11 one-quarter tuition Presidential Scholarships. Considerable discussion occurred on each of the proposed changes. The proposals will now go to the faculty in February for a deciding vote.

Dr. Mark McMahon was asked to report on research he has done with Glenn Munson and Kim Weeks with respect to the College's entrance requirements. Dr. McMahon explained the methodology used (regression analysis) to try to determine the probability a student admitted to Rhodes has of being successful. The initial results of this ongoing research identifies those factors which are critical in determining success or failure at Rhodes and also lays the groundwork for a system that may assist the Admission Office in determining which students have the best chance of succeeding and thus should be admitted and, conversely, which students probably should not be admitted.

Dr. Roberts expressed his opinion that if and when we can determine those students who can "make it" academically at Rhodes, the College should be committed to doing everything it can to assist the students in succeeding. Following the discussion about the research, a motion was made by Dean Wottle and passed unanimously that "the Committee on Enrollment commend Professor Mark McMahon, Registrar Glenn Munson and Kim Weeks for the extensive time and effort they have contributed to evaluating our entrance requirements."

There being no further business, the meeting was adjourned at 5:00 p.m.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - January 16, 1986

[Matters requiring action by the Board are noted in bold type.]

Members present:

Mr. Jenkins, Chair; Mr. Bryce, Mr. Crabtree, Mr. Dobbs, Mr. Mallory, Mr. Orgill

Dr. B. R. Jones, Dr. Kus

Miss Tallent, Miss Winterburn

Dean Duff, Dean Llewellyn

Guests of the Committee: Dr. Lacy, Ms. Thomason

The meeting of the Committee was called to order by Mr. Jenkins at 2:10 P.M.

Ms. Sally Thomason, Dean of Continuing Education and Summer Programs was introduced. Ms. Thomason gave a brief overview of her plans to realize the goals of the College for continuing education. Three basic goals were mentioned:

- to provide continuing education in the liberal arts and sciences;
- to initiate educational services for business leaders;
- to establish summer residential programs on campus.

Immediate objectives include the review and the reorganization of the Institute for Executive Leadership, the exploration of ways to involve the College faculty in the programs of the Center for Continuing Education, the supervision of the Whit Brown Management Seminar, and the design of new formats for traditional liberal arts and sciences studies in the Center. Particular programs that are envisioned include the development of seminars designed for continuing education and enrichment experiences for secondary school teachers. A new name for the Center is under study.

Dr. William Larry Lacy, chair of the Project II Committee, was introduced for the purpose of bringing the report of the Committee to the Board of Trustees for information. (A copy is attached.) A discussion of the preliminary draft of the Project II Committee's report began with an overview of the report. The emphasis in the report is on the identification of the educational goals for the College and an indication of those experiences that are viewed as best realizing the

goals. In addition, skills are specified that are essential in attaining the educational goals of the College.

Dr. Lacy reviewed the process of preparing the statement of educational philosophy. The current document has been reviewed and approved by the Faculty. It was noted that this report builds on recommendations from the Project I (Excellence) Committee, and it sets guidelines for the work of the Project III (Curriculum) Committee. The report is to be submitted to the President who, in turn, will submit the final version to the Board at the April meeting.

The Committee members commended Dr. Lacy and the Project II Committee for its work. Board members are invited to communicate with the Dean of the College or with Dr. Lacy and make comments on or suggestions for the report. It was recommended that the student body be given a formal opportunity to receive and to comment on the report before the April meeting of the Board.

Dean Duff gave an update on faculty recruitment currently in progress. Thirteen appointments are being sought:

- Two in Economics and Business Administration  
(Marketing and Management)
- One in Mathematics and Computer Science  
(The current visiting professor may be recruited to stay.)
- One in English (Medieval Literature)
- One in French (Language and Literature)
- One in Russian  
(Language and Cultural/Historical studies)
- One in Theatre and Media Arts (Rhetoric)
- One in Political Science (Chair of the Department)
- One in Biology (Developmental biology)
- One in Chemistry (Replacement, reduced teaching load)
- One in History (Replacement, release-time)
- One in International Studies  
(Replacement, reduced teaching load and release-time)
- One in German (Replacement, sabbatical)

Questions were raised about the possibility of minority recruitment and appointments in the open positions. The Board members expressed their continued concern to improve the College's effort and success in recruiting qualified minority candidates. A lengthy discussion followed on this topic.

It was noted that the statement of the philosophy of education (see above) emphasized the importance of students "interacting with students and faculty from different racial, cultural, economic, and ideological backgrounds" (page 2, lns. 10-11). Further, the Committee members were reminded that the Committee had stressed the importance of action on this matter at previous meetings of the Committee.

Mr. Jenkins made the following motion:

The Board of Trustees requests that the College Administration examine the methods of recruitment, the salary and compensation levels, the conditions of employment and any other factors that impact on making minority appointments to the Faculty, and make a report to the Board on what is required, including new recruiting strategies, for the successful recruitment and appointment of qualified minority candidates.

The motion was seconded by Mr. Orgill. The motion was passed by the Committee, and it is to be presented to the Board for discussion and final action.

Dean Duff introduced for information a salary profile for the current faculty. A brief discussion followed of the comparative salary and compensation averages. A copy of the profile is attached.

Dean Duff introduced the President's recommendation that the report of the Project I Committee be approved. Copies of the final version were distributed to the Board members in a November 1, 1985 memorandum from the President. In previous votes at its October meeting the Board approved the changes in the academic structure of the program offered by the College, i.e., the 112 credit hour degree and the two-term semester calendar.

Mr. Dobbs made the following motion:

The Board of Trustees is requested to approve the report of the Project I Committee.

The motion was seconded; the motion passed. The chair commended all those involved in the work of the Project I Committee. He noted that it was evident that all parties contributed to the formation of a report with major importance to the work of Rhodes College.

There being no further business the meeting was adjourned at 3:45 P.M.

# **Philosophy of Education**

## **I. EDUCATIONAL GOALS.**

In order to fulfill its purpose, the College must educate students to lead the most meaningful and fulfilling lives of which they are capable; to love learning; to understand and be concerned about justice, peace, and the needs of the world, and to translate that understanding and concern into effective action.

## **II. MEANS OF ACHIEVING THESE GOALS: ATTRIBUTES, EXPERIENCES, AND SKILLS.**

For these goals to be attained, students must acquire an informed understanding of the world, cultivate an appropriate set of dispositions and sensibilities, and develop a comprehensive personal philosophy.

An **informed understanding of the world** requires study of the dynamics of human behavior and social structures, including interactions among individuals, societies, cultures, and nations, and of the basic nature and operation of the physical and biological worlds, of those processes by which knowledge is structured, of historical processes, of creative processes, and of artistic expression.

In order for students to progress toward this goal, they must be challenged by classical and contemporary thinking in the various disciplines. They must be given an opportunity to apply their knowledge by investigating ideas, perceptions, theories, and hypotheses and also explore in depth some discipline of their choosing.

An **appropriate set of dispositions and sensibilities** will include the attributes of personal integrity and respect for one's own abilities and values; respect for other persons and a concern for their dignity and welfare; a sense of community; an appreciation of cultural diversity; a respect for and an aesthetic appreciation of the natural world and human creativity; open-mindedness and an attitude of critical inquiry; a desire for

personal growth, wisdom, and wholeness; and a sense of direction fostered by the cultivation of personal talents.

Cultivation of that set of dispositions and sensibilities will involve experiences in a community built on an honor system, in which students govern themselves and participate in the decision-making processes of the College. It will also involve living and working in a setting which harmoniously blends natural beauty and works of human creation; exposure to quality in a variety of fields; participation in the fine arts; interacting with students and faculty from different racial, cultural, economic, and ideological backgrounds; participation in discussions in which students will be called upon to express their own points of view and to consider with respect the views of others; and working with others in situations which require cooperation and mutual responsibility. Students shall have opportunities for participation in service projects that involve working with people from different social and economic backgrounds, in off-campus learning experiences here and abroad, and in sports and other physical activities which cultivate health and a sense of fair play.

A **comprehensive personal philosophy** will include reasoned views about the ultimate source and meaning of human life, what is of primary importance, and a corresponding hierarchy of values and obligations.

For students to formulate such a philosophy, they must be presented with a wide variety of challenging views on these central issues. Rhodes College is committed to the position that students should formulate their own personal philosophy in dialogue with a Christian perspective on these issues in an atmosphere which encourages freedom of thought and expression for all. Students shall have the opportunity for interaction, both inside and outside the classroom, with a faculty of scholars who have a strong commitment to their disciplines and an enthusiasm for sharing their love of learning.

Certain **skills** contribute to the attainment of the educational goals of the College:

a. **Critical skills:** The ability to analyze arguments, to assess evidence, to discover, articulate and evaluate assumptions.

b. **Creative skills:** Flexibility of thought which allows one to ask thoughtful and penetrating questions, to generate new insights, to seek new

solutions to problems, to envisage new possibilities, to respond positively to change.

c. **Communication skills:** The ability to listen, to enter into dialogue, to write and speak with clarity and style in English; and proficiency in a foreign language.

d. **Research skills:** The ability to read critically, to formulate and test hypotheses, to collect and interpret information, and to draw conclusions.

e. **Evaluation skills:** The ability to formulate and justify value judgments, to evaluate oneself and one's beliefs honestly.

f. **Empathic skills:** The ability to appreciate the perspective of others and to respond empathetically.

g. **Aesthetic skills:** The ability to express oneself artistically, to exercise the imagination, and to recognize quality.

h. **Synthetic skills:** The ability to perceive ordering principles such as those inhering in myth, language, mathematics, and schools of thought and to fit diverse pieces of knowledge together into a whole.

## AVERAGE FACULTY SALARIES, 1984-85

RANK	RHODES COLLEGE 1984-85	ALL CATEGORIES EXCEPT IV	CATEGORY II B	CATEGORY II B, LEVEL 1	RHODES COLLEGE 1985-86
Professor	34,100 [43,300]	39,870 [48,600]	32,830 [40,120]	34,900 [43,100]	36,547 [46,985]
Associate	27,800 [36,100]	29,910 [36,620]	26,230 [31,880]	28,200 [34,500]	29,789 [39,196]
Assistant	21,500 [27,700]	24,610 [30,060]	21,850 [26,260]	23,400 [28,400]	23,219 [27,290]
Instructor	-----	19,150 [23,350]	17,840 [21,230]	20,000 [24,100]	19,646 [22,959]
Averages	28,200 [36,200]	30,960 [37,810]	25,600 [31,030]	-----	29,528 [37,265]

## Notes:

1. Figures in [ ]'s indicate total compensation: salary plus fringe benefits.
2. Figures are as reported in the AAUP report, "The Annual Report on the Economic Status of the Profession 1984-85," except for the averages for 1985-86. The figures for 1985-86 have been prepared by Rhodes College for submission for the 1985-86 annual report.
3. Category II B (General Baccalaureate Institutions): institutions characterized by their primary emphasis on general undergraduate baccalaureate-level education, not significantly engaged in post-baccalaureate education. Level 1: 80th percentile to 94.9%.

Date prepared: 02 January 1986

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PROJECT I - EXCELLENCE

Adopted by the Rhodes College Board of Trustees  
January 17, 1986

A. Plans and Goals

Many of the following plans that require additional funding are long term goals. In order to safeguard the financial strength of the College, implementation should be planned, orderly, and in keeping with the projections for enrollment and tuition as stated in the Plan For Excellence.

B. Academic Program Plans

1. Recruitment and Retention of Faculty

A critical element in the College's commitment to being one of the finest colleges of liberal arts and sciences in the nation is the recruitment and retention of faculty who are both outstanding teachers and outstanding scholars. In order to compete for them successfully, Rhodes must offer an attractive alternative to other colleges and universities across the country. The College should offer a combination of higher salaries, strong emphases on teaching and scholarship, and financial support for faculty development in both areas.

2. Skills and Attributes

The College has always had statements of mission, purpose and ideals. These include The Plan of Union of 1873, The Charter of the College, "The Ideals of Southwestern" formulated by President Diehl, The Covenants with Synods, and the Mission Statement formulated by President Daughdrill and adopted unanimously by the Board of Trustees in April, 1984. These documents have been given wide circulation.

Though one might compare the documents critically and raise minor philosophical questions if so inclined, these statements provide a clear understanding of the mission of the College. The mission, purpose, commitment, and nature of Rhodes College are currently and clearly defined.

What we lack, however, is an up-to-date statement by the faculty that would connect the statements of mission, purpose, nature, and commitment of the College with the curriculum. A statement that answers such questions as, "What skills or attributes should our graduates possess?" "What standards of performance should they have attained and demonstrated before graduation?" The AAC Report Integrity In The College Curriculum (pp. 15-24) lists nine such skills and attributes, and the Report points to the need for every college to develop its own.

Attributes frequently quoted in College literature, such as "the ability to communicate orally and in writing," came from the work of a small faculty committee chaired by Professor Robert Amy more than 10 years ago.

The need is obvious and the time is right for the College to develop an up-to-date statement of skills and attributes that the College strives to impart to students. Such an undertaking should be initiated by a committee made up predominantly of faculty members along with several students, alumni, trustees,

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and administrators.

The statement should state clearly the skills, attributes, and experiences that Rhodes seeks to impart to its students. This is needed 1) so that all will know what we are about, how faculty work together collegially, and how each professor's and each departments's work fits with others, 2) so that we establish as goals the skills and attributes that we want students to acquire, which can be evaluated for continual accreditation, and 3) so that the image of a Rhodes education is clear to our constituencies.

A statement should be developed without delay as Project II.

The faculty should vote on the statement and report to the President. The President should consider the statement carefully and make a recommendation to the Board.

### 3. Curriculum Review

After the skills and attributes goals are clearly defined, the curriculum of the College, both as individual components and as a whole, should be reviewed carefully. Expanding knowledge, new technologies, and evolving theories demand new attention to all phases of our curriculum. This concern should extend to the "fit" and rationale of all our curriculum offerings. The last overall curriculum review was done 17 years ago.

The present distinction between the B.A. and B.S. degrees in the sciences is not clear. Clarifications of what each degree program is and a rationale for each should be clearly stated. We offer more degrees than many colleges larger than Rhodes, in part because of overlapping B.A. and B.S. degrees. The current definitions and structure of B.A. and B.S. degrees should be reviewed and overlapping degrees abolished.

Reviewing the curriculum as a whole should determine how our curriculum should provide students an education in keeping with the nature and mission of the College, our commitment to excellence, and the desired skills and attributes of Rhodes students. Such an undertaking should be initiated by a committee made up predominantly of faculty members along with several students, alumni, trustees, and administrators. Curriculum review should be Project III and should be undertaken immediately upon completion of Project II. The faculty should vote on the Project III report and make a report to the President. The President should consider the report carefully and make recommendations to the Board.

### 4. Assessment

After the statement of skills and attributes is developed and the curriculum reviewed, the College needs to determine if and how students are acquiring the desired skills, experiences and attributes through participating in the curriculum.

The manner in which we attempt to make good on our promises and the ways in which teaching and learning occur are critical to the success of the College and the success of our graduates.

To determine if Rhodes students are acquiring the desired skills, experiences and attributes, methods and measures of assessment must be devised. Such an undertaking should be initiated by a committee made up predominantly of faculty members along with several students, alumni, trustees, and administrators.

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Assessment should be Project IV and should be undertaken immediately upon completion of Project III. The faculty should vote on Project IV and report to the President. The President should consider the report thoroughly and make a report to the Board.

5. Facilities

The Burrow Library, quality classrooms, and faculty office facilities should have high priority along with other needs such as renovation of athletic and refectory facilities.

It has been said that new knowledge expands at the rate of a set of Encyclopedia Britannica every thirty minutes. No library can keep up. Therefore attention should continue to be given to new technology for the Burrow Library and to financial, physical, and human resources needed to make the Burrow Library an Information Retrieval Center.

6. Consultation

All academic departments of the College should be reviewed by an outside consultant at least once every 10 years. External evaluation provides an excellent mechanism for 1) recognition of superior accomplishments, 2) constructive criticism, and 3) new ideas about instruction and research. Such review and consultation will provide a regular review of programs and procedures by those knowledgeable in the field.

7. Majors Requirements

Since the College is a liberal arts and sciences institution, then we should have a balanced program that may require fewer courses in a student's major, allows generously for "electives," and places upper and lower limits on the sizes of majors. At present, majors range in size from 27-68 hours, a wide diversity. The credit hours in a major may not be more than 50% of the credit hours required for a degree, nor be less than 25% of the credit hours required for a degree.

8. Departmental Structure

The departmental structure should be reviewed. Perhaps some departments should be combined and others created to better accomplish our academic mission and provide support services. A new "Man" Department and a Computer Science Department should be given serious consideration during Project III, review of the curriculum.

9. Department Chairs

Department Chairs should be appointed for 3 year renewable terms and should be evaluated and rewarded for performance of administrative as well as faculty duties. In order to promote strong, internal, self-critical leadership, rotating Chairs should be abolished.

The remuneration of Department Chairs should be adequate to compensate them for their responsibility, and service as Department Chair should count as service to the College.

10. Faculty Appointments

Non-tenure track, multi-year faculty appointments above current faculty levels should be used during the years when the number of 18 year olds is declining to respond to enrollment pressures and new curriculum needs. Tenure is an expensive long term investment by the College and the use of part-time faculty is sometimes impossible or unwise for extended periods. The

practice of making non-tenure track, multi-year faculty appointments allows flexibility, preserves and promotes quality instruction, and is a prudent strategy when attempting to address student interests and needs.

#### 11. Part-time Faculty

Part-time faculty should be given greater recognition and financial remuneration. Part-time or adjunct faculty should receive compensation at a higher level than is now the case. They teach 10% of our classes. Since they should provide the same overall quality of instruction as full time faculty, improved salary and benefits will be means to expect and reward higher quality performance.

### C. FACULTY DEVELOPMENT

#### Overview

Faculty Development can be put in the general context of two questions: (1) What constitutes professional success for faculty members at the finest liberal arts colleges in the nation, i.e., what are the expectations for excellence of faculty at these institutions? (2) What kind of support do these colleges provide to enable faculty to carry out these expectations successfully?

The primary area in which Rhodes can make both immediate and long-term gains is that of faculty development, both as teachers and scholars. No college can be among the finest in the nation unless it has a faculty of the highest academic quality and reputation, a reputation that results from great teaching and outstanding scholarship. Thus, the academic quality and reputation of the individual faculty member enhances the academic reputation of the College as a whole. This greatly benefits our students and graduates and works to attract a broader student body and a more outstanding faculty.

Excellent undergraduate teaching and individual scholarly production coexist effectively and strengthen each other at Rhodes. Both are usually done by the same person. In most cases, this is the goal of the individual faculty member.

Rhodes should move toward more balanced support for these activities. It is quite possible for Rhodes to hire outstanding faculty of the highest caliber in both teaching and scholarship. These same people will stay and become committed to the College community as the academic calendar reflects the faculty's will in balancing time to teach well and to pursue their research interests.

#### 12. Faculty Professional Excellence

The primary emphasis of the Rhodes College faculty has always been its commitment to excellence in teaching. This commitment is essential to the mission of the College.

This commitment can best be realized only when there is a significant emphasis on scholarly productivity that complements teaching effectiveness.

The College should revise its present procedure for evaluating and rewarding faculty performance through merit increases, tenure, and promotion to give increased emphasis to scholarly production, though still keeping teaching as the primary emphasis. Service to students, to the College, and to the community should continue to be recognized as well.

Tenure should be awarded normally only to those candidates who are rated as "outstanding" in all three of the categories: teaching effectiveness, scholarly production, and service.

#### 13. Sabbaticals

The College should have a sabbatical program as soon as it is financially feasible which will make possible a leave of one semester with full pay, or a full year's leave at half pay, after every 3 years of continuous service. The goal of more frequent sabbaticals might be accomplished in phases in keeping with budget projections.

A sabbatical also should be available to untenured faculty members who are full time, tenure-track after 3 years of continuous service.

A professor shall qualify for a second or subsequent sabbatical only by having produced significant scholarly production during the previous sabbatical that resulted in publication or public production before the next sabbatical.

The program should be funded so as to make possible the hiring of replacements, when necessary, for faculty members on sabbatical.

#### 14. Structure

Rhodes College firmly believes that the quality of teaching is enhanced by faculty research. The College's objective, therefore, has been to find the optimum balance between teaching expectation, calendar, and expectation of scholarly production to enhance the quality of the contacts between our faculty and students. To accomplish this objective:

a. The academic calendar beginning in the fall of 1987 will become two fourteen week terms of instruction.

b. The overall curriculum should be described on the basis of semester hours, with the graduation requirement being 112 hours.

c. Beginning in the fall of 1987 the normal level of teaching shall be reduced from 7 to 6 courses per year.

#### 15. Summer Research Funds

Summer research funds should be sufficient to fund as many worthwhile projects as possible with a minimum stipend of \$3,000, and to cover research or travel expenses.

#### 16. Faculty Professional Travel

The budget for faculty travel to professional meetings for 1984-85 was increased by 75%, from \$16,000 to \$28,000. This should be increased to \$50,000 as needed. This is in addition to the travel expenses covered by research grants.

#### 17. Other Resources to Support Faculty

As enrollment, budget, and space projections allow, the College should provide one-half secretary for every 4-person department and a full-time secretary for every department with 6 or more full-time members.

Office space and word processing capacity for all faculty secretaries and for all departments should be provided.

The College should continue to provide computer use instruction for all faculty members and continue to provide a computer work station for each faculty member as feasible.

A full-time laboratory assistant should be provided for each of the science departments as budget projections allow.

The College should employ an Academic Grants Coordinator and

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set an appropriate volume of grants to be obtained as a performance standard.

18. Distinguished Professors

To attract and retain top teacher-scholars, the College should significantly increase the number of fully endowed Distinguished Professorships.

REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - January 16, 1986

The Committee on Students and Campus Life met on January 16, 1986 at 2:40 p.m. in the Voorhies Social Room. The following members were present: John M. Tully (Chair), Frank E. Lankford, Lynda G. McCarty, Harry J. Phillips, Sr., Spence L. Wilson, Jeannette Spann; faculty members Bruce E. Stanley and James M. Vest; ex-officio member Dean F.E. Goodman; student members Stephen T. Estock and Andi E. Williams; guests Karen Luvaas, Mike Thompson, Raymond Fields, Phaedra Hise, Christopher Allen, Detlef Scholz, Brian Mott, and Dian Nelson.

John Tully presided over the meeting.

Dean Goodman introduced Karen Luvaas, station manager of WLYX, the Rhodes College radio station. Ms. Luvaas presented a brief description of the format of the station and introduced Brian Mott, a member of the cast of Faith County, a one-half-hour long weekly comedy serial. Brian explained that the program is written, produced, and performed entirely by students. The show has gained such popularity that the cast was invited to tape a Christmas program for a commercial radio station. Faith County airs on Thursday evenings at 7:30 p.m. Ms. Luvaas played a portion of this week's program for the committee.

Chairman Tully announced that Dilemma will not take place in February this year as originally planned, due to insufficient funds.

Dean Goodman introduced Detlef Scholz, a freshman and very active member of the Equestrian Team. Detlef described the recent success of this small novice team and its first competition and mentioned that three horses had been donated to the team. Discussion followed.

As a follow-up to the concerns about security voiced at the last board meeting, Col. Max McQuown, the Director of Security, and two concerned students, Mike Thompson and Stephen Estock, reported on the security issue. Mike Thompson mentioned that a large meeting of students, faculty, and administration had been held to discuss the problem. Col. McQuown described the measures that had been taken to remedy the situation. Stephen Estock added that many of the recommendations made by the SGA had either been completed or were in progress. In addition, the SGA has undertaken, as a major project, the issue of campus security and student awareness of the problem. Discussion followed.

Phaedra Hise, a senior, reported on the various student publications. She explained that Currents, the literary magazine, will be producing three issues rather than one this year. Christopher Allen reported on the Sou'Wester, the school newspaper. The cost of production is down and the income from advertising has increased. Discussion followed.

Raymond Fields, SGA President, discussed current student interests. He commented that the publications this year have been more productive, efficient,

and professional than in the past. On behalf of the SGA, he complimented the staff and the administration for their quick response to student concern about campus security.

President Fields then reported on current student activities. The College Bowl competition is preparing to begin play to determine campus champions and representatives for the Regional Competition in February. The Literary Arts Festival has arranged for poet Alan Ginsburg to appear in late April.

As an update on club sports, President Fields reported that the Rugby Club completed its initial season with three wins and four losses. They won fourth place and were awarded the sportsmanship trophy at the Memphis Invitational in December. The Lacrosse Club has had a strong turnout in its early practices preparing for their spring season.

He related that the Food Committee of the SGA, under the new leadership of Stephen Estock, worked with ARA Food Services to institute a Sunday brunch in the refectory to replace the traditional breakfast and lunch. A continental breakfast will be available in the Lynx Lair.

In the January election, students will elect a new vice president and will vote on an amendment to the SGA constitution that would require the three Board of Trustees student representatives to report to the SGA.

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