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## Minutes of the Meeting of Board of Trustees of Rhodes College April 17 and 18, 1997

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# RHODES

FOUNDED 1848

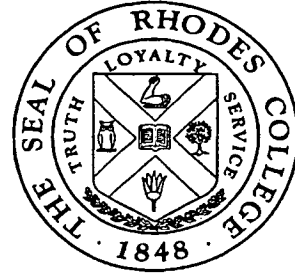
## Board of Trustees Agenda

April 17 and 18, 1997

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

BOARD OF TRUSTEES

# Spring Meeting of the Board of Trustees



**Thursday, April 17, 1997**

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- 10:00 a.m. Campaign Executive Committee will meet in Dorothy C. King Hall, Room 102.
- 11:30 Trustees and their spouses are invited to attend the induction of new members, Mr. Joseph W. Blount '79 and Dr. Paul S. Mostert '50, into the Bellingrath Society. The ceremony will be in the lobby of Halliburton Tower.
- 12:00 p.m. Trustees, spouses and special guests will proceed to the Catherine Burrow Refectory for lunch.
- 1:00 The Board will convene in the Edmund Orgill Room of S. DeWitt Clough Hall. Spouses will tour the Wonders Exhibit, The Titanic. Transportation will be provided.

## Meeting of the Board

Edmund Orgill Room, 200 Clough Hall

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Approximate Time	Topic	Presenter
1:00 p.m.	Welcome and Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Mr. Ted M. Henry
	Roll Call	Mr. Kenneth F. Clark, Jr., Secretary
	Approval of Board Minutes January 23 and 24, 1997	Mr. Mitchener
1:15	President's Report	Dr. James H. Daughdrill, Jr., President
2:00	Adjourn to Committee Meetings	
<hr/>		
7:00 p.m.	Trustees and their spouses are invited as guests of Dèbe and Ted Henry and Debby and John Wallace to a dinner christening the Grand Ballroom of the Bryan Campus Life Center.	

# Friday, April 18, 1997

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

## Meeting of the Board Edmund Orgill Room, 200 Clough Hall

Approximate Time	Topic	Presenter
8:30 a.m.	Call to Order	Mr. Frank M. Mitchener, Jr., Chair
	Prayer	Mr. Frank O'Connor
	Roll Call	Mr. Kenneth F. Clark, Jr., Secretary
8:45	Committee Reports Requiring Board Action (others to be mailed)	
	• Investment	Mr. Michael McDonnell ✓
	• 150th Anniversary Campaign	Dr. Winton M. Blount ✓ <i>Clark</i>
	• Development	Mr. James A. Thomas III '62 ✓
	• Board Directions and Leadership	Mr. John C. Sites, Jr. '74 ✓ <i>Orgill</i>
	• Students and Campus Life	Mr. William J. Michaelcheck '69 ✓ <i>R. Jones</i>
10:00	— B r e a k —	
10:15	• Enrollment	Mr. James H. Prentiss ✓
	• Faculty and Educational Program	Mr. W. Neely Mallory, Jr. ✓ <i>Ordfree</i>
	• Lifelong Learning	Mr. James H. Prentiss ✓
	• Finance	Mr. Spence L. Wilson ✓
	• Buildings and Grounds	Mr. Edgar H. Bailey ✓
11:00	New Business	
11:15	Executive Session	
	Adjournment	

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

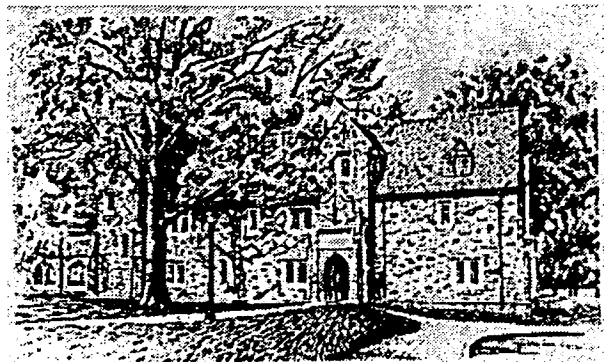
**BOARD OF TRUSTEES COMMITTEES FOR 1996-97**

<b>Board Committees</b>		<b>Faculty Member</b>	<b>Student Member</b>	<b>Staff (Non-Voting)</b>
<b>Board Directions &amp; Leadership</b> John C. Sites, Jr., Chair • Neville F. Bryan J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum	Ben W. Bolch		Loyd C. Templeton, Jr. Gilbert I. Hayes
<b>Buildings &amp; Grounds</b> Edgar H. Bailey, Chair • Billy M. Hightower J. L. Jerden John B. Maxwell, Jr. K. C. Ptomey, Jr.	Loma A. Reimers Nettie Schilling Frances T. Tigrett Russel L. Wiener	Steve Gadbois #	Kristen L. Rauschkolb	Brian E. Foshee William D. Berg
<b>Development</b> James A. Thomas III, Chair • John M. Boswell III Robert H. Buckman • Kenneth F. Clark, Jr. • John M. Wallace III David D. Watts	Mertie W. Buckman William C. Rasberry P.K. Seidman	Michael C. Nelson #	Robert P. Marus #	Arthur L. Criscillis Wendy T. Rotter
<b>Enrollment</b> Elizabeth L. Simpson, Chair • James H. Barton Tommie S. Dunavant Bryan M. Eagle Donald H. Farris James H. Prentiss	Robert W. Amis Charles R. Sherman	Gail C. Streete #	Michael J. Faber #	David J. Wottle Arthur M. Weeden, Jr.
<b>Faculty &amp; Educational Program</b> W. Neely Mallory, Jr., Chair • Bruce E. Campbell, Jr. • John H. Crabtree, Jr. • Nancy J. Huggins Barbara R. Hyde David R. McWilliams Harry J. Phillips, Sr.	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Terri E. Lindquister	Yohaam Demel	John M. Planchon
<b>Finance</b> Spence L. Wilson, Chair • Jack R. Blair J. Bayard Boyle, Jr. • John C. Hugon James R. Lientz, Jr. Vicki G. Roman Wayne S. Sharp	S. Herbert Rhea John B. Ricker, Jr.	Deborah N. Pittman	Frank O'Connor #	J. Allen Boone N. P. McWhirter
<b>Students &amp; Campus Life</b> William J. Michaelcheck, Chair • J. Robert Dobbins Nancy H. Fulmer John D. Gladney Ted M. Henry W. Ralph Jones III	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Dee Birnbaum	Anita V. Person	Melody K. Hokanson Charles N. Landreth
<b>Investment</b> Michael McDonnell, Chair J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. Joseph Orgill III Harry J. Phillips, Sr.	L. Palmer Brown	Brian W. Shaffer		J. Allen Boone N. P. McWhirter
<b>Audit</b> Edgar H. Bailey, Chair • John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
<b>Lifelong Learning</b> Jack R. Blair, Chair • Bruce E. Campbell, Jr. W. Ralph Jones III James H. Prentiss	P. K. Seidman	Frank O. Mora		John M. Planchon
<b>Information Technology</b> Donald H. Farris, Chair • Robert H. Buckman Bryan M. Eagle	John A. Williams, <i>ex officio</i>	Carolyn P. Schriber	Thomas A. Jackson	John M. Planchon Charles L. Lemond

• Executive Committee Member  
# Elected by Faculty or Students

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

Revised February 25, 1997



Blount Hall  
Dedicated October 17, 1996

# AGENDA

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## COMMITTEE ON DEVELOPMENT

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President's Office Conference Room, 331 Halliburton Tower  
Thursday, April 17, 1997

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. James A. Thomas III '62, Chair
2:20	150th Anniversary Campaign for Rhodes	Dr. Arthur L. Criscillis, Dean of Development
2:40	1996-97 Annual Fund • Progress • Year-End Projections	Ms. Charlotte P. Parks '83, Director of Special Gifts
2:55	Diehl Society Progress	Ms. Wendy T. Rotter '87, Director of Major Gifts
3:10	Margaret Hyde Council	Ms. Rotter
3:25	Planned Giving	Ms. Roberta B. Matthews, Director of Planned Giving
3:40	New Business	

# AGENDA



The Hunt Memorial Gateway at Phillips Lane  
Dedicated May 31, 1948

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## COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP

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Edmund Orgill Room, 200 S. DeWitt Clough Hall  
Thursday, April 17, 1997

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. John C. Sites, Jr. '74, Chair
2:20	Election of Board Officers 1997-98	Mr. Sites
2:40	Meeting Dates for 1997-98, 1998-99 and 1999-2000	Mr. Sites
2:50	Election of Trustees	Dr. James H. Daughdrill, Jr., President
3:00	Honorary Degree Candidates	Dr. Daughdrill
3:10	Recommendation of Dean of Academic Affairs	Dr. Daughdrill
3:20	Recommendation of Executive Director of Media Relations	Dr. Daughdrill
3:30	New Business	Mr. Sites
3:35	Executive Session Personnel Matters	Mr. Sites

**TO:** Board Directions and Leadership Committee  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** April 17, 1997  
**SUBJECT:** Recommendation of Dean of Academic Affairs

During the current academic year, Dr. John M. Planchon, Associate Dean of Academic Affairs, served as Acting Dean of Academic Affairs. This position is most challenging; it requires of an incumbent honesty, integrity, intelligence, and stamina.

Since becoming Acting Dean, Dr. Planchon has addressed complex issues and resolved complicated problems. He has done an outstanding job. Dr. Planchon has a sound reputation for fairness and honesty, for hard work and for the way he is doing a challenging job.

According to Chapter One, Section 2 of the *College Handbook*, "All Cabinet-level administrators shall be designated by the President, subject to the approval of the Board."

I recommend that the Board of Trustees approve my appointment of **Dr. John M. Planchon** as Dean of Academic Affairs, effective immediately.

**TO:** Board Directions and Leadership Committee  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** April 17, 1997  
**SUBJECT:** Recommendation of Executive Director of Media Relations

Gilbert I. Hayes holds the B.B.A. from the University of Oklahoma and the M.A. degree from the University of Memphis. He has been a part-time instructor in English at Christian Brothers University and at the University of Memphis. He is active in a wide variety of civic and professional organizations.

He served as Assistant Vice Chancellor for University Relations for the University of Tennessee, Memphis. His broad experience in addition to working with the local, regional and national media, includes marketing, publications, special events and community relations.

According to Chapter One, Section 2 of the *College Handbook*, "All Cabinet-level administrators shall be designated by the President, subject to the approval of the Board."

I recommend that the Board of Trustees approve my appointment of **Mr. Gilbert I. Hayes** as Executive Director of Media Relations, effective immediately.

# AGENDA



Palmer Hall  
Dedicated November 27, 1925

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## COMMITTEE ON STUDENTS AND CAMPUS LIFE

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Athletics Conference Room, Bryan Campus Life Center  
Thursday, April 17, 1997

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. William J. Michaelcheck '69, Chair
2:20	Student Activities: Planning Rites of Spring	Ms. Cindy Pennington, Director of Student Activities Ms. Suchita Pakkala '99 Mr. Matthew B. Chandler '98
2:40	Athletics: Meeting the New Coaches	Mr. Michael T. Clary '77, Director of Athletics Mr. Joseph A. White, Head Coach of Football Ms. Lori A. McConnell, Head Coach of Women's Basketball Mr. Darren V. Ambrose, Head Coach of Women's Softball
3:10	Globalizing Community Service: The Tenth Anniversary of the "Tex Mex" Experience	Mr. Bryant E. Benson '97 Ms. Kristin C. Delea '97 Ms. Nancy A. Roth '97
3:40	Rhodes Student Government Report	Mr. Damon A. Norcross '98, President of Rhodes Student Government
3:50	New Business	Mr. Michaelcheck

# AGENDA



The Charles Edward Diehl Memorial  
Dedicated October 8, 1983

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## COMMITTEE ON ENROLLMENT

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Room 304, S. DeWitt Clough Hall  
Thursday, April 17, 1997

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mrs. Elizabeth L. Simpson '58, Chair
2:20	Recruiting and Admissions for August <ul style="list-style-type: none"> <li>• Applications</li> <li>• Admission Decisions</li> <li>• Academic Quality</li> <li>• Wait List</li> <li>• Deposits</li> <li>• Admissions Strategy and National Trends</li> </ul>	Mr. David J. Wottle, Dean of Admissions and Financial Aid
3:00	Financial Aid <ul style="list-style-type: none"> <li>• Financial Aid Budget Status for Current Year</li> <li>• Student Aid Issues in Congress</li> <li>• Financial Aid Packaging for 1997-98</li> </ul>	Mr. Arthur M. Weeden, Jr., Director of Financial Aid
3:30	New Business	Mrs. Simpson

# AGENDA



**Robinson Hall**  
Dedicated December 17, 1989

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## COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

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**Wunderlich Seminar Room, 325 Buckman Hall**  
**Thursday, April 17, 1997**

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<b>Approximate Time</b>	<b>Topic</b>	<b>Presenter</b>
2:15 p.m.	Committee Convenes	Mr. W. Neely Mallory, Jr., Chair
2:20	Tenure Recommendations	Dr. John M. Planchon, Acting Dean of Academic Affairs
2:45	Faculty Recruitment for 1997-98	Dr. Planchon
3:00	Hill President's Grants for 1997-98	Dr. Planchon
3:15	Study Abroad	Ms. Katherine O. Richardson '83, Director of International Programs
3:30	New Business	Mr. Mallory

TO: Faculty and Educational Program Committee  
FROM: James H. Daughdrill, Jr.  
DATE: April 17, 1997  
SUBJECT: Tenure Recommendations

I recommend that:

**Dr. Ellen Armour**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

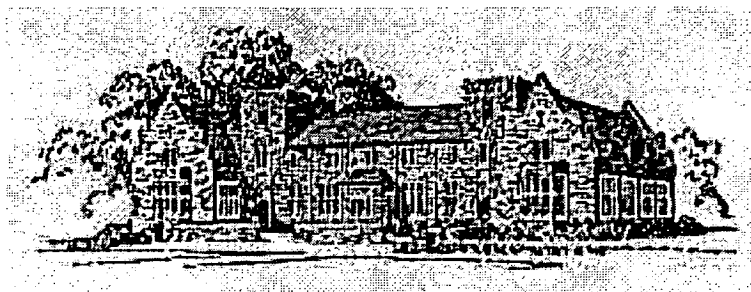
**Dr. Dee Birnbaum**, Associate Professor of Economics and Business Administration be granted tenure effective with the 1998-99 contract.

**Dr. Carolyn Jaslow**, Assistant Professor of Biology, be promoted to Associate Professor of Biology effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. David McCarthy**, Assistant Professor of Art, be promoted to Associate Professor of Art effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Brad Pendley**, Assistant Professor of Chemistry, be promoted to Associate Professor of Chemistry effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

# AGENDA



The Thomas W. Briggs Student Center  
Dedicated May 2, 1966

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## COMMITTEE ON FINANCE

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Hill Board Room, Palmer Hall  
Thursday, April 17, 1997

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. Spence L. Wilson, Chair
2:20	Current Budget Year-to-date	Mr. N. P. McWhirter '73, Comptroller
2:30	Endowment Report	Mr. McWhirter
2:40	1997-98 Operating Budget	Mr. J. Allen Boone '71, Dean of Administrative Services
3:00	Proposed Renovation and Replacement Budget	Mr. Boone
3:15	The "Lynx Card": a new debit card option	Mr. Boone
3:30	New Business	Mr. Wilson

TO: Committee on Finance  
 FROM: James H. Daughdrill, Jr.  
 DATE: April 17, 1997  
 RE: 1997-98 Operating Budget

I recommend the following operating budget for 1997-98:

	Budget 1996-97	Budget 1997-98
INCOME:		
Tuition	\$22,294,258	\$23,628,113
Fees	2,084,470	2,029,737
Room & Board	5,107,956	4,907,644
Gifts & Grants	2,275,000	2,380,000
Endowment	5,291,115	6,288,445
Other Income	806,400	894,850
Total Income	\$37,859,199	\$40,128,789
EXPENSE:		
Compensation	\$18,124,896	\$19,337,681
Non-Compensation	19,734,303	20,791,108
	\$37,859,199	\$40,128,789

	96-97	% CHANGE	97-98
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$16,392	5.9%	\$17,360
Room	\$2,890	0.0%	\$2,890
Board	\$2,220	0.0%	\$2,220
Student Activity Fee	\$158	0.0%	\$158
<b>TOTALS:</b>	<b>\$21,660</b>	<b>4.5%</b>	<b>\$22,628</b>
Ave. Enrollment (FTE)	1390		1390
Dormitory Occupancy	1020		980

<b>INCOME BUDGET:</b>	<b>96-97</b>		<b>97-98</b>
<b>TUITION AND FEES:</b>			
Tuition	\$22,215,258	5.9%	\$23,527,313
Tuition-Summer School	\$20,000	125.0%	\$45,000
Summer Writing/Scholars	\$59,000	-5.4%	\$55,800
European Studies	\$800,800	-10.7%	\$715,000
Student Activity Fees	\$219,620	0.0%	\$219,620
Applied Music Fees	\$30,000	50.0%	\$45,000
Special Course Fees	\$26,000	15.4%	\$30,000
Application Fees	\$94,000	0.0%	\$94,000
Extra Hours	\$7,000	42.9%	\$10,000
Graduation & Misc. Fees	\$38,750	-5.2%	\$36,750
Registration & Transcripts	\$4,500	0.0%	\$4,500
Meeman Center	\$636,300	0.6%	\$640,067
Micro Center	\$15,000	6.7%	\$16,000
Music Academy	\$212,500	3.0%	\$218,800
<b>TOTAL:</b>	<b>\$24,378,728</b>	<b>5.2%</b>	<b>\$25,657,850</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,888,844	-3.9%	\$2,775,556
Board	\$2,219,112	-3.9%	\$2,132,088
<b>TOTAL:</b>	<b>\$5,107,956</b>	<b>-3.9%</b>	<b>\$4,907,644</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$26,000	-42.3%	\$15,000
Annual Support Program	\$2,249,000	5.2%	\$2,365,000
<b>TOTAL:</b>	<b>\$2,275,000</b>	<b>4.6%</b>	<b>\$2,380,000</b>
<b>ENDOWMENT INCOME:</b>	<b>\$5,291,115</b>	<b>18.8%</b>	<b>\$6,288,445</b>
<b>OTHER INCOME:</b>			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$72,000	0.0%	\$72,000
Interest Income	\$285,000	5.3%	\$300,000
Swimming Pool	\$0	100.0%	\$52,000
Miscellaneous Income	\$500	0.0%	\$500
Traffic Fines/Vehicle Reg.	\$34,000	17.6%	\$40,000
Dividends, Royalties, Commissions	\$77,050	6.4%	\$82,000
College Work-Study	\$125,000	12.0%	\$140,000
Athletic/CLC Income	\$31,150	8.0%	\$33,650
Telephone	\$125,200	-6.4%	\$117,200
Parkway House	\$36,000	2.8%	\$37,000
<b>TOTAL:</b>	<b>\$806,400</b>	<b>11.0%</b>	<b>\$894,850</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$37,859,199</b>	<b>6.0%</b>	<b>\$40,128,789</b>

EXPENSE BUDGET:										
	1996-97			1997-98						
EDUC. & GENERAL:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE	
Art	\$240,205	\$22,490	\$262,695	\$258,994	\$38,392	\$297,386	7.8%	70.7%	13.2%	
Religious Studies	\$729,837	\$15,405	\$745,242	\$729,528	\$17,085	\$746,613	0.0%	10.9%	0.2%	
English	\$816,565	\$21,730	\$838,295	\$863,127	\$23,527	\$886,654	5.7%	8.3%	5.8%	
Foreign Languages	\$841,371	\$23,027	\$864,398	\$883,715	\$30,165	\$913,880	5.0%	31.0%	5.7%	
Language Center	\$35,491	\$2,618	\$38,109	\$36,838	\$12,405	\$49,243	3.8%	373.8%	29.2%	
Music	\$402,867	\$26,266	\$429,133	\$417,837	\$30,827	\$448,664	3.7%	17.4%	4.6%	
Philosophy	\$204,468	\$3,421	\$207,889	\$215,662	\$3,359	\$219,021	5.5%	-1.8%	5.4%	
Theater/Med Arts	\$284,803	\$34,151	\$318,954	\$301,113	\$32,612	\$333,725	5.7%	-4.5%	4.6%	
Search/Values Course	\$0	\$6,528	\$6,528	\$0	\$6,597	\$6,597	0.0%	1.1%	1.1%	
Summer Writing/Scholars	\$28,508	\$30,344	\$58,852	\$22,440	\$32,500	\$54,940	-21.3%	7.1%	-6.6%	
Music Academy	\$199,075	\$13,500	\$212,575	\$200,851	\$12,000	\$212,851	0.9%	-11.1%	0.1%	
European Studies	\$84,821	\$702,075	\$786,896	\$88,191	\$625,000	\$713,191	4.0%	-11.0%	-9.4%	
Anthro & Sociology	\$184,350	\$13,491	\$197,841	\$195,798	\$13,771	\$209,569	6.2%	2.1%	5.9%	
Economics & Business	\$715,051	\$20,891	\$735,942	\$915,673	\$22,068	\$937,741	28.1%	5.6%	27.4%	
MS/Accounting	\$18,114	\$6,508	\$24,622	\$18,839	\$6,508	\$25,347	4.0%	0.0%	2.9%	
Education	\$58,215	\$4,600	\$62,815	\$60,717	\$4,432	\$65,149	4.3%	-3.7%	3.7%	
History	\$608,858	\$16,658	\$625,516	\$583,647	\$17,847	\$601,494	-4.1%	7.1%	-3.8%	
International Studies	\$384,121	\$16,230	\$400,351	\$430,472	\$17,046	\$447,518	12.1%	5.0%	11.8%	
Political Science	\$437,715	\$18,704	\$456,419	\$465,147	\$19,436	\$484,583	6.3%	3.9%	6.2%	
Psychology	\$391,257	\$14,342	\$405,599	\$386,264	\$15,079	\$401,343	-1.3%	5.1%	-1.0%	
Biology	\$626,577	\$50,945	\$677,522	\$670,976	\$53,905	\$724,881	7.1%	5.8%	7.0%	
Chemistry	\$418,970	\$36,653	\$455,623	\$377,948	\$38,188	\$416,136	-9.8%	4.2%	-8.7%	
Mathematics & Comp. Sci.	\$297,395	\$14,617	\$312,012	\$398,002	\$15,463	\$413,465	33.8%	5.8%	32.5%	
Physics	\$362,547	\$14,242	\$376,789	\$381,706	\$15,442	\$397,148	5.3%	8.4%	5.4%	
Summer School	\$26,024	\$0	\$26,024	\$27,013	\$0	\$27,013	3.8%	0.0%	3.8%	
Computer Center	\$391,695	\$208,099	\$599,794	\$451,285	\$215,105	\$666,390	15.2%	3.4%	11.1%	
Library	\$531,677	\$427,614	\$959,291	\$553,792	\$451,180	\$1,004,972	4.2%	5.5%	4.8%	
Research & Faculty Devel.	\$84,029	\$126,000	\$210,029	\$87,220	\$129,780	\$217,000	3.8%	3.0%	3.3%	
Media Center	\$0	\$5,250	\$5,250	\$0	\$5,250	\$5,250	0.0%	0.0%	0.0%	
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%	
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%	
Urban Studies	\$0	\$1,300	\$1,300	\$0	\$1,300	\$1,300	0.0%	0.0%	0.0%	
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%	
Dean Academic Affairs	\$624,580	\$212,473	\$837,053	\$697,465	\$225,483	\$922,948	11.7%	6.1%	10.3%	
<b>TOTAL:</b>	<b>\$10,029,186</b>	<b>\$2,113,172</b>	<b>\$12,142,358</b>	<b>\$10,720,260</b>	<b>\$2,134,752</b>	<b>\$12,855,012</b>	<b>6.9%</b>	<b>1.0%</b>	<b>5.9%</b>	

STUDENT SERVICES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	
Athletics	\$813,587	\$435,770	\$1,249,357	\$938,714	\$480,360	\$1,419,074	15.4%	10.2%	13.6%
Swimming Pool	\$10,779	\$15,000	\$25,779	\$29,590	\$22,000	\$51,590	174.5%	46.7%	100.1%
Counseling Center	\$141,884	\$9,384	\$151,268	\$147,272	\$9,662	\$156,934	3.8%	3.0%	3.7%
Career Services	\$127,043	\$22,368	\$149,411	\$135,836	\$26,082	\$161,918	6.9%	16.6%	8.4%
Admissions	\$546,204	\$455,859	\$1,002,063	\$565,524	\$474,568	\$1,040,092	3.5%	4.1%	3.8%
Registrar	\$133,545	\$17,356	\$150,901	\$138,618	\$17,725	\$156,343	3.8%	2.1%	3.6%
Financial Aid Office	\$192,426	\$63,007	\$255,433	\$199,734	\$66,348	\$266,082	3.8%	5.3%	4.2%
Chaplain/Kinney	\$76,959	\$7,374	\$84,333	\$79,881	\$7,712	\$87,593	3.8%	4.6%	3.9%
Dean Of Students	\$284,786	\$79,551	\$364,337	\$287,349	\$80,417	\$367,766	0.9%	1.1%	0.9%
Campus Safety	\$401,701	\$18,655	\$420,356	\$414,410	\$20,120	\$434,530	3.2%	7.9%	3.4%
Student Activity Fund	\$0	\$141,216	\$141,216	\$0	\$141,216	\$141,216	0.0%	0.0%	0.0%
Residential Life	\$27,468	\$33,126	\$60,594	\$64,407	\$33,126	\$97,533	134.5%	0.0%	61.0%
Multi-Cult. Aff.	\$0	\$6,696	\$6,696	\$0	\$6,488	\$6,488	0.0%	-3.1%	-3.1%
Health Services	\$40,177	\$31,871	\$72,048	\$41,318	\$45,331	\$86,649	2.8%	42.2%	20.3%
Student Center	\$0	\$17,374	\$17,374	\$0	\$20,757	\$20,757	0.0%	19.5%	19.5%
<b>TOTAL:</b>	<b>\$2,796,559</b>	<b>\$1,354,607</b>	<b>\$4,151,166</b>	<b>\$3,042,653</b>	<b>\$1,451,912</b>	<b>\$4,494,565</b>	<b>8.8%</b>	<b>7.2%</b>	<b>8.3%</b>
<b>PLANT OPER. &amp; MAIN.:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>% CHANGE</b>	<b>%CHANGE</b>	<b>TOTAL %</b>
	<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>COMP.</b>	<b>NON-COMP.</b>	<b>CHANGE</b>
Housekeeping	\$927,559	\$63,270	\$990,829	\$945,930	\$71,460	\$1,017,390	2.0%	12.9%	2.7%
Physical Plant	\$838,347	\$191,265	\$1,029,612	\$873,313	\$226,215	\$1,099,528	4.2%	18.3%	6.8%
Utilities	\$0	\$560,677	\$560,677	\$0	\$602,696	\$602,696	0.0%	7.5%	7.5%
Grounds	\$244,872	\$54,807	\$299,679	\$254,170	\$56,904	\$311,074	3.8%	3.8%	3.8%
Mailroom	\$47,450	\$8,923	\$56,373	\$49,252	\$9,190	\$58,442	3.8%	3.0%	3.7%
<b>TOTAL:</b>	<b>\$2,058,228</b>	<b>\$878,942</b>	<b>\$2,937,170</b>	<b>\$2,122,665</b>	<b>\$966,465</b>	<b>\$3,089,130</b>	<b>3.1%</b>	<b>10.0%</b>	<b>5.2%</b>

GENERAL ADMINISTRATION:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Administrative Services	\$411,457	\$155,986	\$567,443	\$427,081	\$160,665	\$587,746	3.8%	3.0%	3.6%
Board of Trustees	\$0	\$62,834	\$62,834	\$0	\$64,719	\$64,719	0.0%	3.0%	3.0%
Pres. Plan for Excellence	\$0	\$122,804	\$122,804	\$0	\$127,612	\$127,612	0.0%	3.9%	3.9%
Hill/Pres Acad Discr Fund	\$0	\$75,000	\$75,000	\$0	\$125,786	\$125,786	0.0%	67.7%	67.7%
President's Office	\$367,334	\$95,650	\$462,984	\$381,283	\$99,535	\$480,818	3.8%	4.1%	3.9%
Chancellor's Office	\$393,525	\$115,924	\$509,449	\$408,468	\$151,559	\$560,027	3.8%	30.7%	9.9%
Comptroller	\$425,958	\$86,000	\$511,958	\$527,995	\$88,600	\$616,595	24.0%	3.0%	20.4%
Development	\$916,113	\$309,829	\$1,225,942	\$949,129	\$325,327	\$1,274,456	3.6%	5.0%	4.0%
College Relations	\$209,920	\$82,775	\$292,695	\$217,892	\$100,243	\$318,135	3.8%	21.1%	8.7%
Desk-Top Publishing	\$42,665	\$18,515	\$61,180	\$50,941	\$19,290	\$70,231	19.4%	4.2%	14.8%
Media Relations	\$168,360	\$138,196	\$306,556	\$174,753	\$156,915	\$331,668	3.8%	13.5%	8.2%
Insurance	\$0	\$304,000	\$304,000	\$0	\$313,100	\$313,100	0.0%	3.0%	3.0%
Staff Training & Devel.	\$0	\$30,000	\$30,000	\$0	\$30,900	\$30,900	0.0%	3.0%	3.0%
<b>TOTAL:</b>	<b>\$2,935,332</b>	<b>\$1,597,513</b>	<b>\$4,532,845</b>	<b>\$3,137,542</b>	<b>\$1,764,251</b>	<b>\$4,901,793</b>	<b>6.9%</b>	<b>10.4%</b>	<b>8.1%</b>
<b>AUXILIARY ENTERPRISES:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>% CHANGE</b>	<b>%CHANGE</b>	<b>TOTAL %</b>
	<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>COMP.</b>	<b>NON-COMP.</b>	<b>CHANGE</b>
Residence Halls	\$69,370	\$490,900	\$560,270	\$69,370	\$510,790	\$580,160	0.0%	4.1%	3.6%
Food Service	\$0	\$1,735,000	\$1,735,000	\$0	\$1,741,843	\$1,741,843	0.0%	0.4%	0.4%
Meeman Center	\$209,605	\$300,075	\$509,680	\$217,564	\$407,653	\$625,217	3.8%	35.9%	22.7%
McCoy Theater	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	0.0%	0.0%	0.0%
Parkway House	\$0	\$36,000	\$36,000	\$0	\$37,000	\$37,000	0.0%	2.8%	2.8%
Telephone System	\$26,617	\$164,162	\$190,779	\$27,628	\$169,000	\$196,628	3.8%	2.9%	3.1%
Debt Service	\$0	\$1,554,038	\$1,554,038	\$0	\$1,425,000	\$1,425,000	0.0%	-8.3%	-8.3%
<b>TOTAL:</b>	<b>\$305,592</b>	<b>\$4,300,675</b>	<b>\$4,606,267</b>	<b>\$314,562</b>	<b>\$4,311,786</b>	<b>\$4,626,348</b>	<b>2.9%</b>	<b>0.3%</b>	<b>0.4%</b>
<b>STUDENT FINANCIAL AID:</b>	<b>\$0</b>	<b>\$7,939,461</b>	<b>\$7,939,461</b>	<b>\$0</b>	<b>\$8,330,321</b>	<b>\$8,330,321</b>	<b>0.0%</b>	<b>4.9%</b>	<b>4.9%</b>
<b>STUDENT WAGES:</b>	<b>\$0</b>	<b>\$567,633</b>	<b>\$567,633</b>	<b>\$0</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>0.0%</b>	<b>18.0%</b>	<b>18.0%</b>
<b>BUDGET CONTINGENCY:</b>	<b>\$0</b>	<b>\$132,300</b>	<b>\$132,300</b>	<b>\$0</b>	<b>\$138,915</b>	<b>\$138,915</b>	<b>0.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>RENO. &amp; REPLACEMENT:</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$0</b>	<b>\$1,022,706</b>	<b>\$1,022,706</b>	<b>0.0%</b>	<b>20.3%</b>	<b>20.3%</b>
<b>GRAND TOTALS:</b>	<b>\$18,124,896</b>	<b>\$19,734,303</b>	<b>\$37,859,199</b>	<b>\$19,337,681</b>	<b>\$20,791,108</b>	<b>\$40,128,789</b>	<b>6.7%</b>	<b>5.4%</b>	<b>6.0%</b>
<b>UNALLOCATED BUDGET</b>			<b>\$0</b>			<b>\$0</b>			

TO: Committee on Finance  
 FROM: James H. Daughdrill, Jr.  
 DATE: April 17, 1997  
 RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1996-97 are determined, the College is authorized to distribute the surplus funds for the following items:

ITEM	DEPT	PRIORITY	COST
Computer Network-Residence Halls	Dean/Acad. Affairs	1	\$195,000
Early Retirement Funds	Dean/Acad. Affairs	2	\$80,000
FJ Boiler Replacement	Phy. Plnt.	3	\$85,000
Stewart Hall Repairs	Phy. Plnt.	4	\$30,000
FJ AHU Replacement	Phy. Plnt.	5	\$40,000
Voorhies HVAC	Phy. Plnt.	6	\$21,000
Palmer HVAC	Phy. Plnt.	7	\$10,000
Asbestos Survey	Phy. Plnt.	8	\$35,000
Robinson Hall Carpet Replacement	Phy. Plnt.	9	\$45,000
Research Start Up Funds	Dean/Acad. Affairs	10	\$40,000
Greek/Roman Workstation/Matching	Dean/Acad. Affairs	11	\$23,000
Misc Office Furniture/Faculty	Dean/Acad. Affairs	12	\$10,000
Misc Office Repairs	Dean/Acad. Affairs	13	\$10,000
Classroom Equipment/Teaching Aids	Dean/Acad. Affairs	14	\$12,500
Library Catalogue Upgrade	Library	15	\$17,500
Staff Office/Equipment	Computer Ctr.	16	\$11,000
Computer Equipment/New Faculty	Computer Ctr.	17	\$25,000
Convert Com. Lab/Dual Platform	Computer Ctr.	18	\$90,000
4 Workstations/Software	Language Ctr.	19	\$12,000
College View	Admissions	20	\$16,830
Computer Upgrades	Admissions	21	\$10,655
Office Equipment/Furniture	Admissions	22	\$12,000
Security Camera	Campus Safety	23	\$7,500
Tuthill Renovation	Student Activities	24	\$29,640
Computer Upgrades	Career Services	25	\$6,000
Computer Upgrades	Dean of Students	26	\$7,500
Misc Office Equipment	Counseling Ctr.	27	\$7,500
Trezevant Kitchen	Residence Life	28	\$5,000
Athletic Equipment	Athletics	29	\$25,000
Computer Upgrade	Institutional Res.	30	\$2,500
Software	Disability Services	31	\$2,000
Benefactor's Circle	Development	32	\$7,000
Bellingrath Society	Development	33	\$1,000

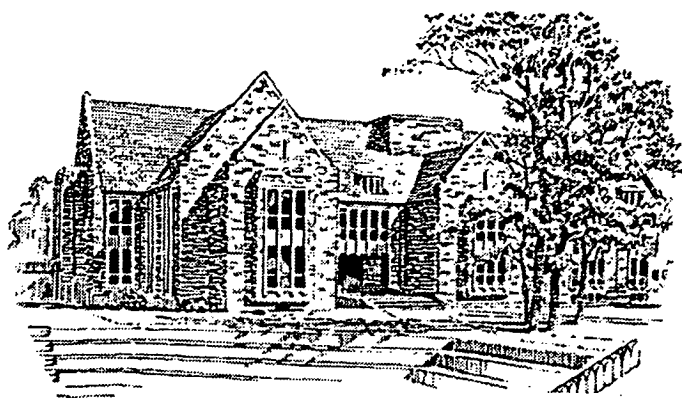
Computer/Printer Upgrades	Development	34	\$30,000
Grade Mailers	Registrar	35	\$1,000
Computer Upgrade	Registrar	36	\$3,000
Laser Printers (4 Depts.)	English	37	\$6,000
Centrifuges	Biology	38	\$10,000
Atomic Absorption Spectrometer	Chemistry	39	\$19,500
Software/Monitor/Memory	Math	40	\$2,650
Sidewalk/Parking Lot Repair	Phy. Plt.	41	\$15,000
Misc Slate/Copper/Gutter Repair	Phy. Plt.	42	\$15,000
Misc Waterproof, Tuckpointing	Phy. Plt.	43	\$15,000
Slate Walk Repairs	Phy. Plt.	44	\$20,000
Misc Roof Repairs	Phy. Plt.	45	\$12,500
New Roof-Williford	Phy. Plt.	46	\$35,000
Clough Hall Interior Renovations	Phy. Plt.	47	\$50,000
New Faculty Computers	Dean/Acad. Affairs	48	\$39,000
Chemistry Lab Power Macs	Chemistry	49	\$5,000
DEC Terminals	Library	50	\$5,000
VCR/Monitor Replacement	Library	51	\$2,500
Clough Hansen Office Renovation	Art	52	\$1,725
Music Library Equipment	Music	53	\$12,000
Vivace Computer Project	Music	54	\$4,240
Palmer 316 Renovation	English	55	\$2,500
AV Capability FJ-C	Biology	56	\$10,000
PCR Instrumentation	Biology	57	\$10,000
Centrifuge Rotor	Biology	58	\$4,000
Assorted Computer Equipment	Math	59	\$2,070
New Computers	Econ/Bus.	60	\$9,000
Video Camera, FJ-A	Physics	61	\$700
Computer & Teaching Equipment	Physics	62	\$9,000
Carpet Replacement-Blount Hall	Phy. Plt.	63	\$32,000
FJ AHU Replacement	Phy. Plnt.	64	\$40,000
Emergency Exit Light Replacement	Phy. Plnt.	65	\$15,000
Waterproofing Various Bldgs.	Phy. Plnt.	66	\$24,000
Library Roof Repairs	Phy. Plnt.	67	\$12,000
Squad Room Furniture	Campus Safety	68	\$3,000
Field Phone System	Athletics	69	\$3,500
Athletic Equipment	Athletics	70	\$12,300
Security Cart	Campus Safety	71	\$7,000
Admissions Office Renovations	Admissions	72	\$5,000
Miscellaneous Furniture/Equipment	Development	73	\$8,000
Clough 104 Renovation/Equipment	Antro/Sociology	74	\$3,300
DPGS System	Biology	75	\$2,500
Greenhouse	Biology	76	\$150,000
Study Chair Reupholstering	Library	77	\$2,500
Harpsicord	Music	78	\$13,000
Singer Robes	Music	79	\$12,000
Blount Aud. Video Screen	English	80	\$10,000
Grand Piano	Music	81	\$25,000
Renovate Grand Piano	Music	82	\$3,500
Furniture Replacement RWE Res. Halls	Phy. Plt.	83	\$175,000
Pipe Insulation Various	Phy. Plnt.	84	\$35,000

Ceiling/Lighting Upgrade FJ	Phy. Plnt.	85	\$75,000
Glassell Hot Water Tank/Boiler	Phy. Plnt.	86	\$40,000
Trezevant Hot Water Tank/Boiler	Phy. Plnt.	87	\$40,000
Bellingrath Hot Water Tank	Phy. Plnt.	88	\$30,000
Replace Timpani	Music	89	\$8,300
Doublebass	Music	90	\$7,000
Vertical Piano	Music	91	\$1,800
Payne Tablet Arms	Music	92	\$5,000
Grand Piano	Music	93	\$25,000
Percussion Instruments	Music	94	\$14,000
Sound Proof Percussion Room	Music	95	\$8,000
Hassel Wall Coverings	Music	96	\$5,000
McCoy Theater Wall Coverings	Phy. Plnt.	97	\$12,500
Misc Door Replacement	Phy. Plnt.	98	\$15,000
HVAC Feed Tanks	Phy. Plnt.	99	\$12,000
Williford Furniture Replacement	Phy. Plnt.	100	\$315,000
Trezevant Furniture Replacement	Phy. Plnt.	101	\$117,000
Townsend Furniture Replacement	Phy. Plnt.	102	\$177,300
Voorhies Furniture Replacement	Phy. Plnt.	103	\$152,000
RWE Steam to Hot Water Conversions	Phy. Plnt.	104	\$75,000
Insulation Program	Phy. Plnt.	105	\$10,000
Halliburton Tower 2 & 4 Floor Renovations	Phy. Plnt.	106	\$100,000
FJ Amphitheater Repair	Phy. Plnt.	107	\$20,000
Window Unit Replacement	Phy. Plnt.	108	\$17,000
Robinson/Blount Tile Repairs	Phy. Plnt.	109	\$12,000
Roof Refectory Transformer	Phy. Plnt.	110	\$8,000
Campus Graphics	Phy. Plnt.	111	\$25,000
Misc Toilet Partition/Shower Repair	Phy. Plnt.	112	\$80,000
Glassell Doors	Phy. Plnt.	113	\$26,000
Tractor	Phy. Plnt.	114	\$16,000
West Refectory Roof Replacement	Phy. Plnt.	115	\$45,000
Top Dresser Grounds	Phy. Plnt.	116	\$7,500
Misc Folding Chairs/Tables	Phy. Plnt.	117	\$7,500
Phillips Lane Irrigation System	Phy. Plnt.	118	\$20,000
Window Blinds Misc Residence Halls	Phy. Plnt.	119	\$15,000
Harris Lodge Waterproof Basement	Phy. Plnt.	120	\$10,000
Glassell/Williford VIP Suite HVAC Upgrade	Phy. Plnt.	121	\$25,000

**Total**

**\$3,456,010**

# AGENDA



The S. DeWitt Clough Hall  
Dedicated October 17, 1970

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## COMMITTEE ON BUILDINGS AND GROUNDS

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Likes Seminar Room, 105 Buckman Hall  
Thursday, April 17, 1997

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Approximate Time	Topic	Presenter
2:15 p.m.	Committee Convenes	Mr. Edgar H. Bailey, Chair
2:20	Bryan Campus Life Center	Mr. Brian E. Foshee, Director of Physical Plant
2:30	ADA Building Survey	Mr. Foshee
2:55	Stewart Hall Repairs	Mr. Foshee
3:10	1997 Renovation and Replacement Projects	Mr. Foshee
3:30	New Business	Mr. Bailey

April '97  
Trustee meeting file  
1

## Minutes of the Board of Trustees Rhodes College April 17 and 18, 1997

- 4-97-1** • The regular meeting of the Board of Trustees of Rhodes College was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus at 1:00 p.m., Thursday, April 17, 1997 pursuant to written notice.
- The Bellingrath Society Induction Ceremony for new members, Mr. Joseph W. Blount '79 and Dr. Paul S. Mostert '50, was held preceding the meeting.
- The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
- The Trustees were asked to pause for a moment of silent prayer in memory of Helen Rasberry, wife of Life Trustee William C. Rasberry, who died March 19.
- The meeting was opened with prayer by Trustee Ted M. Henry.
- 4-97-2** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Those present were:

### Trustees

Edgar H. Bailey '97  
 J. Bayard Boyle, Jr. '99  
 Bruce E. Campbell, Jr. '98  
 Kenneth F. Clark, Jr. '99  
 John H. Crabtree, Jr. '99  
 J. Robert Dobbins '97  
 John D. Gladney '99  
 Ted M. Henry '98  
 Billy M. Hightower '98  
 Nancy J. Huggins '97  
 W. Ralph Jones III '97  
 James R. Lientz, Jr. '98  
 John B. Maxwell, Jr. '99  
 David R. McWilliams '99  
 Frank M. Mitchener, Jr. '97  
 Joseph Orgill III '98  
 James H. Prentiss III '99  
 K.C. Ptomey, Jr. '97  
 Vicki Gilmore Roman '97  
 Wayne Steele Sharp '99  
 Elizabeth L. Simpson '97  
 John C. Sites, Jr. '97  
 James A. Thomas III '97  
 John M. Wallace III '99  
 David D. Watts '98  
 Spence L. Wilson '99

The following were absent:

### Trustees

James H. Barton '98  
 Jack R. Blair '98  
 John M. Boswell III '97  
 Neville F. Bryan '99  
 Robert H. Buckman '97  
 J. Lester Crain '98  
 Tommie S. Dunavant '98  
 Bryan M. Eagle '98  
 Donald H. Farris '99  
 Nancy H. Fulmer '99  
 John C. Hugon '98  
 Barbara Rosser Hyde '97  
 J. L. Jerden '98  
 W. Neely Mallory '97  
 William J. Michaelcheck '98  
 Harry J. Phillips, Sr. '99

### Life Trustees

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

### Honorary Trustees

Mertie W. Buckman  
 Bland W. Cannon  
 William S. Craddock  
 Nettie Schilling  
 Frances Tomlin Tigrett

### Ex Officio Member

James H. Daughdrill, Jr.

### Faculty Trustees

Steve Gadbois '98  
 Michael C. Nelson '97  
 Gail P.C. Streete '99

### Guests

Douglas M. Lawson  
 John McGauley

### Student Trustees

Michael J. Faber  
 Robert P. Marus  
 Frank L. O'Connor

### Present By Invitation

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

### Life Trustees

Charles P. Cobb  
 William C. Rasberry

### Honorary Trustees

Robert W. Amis  
 Thomas Fearn Frist, Sr.  
 Frank M. Norfleet  
 Harold F. Ohlendorf  
 Lorna Anderson Reimers  
 John B. Ricker, Jr.  
 Charles R. Sherman  
 Russel L. Wiener  
 Alvin W. Wunderlich, Jr.

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

- 4-97-3** • The Board approved as mailed the minutes of the Board of Trustees meeting held on January 23 and 24, 1997.

**4-97-4** • President Daughdrill's report to the Board:

- President Daughdrill introduced the new video *Welcome to Rhodes* which will be used in the orientation of new employees and trustees. The video answers the four questions:
  - Who are we?
  - Where are we going?
  - Why is it important?
  - How will we get there?

- President Daughdrill highlighted some notable quotes from the accreditation site visit report recently received from AALE (American Academy for Liberal Education).

*Quoted from Jeffrey D. Wallin, President, AALE*

- "We found the College's undergraduate core curriculum, and its clear commitment to the highest standards of teaching, to be particularly praiseworthy."
- "We hope that the excellence Rhodes has demonstrated in the liberal arts will act as a model and an encouragement to colleges and universities throughout the country as they seek to enhance the quality and integrity of their own undergraduate programs."

*Quoted from A. Lee Fritschler, President, Dickinson College and Chair, Rhodes Accreditation Team:*

- "Rhodes has a clear mission within the rubric of the liberal arts. And it is working successfully to implement its mission. It is clear that the college has what the evaluation team called some of the "standard problems." That is to say, Rhodes has not escaped the pressures and dilemmas which face most liberal arts colleges today, namely, pressures of admissions, financial aid and retention, and diversity of students and staff."
- "The programs are rich and the facilities are very impressive."
- "It was also easy to see that Rhodes is enjoying a very favorable moment in its history and in the history of American higher education."

*Quoted from the report:*

- "The Rhodes College Statement of Purpose and Mission is widely distributed and understood in the academic community."
- "The visitation team was impressed with the intensity of the intelligent debate which the suggestion generated on campus. The students produced an interesting, well-documented response to these suggestions and included their own proposed revision. Their position was articulately stated and effectively argued politically. Our observation of this particular debate supported our earlier observations that they are a mature and effective student body."
- "The accreditation team has read all the materials and visited with several officers, faculty, and students in the College and finds that they consistently reinforce the impressions made by the published documents and internal documents of the College."
- "Rhodes aptly accomplishes the aims of general education."
- "In the last full academic year over 95% of courses in the general education program were taught by regular faculty, more than half of whom were senior faculty."
- "The college mission statement well describes the general goals of the College and significantly guides the curriculum."
- "The College By-laws adequately describe the process of curriculum development; the practice of the Curriculum Committee confirms the reality of this description. The process is an open one, in which anyone in the community can initiate curriculum review and a broadly representative governance structure deliberates curricular changes."
- "The team agrees that Rhodes clearly meets, and in most cases exceeds, the criteria relating to students."
- "The enrollment offices have done a magnificent job of managing the many dilemmas and challenges that are inherent in the market place."

- “One observation that does not fall under any specific criteria of evaluation, but may be worth noting, given the stated desire to recruit more minorities, is the significant drop (from 72 in 1991 to 44 in 1995) in the number of African-American students in the population.”
- “Rhodes, like its peer institutions, must continue to work toward increased retention.”
- “The student affairs staff is well-managed and fully integrated into the campus as partners with the faculty. The priorities are clearly stated and the quality of the services that are provided (to a student body that is demonstrating increasing expectations) is in most cases, exceptional.”
- “The inter-collegiate athletic program has done an outstanding job of providing a positive experience for its student athletes, and has exceeded the progress of many institutions in achieving substantive compliance with the Title IX legislation. That is a particularly outstanding achievement in an institution that offers football as one of its intercollegiate sports.”
- “The College has undertaken the complete wiring of all student residences for ethernet connection to the College servers, providing access to the Library catalog as well as other resources.”
- “This undertaking is all the more needed insofar as limited public service space in the Library limits student access (100 seats short by ALA formula). One may note the growing pressures on interlibrary loans as an indication of the limited sufficiency of the library itself.”
- “We were all impressed with the beauty and grandeur of the campus. The new student center building is one of the most spectacular buildings any of us had seen anywhere in a very long time. We know the institution is considering improvements to its library facility. The appearance of the campus and maintenance of the facilities is excellent. Rhodes has one of the smallest deferred maintenance problems in this country.”
- “Rhodes College fully deserves and has earned accreditation from the American Academy of Liberal Education. We were impressed with the quality of the program, the facilities, faculty, staff, and students with whom we met. We came away with a very good feeling about the high quality of the liberal arts curriculum at Rhodes. In fact, we want to express our admiration and appreciation for the fine work that is being done by the College in Memphis.”

*President Daughdrill continued:* To understand Rhodes' relationship with AALE and SACS (Southern Association of Colleges and Schools), one should understand the context and history of accreditation. I have had considerable experience in accreditation and served on the U. S. Department of Education's Advisory Committee on Accreditation. Also, I served on the Board of COPA (Council on Post-Secondary Accreditation), the national coordinating board for all accreditation and served on the Board of AACSB, the American Assembly of Collegiate Schools of Business, the organization that accredits business schools. During these years, I gained valuable knowledge about accrediting groups.

The national accreditation scene has been in turmoil: COPA dissolved itself and Congress passed legislation (SPREES) that authorizes states — not regional associations or independent associations — to do accreditation. Turf battles ensued. During this period, AALE was organized as an aspiring independent accrediting agency for the liberal arts and sciences.

AALE caught Rhodes' interest because there was no accreditation agency in the U.S. specifically focused on the liberal arts and sciences. AALE is different from SACS which accredits a wide variety of institutions from State Tech to U. of Memphis, from Shelby State to prep schools, from colleges of cosmetology to Rhodes.

Rhodes' association with AALE is not because of disillusionment or concern about SACS. Rhodes has the highest regard for SACS (Southern Associations of Colleges and Schools). Dr. Jim Rodgers, Executive Director of SACS and I have been friends for many years and I have served on a SACS evaluation team.

Rhodes benefits from having two accrediting agencies, having two groups of peers review our self-study and ask thought-provoking questions. Furthermore, having helpful recommendations from two groups with different standards is helpful. It adds diversity to the process.

The downside is there is more work involved, but it may not be as much as one would think. Each accreditation association requires a self-study and there is very little difference between the two studies. The discipline of doing the self-study is good — we have to explain to our peers what we are

about. When they come in they ask questions that we might not have thought about and then they present us with a report to help focus us to be better.

Rhodes has two accrediting associations, neither of whom have threatened Rhodes, both of whom are our peers and friends, both of whom ask provocative questions and make helpful suggestions, and both of whom have accredited Rhodes.

- The Capital Campaign is doing very well. In fact, we expect to announce success in achievement of raising \$120 million soon. We have one year and eight months to go in the Campaign.

Though the Campaign is very successful, it has not met all of the needs of the College — we didn't expect it would. We knew that people would give to areas within the College that they're interested in. There are areas where we still have real needs. We will be putting together a statement of these specific needs.

Scholarships are an important and continuing need. We are competing with the finest colleges in the nation (Washington and Lee has all its financial aid endowed). Rhodes is in an area where unemployment is not a problem, but *underemployment* is a *big* problem. There are more students with more financial need in this area than there are along the East coast and West coast. Between now and October we will be putting together a current needs list of the College to help us along the right track in the future.

- I have been asked to tell you who the honorary degree recipients are this year:
  - Theologian, Elizabeth Francis Caldwell
  - Southern Historian, William Ferris
  - Actor, Morgan Freeman
  - Superintendent of Memphis Schools, N. Gerry House
  - Entrepreneur, Isaac Burton Tigrett

Mr. Chairman, that concludes my report.

- 4-97-5 • The Trustees were reminded of the dinner that evening in the Grand Ballroom of the Bryan Campus Life Center hosted by Dèbe and Ted Henry and Debby and John Wallace.
- 4-97-6 • Mr. Mitchener asked Ralph Jones to serve as acting chair of the Students and Campus Life Committee and John Crabree to serve as acting chair of the Faculty and Educational Program Committee.
- 4-97-7 • The Board adjourned to committee meetings at 2:00 p.m.

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Kenneth F. Clark, Jr., Secretary

Friday, April 18, 1997

- 4-97-8**
- The Board of Trustees resumed its meeting on Friday, April 18, 1997 at 8:30 a.m. in the Edmund Orgill Room, S. DeWitt Clough Hall on campus.
  - The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
  - A moment of silent prayer was held for student Charles Collin Dunham who was critically wounded Friday morning by a self-inflicted gunshot.
  - The meeting was opened with prayer by Student Trustee Frank L. O'Connor.
- 4-97-9**
- The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Those present were:

Trustees

Edgar H. Bailey '97  
J. Bayard Boyle, Jr. '99  
Robert H. Buckman '97  
Kenneth F. Clark, Jr. '99  
John H. Crabtree, Jr. '99  
John D. Gladney '99  
Ted M. Henry '98  
Billy M. Hightower '98  
Nancy J. Huggins '97  
W. Ralph Jones III '97  
James R. Lientz, Jr. '98  
W. Neely Mallory '97  
John B. Maxwell, Jr. '99  
David R. McWilliams '99  
Frank M. Mitchener, Jr. '97  
Joseph Orgill III '98  
James H. Prentiss III '99  
K.C. Ptomey, Jr. '97  
Wayne Steele Sharp '99  
James A. Thomas III '97  
John M. Wallace III '99  
David D. Watts '98  
Spence L. Wilson '99

Life Trustees

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

Honorary Trustees

Mertie W. Buckman  
Bland W. Cannon  
William S. Craddock  
Nettie Schilling  
Frances Tomlin Tigrett  
Russel L. Wiener

Ex Officio Member

James H. Daughdrill, Jr.

Faculty Trustees

Steve Gadbois '98  
Michael C. Nelson '97

Guests

Douglas M. Lawson  
Michael McDonnell

Student Trustees

Robert P. Marus  
Frank L. O'Connor

Present By Invitation

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

The following were absent:

Trustees

James H. Barton '98  
Jack R. Blair '98  
John M. Boswell III '97  
Neville F. Bryan '99  
Bruce E. Campbell, Jr. '98  
J. Lester Crain '98  
J. Robert Dobbins '97  
Tommie S. Dunavant '98  
Bryan M. Eagle '98  
Donald H. Farris '99  
Nancy H. Fulmer '99  
John C. Hugon '98  
Barbara Rosser Hyde '97  
J. L. Jerden '98  
William J. Michaelcheck '98  
Harry J. Phillips, Sr. '99  
Vicki Gilmore Roman '97  
Elizabeth L. Simpson '97  
John C. Sites, Jr. '97

Life Trustees

Winton M. Blount  
Charles P. Cobb  
Robert D. McCallum  
William C. Rasberry

Faculty Trustees

Gail P.C. Streete '99

Student Trustees

Michael J. Faber

Honorary Trustees

Robert W. Amis  
Thomas Fearn Frist, Sr.  
Frank M. Norfleet  
Harold F. Ohlendorf  
Lorna Anderson Reimers  
John B. Ricker, Jr.  
Charles R. Sherman  
Alvin W. Wunderlich, Jr.

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

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- 4-97-10** • On behalf of the Trustees, Mr. Mitchener thanked Dèbe and Ted Henry and Debby and John Wallace for hosting a delightful dinner party in the Bryan Campus Life Center's Grand Ballroom.

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- 4-97-11** • ***Report of the Committee on Investment***  
Mr. Michael McDonnell, Chair. (Exhibit B, pages 10-12).  
  
Committee report received.

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- 4-97-12** • ***Report on the Committee on Lifelong Learning***  
Mr. James H. Prentiss, Acting Chair. (Exhibit C, page 13).  
  
Committee report received.

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- 4-97-13** • ***Report on the Committee on Enrollment***  
Mr. James H. Prentiss, Acting Chair. (Exhibit D, page 14).  
  
Committee report received.

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- 4-97-14** • ***Report of the Campaign Executive Committee***  
Mr. Kenneth F. Clark, Jr., Acting Chair. (Exhibit E, page 15).  
  
Committee report received.

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- 4-97-15** • ***Report of the Committee on Development***  
Mr. James A. Thomas III '62, Chair. (Exhibit F, page 16).  
  
Committee report received.

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- 4-97-16** • ***Report of the Committee on Board Directions and Leadership***  
Mr. Joseph Orgill III, Acting Chair. (Exhibit G, pages 17-19).  
  
Committee report received.

- 4-97-17** • **The Board approved the following slate of officers for the 1997-98 session of the Board:**

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

- 4-97-18** • **The Board approved the following meeting dates for 1997-98, 1998-99 and 1999-2000:**

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

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

**October 14 and 15, 1999**  
**January 20 and 21, 2000**  
**April 13 and 14, 2000**

- 4-97-19 • A motion was passed that Mr. James B. Taylor, Jr. (Memphis, TN) be asked to serve on the Board beginning October 1997.
  - 4-97-20 • The Board approved the appointment of Dr. John M. Planchon as Dean of Academic Affairs.
  - 4-97-21 • The Board approved the appointment of Mr. Gilbert I. Hayes as Executive Director of Media Relations.
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- 4-97-22 • *Report on the Committee on Students and Campus Life*  
Mr. W. Ralph Jones III 79, Acting Chair. (Exhibit H, page 20).

Committee report received.

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- 4-97-23 • *Report of the Committee on Faculty and Educational Program*  
Mr. John H. Crabtree, Jr. '57, Acting Chair. (Exhibit I, pages 21-27).

Committee report received.

- 4-97-24 • The Board approved the following actions regarding tenure and promotion:

**Dr. Ellen Armour**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Dee Birnbaum**, Associate Professor of Economics and Business Administration be granted tenure effective with the 1998-99 contract.

**Dr. Carolyn Jaslow**, Assistant Professor of Biology, be promoted to Associate Professor of Biology effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. David McCarthy**, Assistant Professor of Art, be promoted to Associate Professor of Art effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Brad Pendley**, Assistant Professor of Chemistry, be promoted to Associate Professor of Chemistry effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

- 4-97-25 • The Board approved the following actions regarding promotion:

**Dr. Jennifer Brady**, Associate Professor of English, be promoted to Professor of English effective with the 1997-98 contract.

**Mr. Tony Lee Garner**, Associate Professor of Music and Theatre, be promoted to Professor of Music and Theatre effective with the 1997-98 contract.

**Dr. Cynthia Marshall**, Associate Professor of English, be promoted to Professor of English effective with the 1997-98 contract.

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- 4-97-26 • *Report of the Committee on Finance*  
Mr. Spence L. Wilson, Chair. (Exhibit J, pages 28-37).

Committee report received.

- 4-97-27 • The Board voted to approve the 1997-98 operating budget.

- 4-97-28 • The Board approved the 1996-97 Renovation and Replacement Budget.

**4-97-29 • *Report of the Committee on Buildings and Grounds***

Mr. Edgar H. Bailey, Chair. (Exhibit K, page 38).

Committee report received.

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**4-97-30 • Mr. Mitchener recognized, with appreciation of their loyal service, those Trustees rotating off the Board:**

Mr. Edgar H. Bailey — rotates off as Voting Trustee; returns as Life Trustee

Mr. John M. Boswell III — resigned

Dr. Tommie S. Dunavant — resigned

Ms. Nancy J. Huggins — rotates off

Dr. K. C. Ptomey — rotates off

Ms. Vicki Gilmore Roman — rotates off

Mr. James A. Thomas III — rotates off

Dr. Michael C. Nelson — Faculty Trustee rotates off

Mr. Robert P. Marus '97 — Student Trustee

**4-97-31 • The meeting went into executive session at 11:30 a.m.**

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Kenneth F. Clark, Jr., Secretary

BOARD OF TRUSTEES COMMITTEES FOR 1996-97

Board Committees		Faculty Member	Student Member	Staff (Non-Voting)
<b>Board Directions &amp; Leadership</b> John C. Sites, Jr., Chair • Neville F. Bryan J. Lester Crain, Jr. Frank M. Mitchener, Jr. • Joseph Orgill III	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum	Ben W. Bolch		Loyd C. Templeton, Jr. Gilbert I. Hayes
<b>Buildings &amp; Grounds</b> Edgar H. Bailey, Chair • Billy M. Hightower J. L. Jerden John B. Maxwell, Jr. K. C. Ptomey, Jr.	Lorna A. Reimers Nettie Schilling Frances T. Tigrett Russel L. Wiener	Steve Gadbois #	Kristen L. Rauschkolb	Brian E. Foshee William D. Berg
<b>Development</b> James A. Thomas III, Chair • John M. Boswell III Robert H. Buckman • Kenneth F. Clark, Jr. • John M. Wallace III David D. Watts	Mertie W. Buckman William C. Rasberry P.K. Seidman	Michael C. Nelson #	Robert P. Marus #	Arthur L. Criscillis Wendy T. Rotter
<b>Enrollment</b> Elizabeth L. Simpson, Chair • James H. Barton Tommie S. Dunavant Bryan M. Eagle Donald H. Farris James H. Prentiss	Robert W. Amis Charles R. Sherman	Gail C. Streete #	Michael J. Faber #	David J. Wottle Arthur M. Weeden, Jr.
<b>Faculty &amp; Educational Program</b> W. Neely Mallory, Jr., Chair • Bruce E. Campbell, Jr. • John H. Crabtree, Jr. • Nancy J. Huggins Barbara R. Hyde David R. McWilliams Harry J. Phillips, Sr.	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Terri E. Lindquister	Yohaam Demel	John M. Planchon
<b>Finance</b> Spence L. Wilson, Chair • Jack R. Blair J. Bayard Boyle, Jr. • John C. Hugon James R. Lientz, Jr. Vicki G. Roman Wayne S. Sharp	S. Herbert Rhea John B. Ricker, Jr.	Deborah N. Pittman	Frank O'Connor #	J. Allen Boone N. P. McWhirter
<b>Students &amp; Campus Life</b> William J. Michaelcheck, Chair • J. Robert Dobbins Nancy H. Fulmer John D. Gladney Ted M. Henry W. Ralph Jones III	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Dee Birnbaum	Anita V. Person	Melody K. Hokanson Charles N. Landreth
<b>Investment</b> Michael McDonnell, Chair J. Bayard Boyle, Jr. Bruce E. Campbell, Jr. Joseph Orgill III Harry J. Phillips, Sr.	L. Palmer Brown	Brian W. Shaffer		J. Allen Boone N. P. McWhirter
<b>Audit</b> Edgar H. Bailey, Chair • John B. Maxwell, Jr.	L. Palmer Brown P. K. Seidman	Pamela H. Church		N. P. McWhirter
<b>Lifelong Learning</b> Jack R. Blair, Chair • Bruce E. Campbell, Jr. W. Ralph Jones III James H. Prentiss	P. K. Seidman	Frank O. Mora		John M. Planchon
<b>Information Technology</b> Donald H. Farris, Chair • Robert H. Buckman Bryan M. Eagle	John A. Williams, <i>ex officio</i>	Carolyn P. Schriber	Thomas A. Jackson	John M. Planchon Charles L. Lemond

• Executive Committee Member  
# Elected by Faculty or Students

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

***Report of the Committee on Investments***

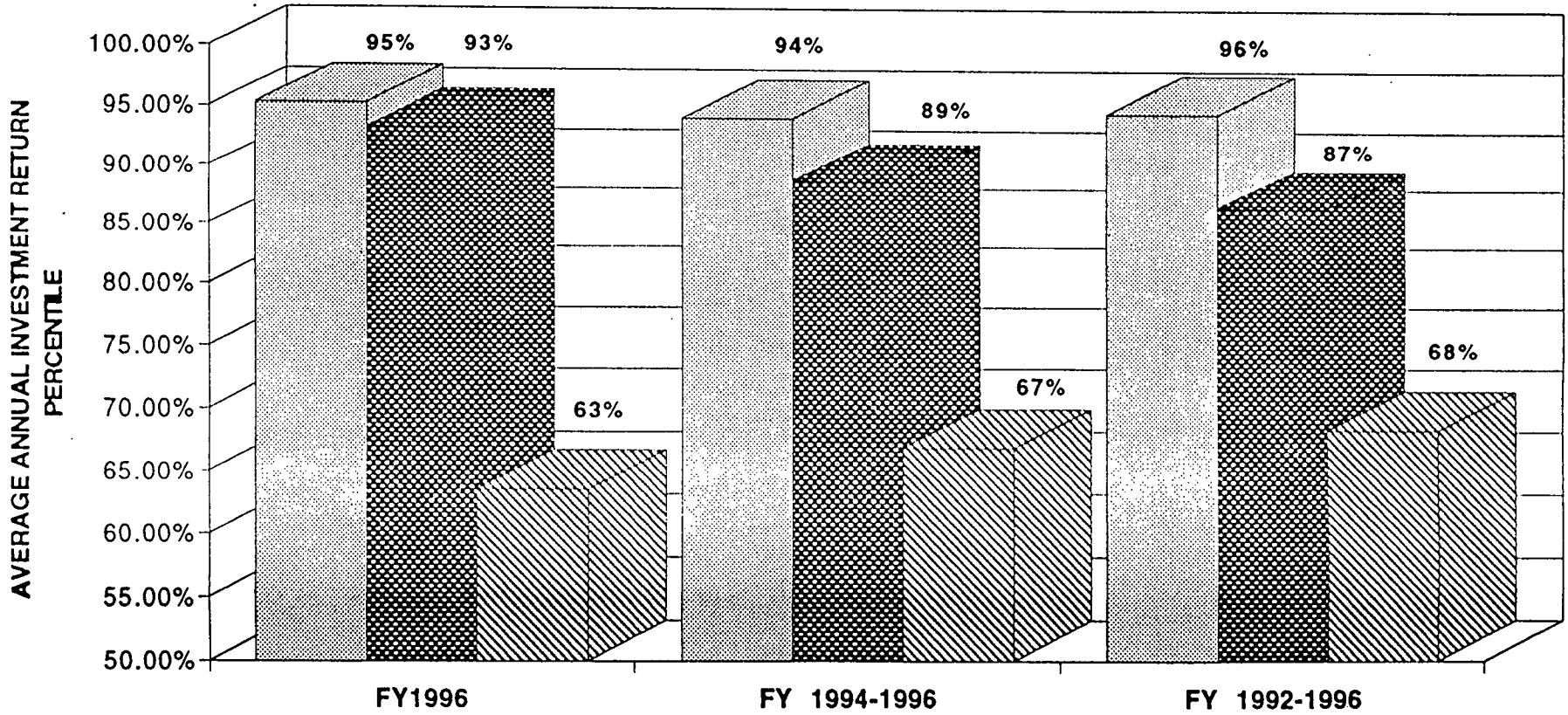
**Mr. Michael McDonnell, Chair — April 17, 1997.**

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A more complete report of our investment results over the past five years is attached. I will first direct your attention to the report showing the fourth quarter of 1996 which had a closing number of \$162 million plus. That's the total value of the endowment on December 31st and its broken down broadly between fixed income and equity. The next sheet is the fourth quarter manager summary which is broken down in the same way. While we're on that, I might point out that the million dollars given to us by Julian Robertson was placed directly with the Tiger funds, since that is where we have had the best results over the past several years. Additionally, during the first quarter of this year we placed three and a half million dollars cash into the endowment, splitting that amount between Tiger and McStay Investment Counsel. These funds came primarily from the Flemister bequest. The last page is the investment manager allocation for the year. Please note that we went from a value of approximately \$162 million to \$161 million, so you can see that we did not make any great progress over the first quarter of this year.

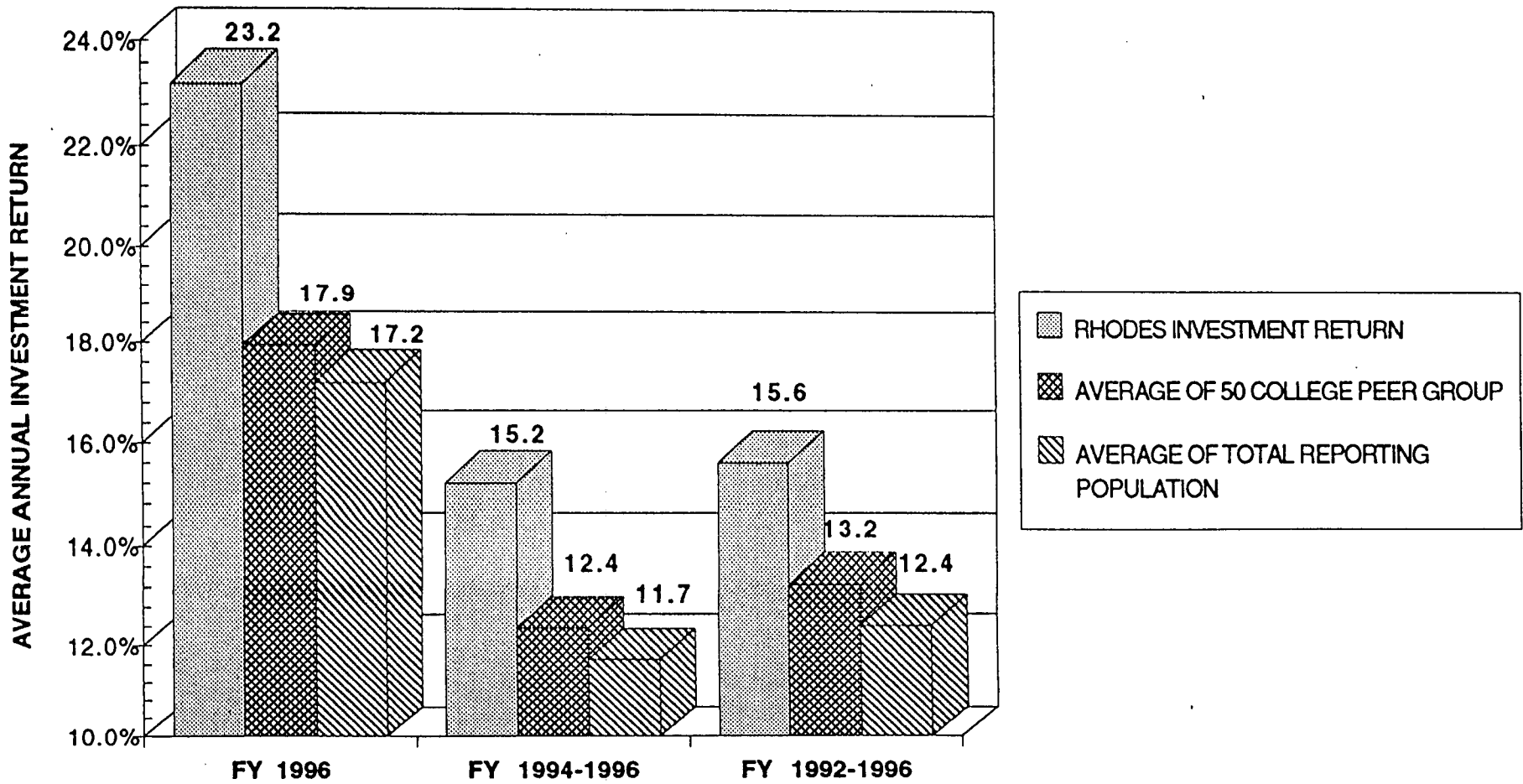
The bar graph shows investment returns with one, three, and five year comparisons. These are calculated at June 30, the end of the fiscal year. On December 31 we had earned 20.1%, but on June 30 we were a little stronger, earning an annualized return of 23.2%. In 1996, when compared to the entire college list of 407 institutions included in the *NACUBO Endowment Study*, we ranked 21st in the country in performance. For three year return, we ranked 20th in the country. The third column is a five-year comparison where we ranked 24th. Mr. McWhirter says that our return over five years has been 15.6%, as compared to 12.4% for the entire group of 407 colleges. We have outperformed that group by 3.2% then. That 3.2% equates to over 20 million dollars of value added to the endowment for Rhodes over and above the average endowment return for the universe of colleges and universities participating in the study. That exceeds the annual fund by more than twice over the same period, and there are no other sources of funds within the College that have been that effective. If you consider Rhodes as having 1400 students, our current endowment amounts to \$115,700 per student. If you extrapolate roughly 6%, it would be about \$7,000 a year, which is commendable.

### Percentile Comparisons for Investment Return



Rhodes percentile among total reporting
  Rhodes percentile among 50 college peer group
  Average percentile of 50 college peer group in total population

### Investment Returns - One, Three, and Five Year Comparisons



***Report of the Committee on Lifelong Learning***

**Mr. James H. Prentiss, Acting Chair — April 17, 1997.**

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The meeting of the Committee on Lifelong Learning was held April 2, 1997.

**Those present:** Committee members: Mr. Jack Blair, chair; Mr. Jim Prentiss, trustee; Dr. P.K. Seidman, trustee; Dr. John Planchon, Director of Meeman Center, and Chancellor David Harlow. Guests of the Committee: Ms. Charlie Nelson, Administrator of Conference Services; Ms. Shirley Stone, Meeman Center Administrative Assistant.

Ms. Charlie Nelson reported on both residential and non-residential conferences for the summer. She noted that residential programs would service about 4500 people this summer and gross \$109,000.00 income. This number and income will be down from last year since housing space is limited this summer due to dorm improvements. Non-residential programs will bring approximately 2500 people to campus and gross \$25,000.00 income. All space available for both residential and non-residential summer conferences is booked.

Dean Planchon reported on the spring lifelong learning courses offered by the Meeman Center. There were 6 courses taught this spring which brought 70 students to campus and involved 12 Rhodes' faculty members. It is projected that the direct costs of offering all programs will be covered with overhead being covered by conferences and other summer programs. He also introduced the summer offerings at the Meeman Center including the Rhodes Writing Academy and the Institute for Writing and Illustrating Children's Books.

Dean Planchon presented the committee with information on the third annual American Cotton Shippers International Cotton Institute at Rhodes College. The 1997 Institute will begin June 2 and has 65 students from 21 different countries and 8 states enrolled. In conjunction with the Institute, a two-week English language tutorial is being offered. This program begins on May 19 and has 11 students enrolled.

Dean Planchon reported on new programs for the Center. Potential funding for an Elderhostel program, similar to the one ran through the Meeman Center in the past, is being sought. Also, the Center recently entered into an arrangement with New Horizons Computer Learning Center. Under terms of the agreement, the Meeman Center will certify Continuing Education Units for participants who enroll in approved computer courses at New Horizons and will be responsible for billing the training fees for New Horizons. In return, Meeman Center will receive 8% of all fees.

Also noted was the continuing discussion on the renovation of Stewart Hall. The dorm is scheduled to be renovated in several phases beginning this summer. One of the possibilities is that renovations can be made to make this dorm more suitable for conferences.

Chairman Blair extended his congratulations, as well as those of the other committee members, to John Planchon as the new Dean of Academic Affairs.

There being no further business, the meeting as adjourned.

***Report of the Committee on Enrollment***

**Mr. James H. Prentiss, Acting Chair — April 17, 1997.**

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The Committee on Enrollment was called to order at 2:00 p.m. by Chairperson Elizabeth Simpson with the following members in attendance: Mr. Michael Faber, Mr. Jim Prentiss, Dr. Gail Streete, Mr. Art Weeden and Mr. Dave Wottle.

**ADMISSIONS REPORT**

Dean Wottle indicated that we have had a solid recruiting year. Inquiries posted a healthy 4% increase which contributed to a strong 5% increase in applications. Both the number of inquiries and the number of applications are the second largest totals received in Rhodes history. A record number of students interviewed on campus this year, with 1,369 interviewees versus 1,236 last year or an 11% increase. Applications from minority students are up 33% (412 versus 310) and acceptances are up 45% (248 versus 171). African-American applications are up 20% and acceptances up 47%.

The admission office has currently accepted 73% of our applicant pool compared to 72% last year. The increase is mainly caused by our desire to enroll 25 more students this year in the entering class. As of Wednesday's mail, enrollment deposits were ahead of last year's number by a small number. As is typical at this time in April, it is difficult to predict the outcome of our admission efforts but the admission office feels cautiously optimistic about achieving our enrollment goal of 432 new students.

The academic qualifications of our accepted students continues to be impressive. Accepted students average grade point average is 3.67 on a 4.00 scale. The average accepted student ranks in the top 12% of their graduating class with an average SAT composite score of 1282 and 28 on the ACT.

Following up on Chairperson Simpson's recommendation of a year ago, the admissions office sent letters to a select number of accepted students from a Trustees and a successful African-American alumni. The letters commented on how their Rhodes education has benefitted them in their career and in life. Plans are to expand this effort next year.

Rhodes' newest scholarship program is the Day Scholarship for Service and Leadership. Given to Rhodes by Clarence Day '52 and the Day Foundation, the scholarships are awarded to incoming first-year students who have shown extensive involvement in community service as a leader during their high school years.

**FINANCIAL AID REPORT**

Mr. Weeden indicated that he expects to complete the 1996-97 year with a surplus of institutional funds of between \$80,000 and \$90,000.

Financial aid processing for the 1997-98 academic year is ahead of processing in recent years. Forty-two percent more need-based applications have been processed this year than were processed on the same date in 1996. While it is too soon to know, at this time there are no indications of problems with the institutional financial aid budget for 1997-98.

The maximum Pell Grant for the 1997-98 academic year will be increased 9.3% from \$2,470 to \$2,700.

The committee had a brief discussion about Rhodes seniors who will be graduating this year with a significant loan burden (i.e. greater than \$25,000). While the number is relatively small (13), there is a concern that this number not significantly increase in years to come.

There being no further business, the meeting was adjourned at 2:45 p.m.

*Report of the Campaign Executive Committee*

Mr. Kenneth F. Clark, Jr., Acting Chair — April 17, 1997.

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As the President indicated in his report yesterday, the 150th Anniversary Campaign has made remarkable progress. For the fiscal year to date we have received \$19.7 million in commitments toward either our deferred gift total or one of the endowment or capital projects. That amount is already past last year's commitments which totalled \$17.6 million. In fact, before this fiscal year closes on June 30, we think the Campaign will have recorded its highest level of commitments, surpassing the \$20.5 million committed in the Campaign's first year.

The Campaign Summary Report, which you should find in front of you printed on light blue paper, indicates that the Campaign has raised almost \$112.5 million. The campaign is nearing \$40 million in outright commitments with just over \$18 million in annual support. The deferred gift total has exceeded the goal, standing at almost \$58 million. Knowing that we will receive in the neighborhood of \$4.5 million in annual support by the Campaign's close, we need to raise approximately \$3 million to hit our \$120 million goal.

At yesterday's meeting, we discussed strategies to boost giving for faculty support and globalizing Rhodes' education, two areas of the campaign that are in need of some special attention. We also voiced approval for the President's request to bring some recently emerging College needs to the committee for potential funding.

Beth Simpson '58 updated us on the Margaret Hyde Council. The women on the Council have been giving very serious and thoughtful deliberation to what they want to accomplish, not just during the Campaign, but even beyond. The Council has already identified three students in need of financial assistance for study abroad this summer in Egypt. The Council's next meeting will be a luncheon forum on May 9.

I don't think any of us on the Campaign Executive Committee could have envisioned that we would, for all practical purposes, have hit the Campaign's goal almost 2 full years in advance of the scheduled conclusion of the Campaign in December 1998. We have been able to reach this remarkable level of achievement in large measure because of the generosity and leadership of this Board--because of YOU in this room.

Our success to date should not, however, cause us to slow down. The College still has needs to be addressed--in faculty support and globalizing the curriculum, as well as areas that have emerged since the Campaign was formulated almost 7 years ago. The Campaign Executive Committee will keep working, and we hope you will too, to raise the money needed to keep Rhodes among the very finest liberal arts colleges in the world.

Thank you, that concludes my report.

***Report of the Committee on Development***

**Mr. James A. Thomas III '62, Chair — April 17, 1997.**

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The Development Committee heard the tremendous progress of the 150th Anniversary Campaign, which Ken Clark has reported to you. But the Campaign is not the only area to experience success. Total gifts to the College this fiscal year total just over \$11 million. Almost \$5 million has been added to the endowment.

This year's annual fund is on track to establish another all-time record for gift income. The totals in gifts and pledges to date for the annual fund are up 14.2% over last year at this same time, with over \$2.3 million in commitments to date. We have recorded very strong gains in Alumni, Trustee, and Parent giving.

The Red & Black Society continues to grow with total commitments surpassing \$500,000 so far, over a 6% increase.

The Parents division of the annual fund have already exceeded their goal and are still going strong. The Parent Council has garnered \$224,000 in gifts and pledges, an amazing 36.4% increase over last year at the same time.

Also, the Trustees have been very generous by exceeding their goal as well, and I want to thank all of you for your very generous commitments. With your generosity, trustee commitments are nearing 31% ahead of last year.

The Diehl Society is enjoying tremendous success and is nearing \$1 million in receipts and pledges, which is 21% higher than last year and 12% ahead in total over entire last year. We have added a new top membership level of \$50,000, established by Bob Buckman and P.K. Seidman. The \$25,000 level--the Fellows--has also registered strong growth with 9 members now. On April 10, the Diehl Society held a dinner at the Union Club in New York hosted by Pam and Bill Michaelcheck. Twenty-four members attended along with 2 New York area prospects.

Sue Matthews updated us on planned giving. We've had a significant increase of \$15 million in deferred giving since June of 1996. The development office will begin running regular ads in the alumni magazine and will be mailing newsletters on a regular basis, with the next one scheduled to hit the mail in a week. The total value of deferred gifts has reached over \$80 million.

All-in-all, Rhodes is enjoying a very good year in fund raising. That concludes my report.

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

**Mr. Joseph Orgill III, Acting Chair — April 17, 1997.**

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

Those present were John C. Sites, Jr., Chair, James H. Daughdrill, Jr., L. Palmer Brown, Robert D. McCallum, Frank M. Mitchener, Jr., Joseph Orgill III, Loyd C. Templeton, Jr., Gilbert I. Hayes, Ben W. Bolch, and Sherry J. Fields.

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

A motion was passed that the following slate of officers for 1997-1998 be recommended to the Board for election: Chair, Frank M. Mitchener, Jr.; Vice Chair, Bruce E. Campbell, Jr.; Secretary, Kenneth F. Clark, Jr.; and Treasurer, Spence L. Wilson.

A motion was passed that the following meeting dates be recommended to the full Board for adoption for the 1998-1999 and 1999-2000 sessions: October 15 and 16, 1998, January 21 and 22, 1999, and April 15 and 16, 1999. Also October 14 and 15, 1999, January 20 and 21, 2000 and April 13 and 14, 2000.

Judge Joyce Broffitt accepted our invitation to join the Board of Trustees beginning in October, 1997.

Due to the resignation of Tommie Dunavant, the Board Directions and Leadership Committee passed a motion to elect James B. Taylor, Jr., Class of '82 to finish Mrs. Dunavant's current term.

Motions were passed to approve President Daughdrill's appointments of Dr. John M. Planchon as Dean of Academic Affairs and Mr. Gilbert I. Hayes as Executive Director of Media Relations, effective immediately.

Mr. Sites announced that the following will receive an honorary degree at Rhodes 149th Commencement May 10th: Dr. William R. Ferris, Director of the Center for the Study of Southern Culture and Professor of Anthropology at the University of Mississippi; Dr. Elizabeth Caldwell '69, Harold Blake Walker Professor Pastoral Theology, McCormick Seminary, Chicago, IL; Mr. Isaac Tigrett, Founder, Hard Rock Cafes and House of Blues; Mr. Morgan Freeman, native Memphian, actor; and Dr. Gerry House, Superintendent of Memphis City Schools.

**TO:** Board Directions and Leadership Committee  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** April 17, 1997  
**SUBJECT:** Recommendation of Dean of Academic Affairs

During the current academic year, Dr. John M. Planchon, Associate Dean of Academic Affairs, served as Acting Dean of Academic Affairs. This position is most challenging; it requires of an incumbent honesty, integrity, intelligence, and stamina.

Since becoming Acting Dean, Dr. Planchon has addressed complex issues and resolved complicated problems. He has done an outstanding job. Dr. Planchon has a sound reputation for fairness and honesty, for hard work and for the way he is doing a challenging job.

According to Chapter One, Section 2 of the *College Handbook*, "All Cabinet-level administrators shall be designated by the President, subject to the approval of the Board."

I recommend that the Board of Trustees approve my appointment of **Dr. John M. Planchon** as Dean of Academic Affairs, effective immediately.

**TO:** Board Directions and Leadership Committee  
**FROM:** James H. Daughdrill, Jr.  
**DATE:** April 17, 1997  
**SUBJECT:** Recommendation of Executive Director of Media Relations

Gilbert I. Hayes holds the B.B.A. from the University of Oklahoma and the M.A. degree from the University of Memphis. He has been a part-time instructor in English at Christian Brothers University and at the University of Memphis. He is active in a wide variety of civic and professional organizations.

He served as Assistant Vice Chancellor for University Relations for the University of Tennessee, Memphis. His broad experience in addition to working with the local, regional and national media, includes marketing, publications, special events and community relations.

According to Chapter One, Section 2 of the *College Handbook*, "All Cabinet-level administrators shall be designated by the President, subject to the approval of the Board."

I recommend that the Board of Trustees approve my appointment of **Mr. Gilbert I. Hayes** as Executive Director of Media Relations, effective immediately.

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

***Mr. W Ralph Jones III '79, Acting Chair — April 17, 1997.***

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The Committee on Students and Campus Life was called to order by Chairman Ralph Jones at 2:15 p.m. in the Athletic Conference Room of the Bryan Campus Life Center. Members in attendance were: Bob Dobbins, John Gladney, Ted Henry, Dee Birnbaum, and Anita Person; Ex-Officio members present were Melody Hokanson and Charles Landreth. Present by invitation were staff members Cindy Pennington, Mike Clary, Joe White, Lori McConnell, Darren Ambrose, and Claire Coleman; and students Suchi Pakkala, Matt Chandler, Bryant Benson, Kristin Delea, Nancy Roth, Damon Norcross, and Neeta Venepalli.

Cindy Pennington, Director of Student Activities, introduced Suchi Pakkala and Matt Chandler of the Rhodes Activities Board. Suchi and Matt presented an overview of the year-long planning and preparation involved in producing the annual Rites of Spring weekend. They explained the transition of this program over the years from a city-wide event to the current closed campus format. This year two thousand people attended the three day music festival which featured eight bands. The Rites of Spring is steered by a committee of 12 to 15 people assisted by numerous volunteers from various campus organizations. Discussion followed.

Mike Clary, Athletic Director, introduced the new coaches on his staff: Darren Ambrose, Head Coach of Women's Softball; Lori McConnell, Head Coach of Women's Basketball; and Joe White, Head Coach of Football. Darren Ambrose stated that he is pleased with the recruiting so far for next season and is preparing for the time when Women's Softball becomes a Conference sport. Lori McConnell described some of the hurdles she and the team have had to overcome this season and expressed her delight in finishing third in the Conference this season as well as her optimism for greater accomplishments to come. Coach White presented an overview of his coaching philosophy, the attributes of Rhodes College that influenced his choice to join Rhodes' staff, and his future goals for the Rhodes College Football team. Discussion followed.

Bryant Benson, Kristen Delea, and Nancy Roth presented an overview of the ten year involvement of Rhodes students in the Tex- Mex spring break service project to Reynosa, Mexico. These students told of the improved living conditions they have observed over their four year experience in the program. They showed slides documenting some of the playground, home-building and health clinic construction in which they have been involved. They described their experience with these Mexican families, teachers, and children and the exchange of gifts both physical and cultural.

Damon Norcross, President of the Rhodes Student Government introduced Vice President, Neeta Venepalli, who presented a summary of issues addressed during the past semester and those which will be forthcoming. Past issues include an RSG technology survey, an RSG effectiveness survey, a resolution to serve alcohol in the Lynx Lair, and a resolution on gender relations. RSG reports will be forthcoming on Rhodes' current nondiscrimination policy, evaluation of the computer registration process, campus recycling, and new emphasis on student achievement recognition as Rhodes College celebrates its 150th anniversary.

Mel Hokanson, Dean of Student Affairs, reported a new Campus Life Awards Ceremony to recognize outstanding achievement by students involved in co-curricular activities. Mel indicated that there will be new challenges in staffing for the Bryan Campus Life Center as its use grows. She further reported that housing numbers are considerably higher this year over last year's occupancy figures. Charles Landreth added that housing is almost at full occupancy. Mel stated that a major area of focus for next year will be the Sesquicentennial Celebration as well as preparation for the upcoming SACS accreditation.

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

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

***Mr. John H. Crabtree, Jr., Acting Chair — April 17, 1997.***

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Members Present: Mr. Craddock, Mr. McWilliams, Mr. Crabtree, Ms. Huggins, Mr. Campbell and Dr. Jones

Faculty: Dr. Terri Lindquister

Student: Mr. Yohaam Demel

Staff: Dean Planchon, Ms. Richardson, Ms. Handwerker

The meeting was called to order at 2:10 p.m. by Mr. Crabtree, Acting Chair.

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

**Dr. Ellen Armour**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Dee Birnbaum**, Associate Professor of Economics and Business Administration be granted tenure effective with the 1998-99 contract.

**Dr. Carolyn Jaslow**, Assistant Professor of Biology, be promoted to Associate Professor of Biology effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. David McCarthy**, Assistant Professor of Art, be promoted to Associate Professor of Art effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Brad Pendley**, Assistant Professor of Chemistry, be promoted to Associate Professor of Chemistry effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

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

Dean Planchon explained the process involved in making promotion recommendations. After a brief discussion, the committee received the recommendation of the President that:

**Dr. Jennifer Brady**, Associate Professor of English, be promoted to Professor of English effective with the 1997-98 contract.

**Dr. Cynthia Marshall**, Associate Professor of English, be promoted to Professor of English effective with the 1997-98 contract.

**Mr. Tony Lee Garner**, Associate Professor of Music and Theatre, be promoted to Professor of Theatre effective with the 1997-98 contract.

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

Dean Planchon noted that even with this year's newly tenured faculty members, the percentage of tenured faculty is well below the 67% tenure limit. In fact, everyone who is in a tenure track position now can be tenured without exceeding the 67% tenure limit set by the Board.

Dean Planchon distributed to the committee a list of new faculty members for 1997-98, discussed each one briefly and noted that, with the exception of one person, each newly hired faculty member is the number one choice of their department. Dean Planchon also mentioned that only two of the newly hired faculty members are on tenure-track positions.

Dean Planchon distributed a summary of the Hill President's Discretionary Grants that have been funded for 1997-98 and told the committee that the theme for this year's proposals was Technology and/or Service Learning Initiatives. He said the orientation of these projects is the integration of existing

technology into the classroom, not the purchase of software or hardware. The Service Learning aspect of these proposals involves ways to incorporate a service learning component into existing courses and to create new courses that have a service learning component while maintaining pedagogically and academically sound courses.

Mr. Crabtree introduced Ms. Katherine Richardson who brought the committee up-to-date on Rhodes' study abroad program. Ms. Richardson told the committee that the number of US students enrolled in credit-bearing study abroad programs has steadily increased since the US study abroad figures were first reported in 1985-86. Rhodes follows this trend, sending a record 153 students abroad in academic year 1995-96. This is an increase of 21 students over last year's number of 132. Ms. Richardson noted that most Rhodes students travel to Western European countries, however, Rhodes also had students who traveled to Honduras, Mexico, Japan, Australia, Argentina, Brazil, Russia, Singapore, Zimbabwe, Belize, and Nepal. Ms. Richardson said that Rhodes is developing new programs to meet the ever changing needs/ desires of the students; the most often expressed being affordability, varying academic focus, and short term/summer programs. Ms. Richardson noted that Rhodes has developed five new exchange programs since 1993. The Study Abroad Office is developing ideas to continue to internationalize the campus. Those include short term faculty exchange, an increase in the number of internationals on campus, and internship/study programs abroad featuring coursework in the country, followed by a supervised work period.

There being no further business, the meeting was adjourned.

TO: Faculty and Educational Program Committee  
FROM: James H. Daughdrill, Jr.  
DATE: April 17, 1997  
SUBJECT: Tenure Recommendations

I recommend that:

**Dr. Ellen Armour**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Dee Birnbaum**, Associate Professor of Economics and Business Administration be granted tenure effective with the 1998-99 contract.

**Dr. Carolyn Jaslow**, Assistant Professor of Biology, be promoted to Associate Professor of Biology effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. David McCarthy**, Assistant Professor of Art, be promoted to Associate Professor of Art effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Dr. Brad Pendley**, Assistant Professor of Chemistry, be promoted to Associate Professor of Chemistry effective with the 1997-98 contract and be granted tenure effective with the 1998-99 contract.

**Hill President's Discretionary Fund Grant Summary**

**Professor Joe Favazza, Religious Studies Department and Professor Michael McLain,**

**Religious Studies Department:** With the Hill President's Grant, Professors Favazza and McLain will create a service/learning portfolio, organize and present a three day "hands on" workshop on service/learning where eight faculty members selected across disciplines and up to eight students (named Service/Learning Fellows) will be lead by a nationally recognized leader on service/learning, and arrange two half-day follow-up sessions during the 1997-98 academic year. As a means to assist faculty to think creatively about service/learning possibilities for their courses, a service/learning portfolio will be created by the Office of Volunteer Services in close consultation with the project coordinators.

**Professor Kelly Fish, Economics/Business Administration Department:** Professor Fish will use his grant to replicate a project began at the Harvard Business School a few years ago. This concept is credited with leading to a significant shift in the nature of case discussion and classroom dynamics. Funding of this project will enable Professor Fish to test effects of using technology in innovative ways and will help determine how technology can best be used to affect educational outcomes.

**Professor Steve Haynes, Religious Studies Department and Professor Kenny Morrell,**

**Foreign Languages and Literatures Department:** This project, Providing Digital Resources for Search and Life, will expand on-line resources for these courses. A continuation of last year's Hill Grant, this phase will involve more faculty members and will enhance their computing skills with the goal of making them more comfortable with digital materials and more efficient at adapting and using them in their courses.

**Professor Beth Kamhi, English Department:** Professor Kamhi received a Hill Grant in 1996 which made possible the creation of a web page to expand its services. Because of the 1996 grant, the Writing Center is now accessible twenty-four hours a day. Its website includes an online writing handbook tailored specifically for Rhodes students' needs, a means of e-mailing questions to writing center tutors, a medium for professors to post style sheets for their courses, and a faculty resource area for incorporating more writing in Rhodes courses. The 1997 Hill Grant will make it possible to take this a step farther by providing a forum for exchanging ideas and writing. With this grant, the website can be expanded to include student writings and faculty strategies for encouraging writing. This is an exciting plan with wide application.

**Professor Gary Lindquister, Biology Department:** With his Hill Grant, Professor Lindquister plans to experiment with different software packages for the development of internet-based teaching/learning aid in order to make recommendations to the Teaching and Learning Technology Work Group (TLTWG) on software, equipment and services to offer in a proposed core facility and to develop instructions/guidelines for using these packages to introduce students and faculty to their capabilities and allow their use in a variety of courses, and to test and demonstrate their usefulness by developing internet-based, non-majors and upper level biology courses.

**Professor Robert Llewellyn, Philosophy Department:** Professor Llewellyn proposes to address the problem of inadequate study guides or annotated readers in the humanities by utilizing electronic texts and a software program (COMMONSPACE) primarily designed to facilitate collaborative writing. COMMONSPACE is a program that allows a text to be accessed by multiple users and allows spaces to be created by each user to comment on the text style and content. The originator of the text then has immediate commentary on the text. This can then be used in the continuing developing and editing of the text.

**Professor Andrew Michta, International Studies Department and Professor Kenny Morrell,**

**Foreign Languages and Literatures Department:** With support from the Hill Grant, Professor Michta and Morrell seek to train faculty members (through workshops) in the use of a robust, adaptable, multiplatform geographical information system (GIS). Their goal is to gain experience with a GIS, so they can design on-line quizzes and examinations, prepare sophisticated maps for use in class, and eventually introduce students to the possibilities of using geographical and demographic information in their study of political, economic, and social trends. While this proposal focuses on the specific needs of international studies, a number of other disciplines who use geographical information in their courses will be able to use this program.

**Professor Gail Murray, History Department:** This proposal will expand Professor Murray's History of Childhood in America course to include a service/learning component. This project will enable students who take History of Childhood in America to understand the historical changes in the development of

childhood as a separate and distinct part of American life and the many functions the family has served throughout American history, the reasons why governmental and legal restrictions on the family have developed, etc. by having students work with family-service agencies and be assigned to either one family or one child while taking the class.

**Professor Valerie Nollan, Foreign Languages and Literatures Department:** Both of Professor Nollan's projects, Redesigning First-year Russian with Computer-Assisted Materials and Foreign Language Instruction and Technology, deal with ascertaining the effect of computer technology-assisted instruction in foreign languages. While Professor Nollan's focus is on Russian, the applications of such a project hold considerable promise for the other language programs in the Department of Foreign Languages and Literatures; hence this project has significant interdisciplinary potential.

**Professor Carolyn Schriber, History Department:** This Hill Grant will support Professor Schriber's continuing expansion of the Online Resource Book for Medieval Studies (ORB). It is a coup for Rhodes to have this site. Students engage in service to history by contributing to the site, and Professor Schriber remains a source of information on technology/teaching for other faculty. The "heart" of ORB is an encyclopedia that provides original essays written by leading scholars in each field. In the coming years, it will evolve into a full-scale medieval textbook, one that is flexible enough to allow instructors to custom design their courses. All articles are refereed by at least two readers before they are accepted for ORB. Introductory essays, designed for entry-level college students, are supplemented by bibliographic studies that lay out the state of current scholarship in the field and discuss research methods.

**NEW FULLTIME FACULTY 1997-98**

**BRUCE ABEDON** - joins the Department of Biology as Instructor. Mr. Abedon received his B.S. from the University of Massachusetts-Amherst, his M.S. from the University of Wisconsin-Madison, and will receive his Ph.D. from the University of Wisconsin-Madison. Mr. Abedon's dissertation topic is "Timing of vegetative phase change in maize: Genetics and relationship with agronomic performance." Mr. Abedon is a member of Phi Beta Kappa and was the recipient of a WARF Fellowship and a Pioneer Plant Breeding Fellowship from the University of Wisconsin and was the D.C. Smith Outstanding Graduate Student in 1996. Prior to joining Rhodes, Dr. Abedon was a guest lecturer and teaching assistant at the University of Wisconsin-Madison.

**TINA BARR** - joins the Department of English as Assistant Professor. Dr. Barr received her B.A. from Sarah Lawrence college, her M.F.A. from Columbia University, her M.A. and Ph.D. from Temple University. Dr. Barr was the recipient of the Distinguished Teaching Award from Temple University and a National Endowment for the Arts Creative Writing Fellowship Grant. Dr. Barr's poetry has appeared in numerous publications. Prior to joining Rhodes, Dr. Barr was a visiting assistant professor at Temple University.

**MARSHALL BOSWELL** - joins the Department of English as Assistant Professor. Dr. Boswell received his B.A. from Washington and Lee University, his M.A. from Washington University, and his Ph.D. from Emory University. Dr. Boswell's dissertation topic is "Rabbit Repeat: Irresolution and Mastered Irony in John Updike's *Rabbit Angstrom*." Dr. Boswell has presented papers at several conferences and is the author of several published short stories. Prior to being hired for one of the positions in the English Department, Dr. Boswell taught at Rhodes on a one year appointment.

**DIANA BUTLER** - joins the Department of Religious Studies as Associate Professor. Dr. Butler received her B.A. from Westmont College, her M.A.T.S. from Gordon-Conwell Theological Seminary, and her Ph.D. from Duke University. Dr. Butler was the recipient of The Frank S. And Elizabeth D. Brewer Prize of the American Society of Church History in 1993 for outstanding first book by a scholar in the history of Christianity. Dr. Butler has been widely published and has presented papers at many conferences. Prior to joining Rhodes, Dr. Butler was Visiting Assistant Professor of Religious Studies at Macalester College.

**VICTOR COONIN** - joins the Art Department as Assistant Professor. Dr. Coonin received his B.A. from Oberlin College; his M.A. from Syracuse University; and his Ph.D. from Rutgers University. Dr. Coonin was the recipient of the Berendson Award for the best graduate paper at Rutgers in 1991; the Samuel H. Kress Grant in 1993; and a Fulbright Scholarship to study in Florence, Italy, in 1994-95. Prior to joining Rhodes in a new position, Dr. Coonin has taught at Rhodes for the past three years.

**JOHN HILGART** - joins the English Department as Assistant Professor. Dr. Hilgart received his B.A. from the University of Michigan- Ann Arbor and his Ph.D. from Duke University. Dr. Hilgart is a member of Phi Beta Kappa, the recipient of two fellowships as collection developer for the Jay B. Hubbell Center for American Literary Historiography, and the author of several published articles. Prior to joining Rhodes, Dr. Hilgart was in instructor at Duke University.

**AMANDA IRWIN** - joins the Foreign Languages and Literatures Department as Assistant Professor. Dr. Irwin received her Licenciatura from Centro Universitario de Ciencias Humanas, Mexico City; her M.A. and Ph.D. from the University of Chicago. Dr. Irwin is the author of several published articles and has presented papers at the Entrologos Spring Conference at Cornell University and the Carolina Conference on Romance Literatures at the University of North Carolina, Chapel Hill. Prior to joining Rhodes, Dr. Irwin taught Spanish Language and Culture at DePaul University.

**MICHAEL RIECK** - joins the Department of Mathematics and Computer Science as Visiting Assistant Professor. Dr. Rieck received his B.A. from Colby College, his M.A. from SUNY at Stony Brook, and his Ph.D. from the University of South Florida where he had a teaching assistantship from 1993-1996.

**PAUL SENESE** - joins the Department of International Studies as Assistant Professor. Dr. Senese received his B.A. from Niagara University, completed the Hoover Summer Program in International Politics at Stanford University, and received his Ph.D. from Binghamton University. Dr. Senese is the author of several published articles, has presented papers at many conferences and has several works under review. Prior to joining Rhodes, Dr. Senese was an assistant professor at Vanderbilt University.

**PATRICK SHADE** - joins the Department of Philosophy as Instructor. Mr. Shade received his B.A. and M.A. from Colorado State University, his M.A. from Vanderbilt University and will receive his Ph.D. this fall from Vanderbilt University. Mr. Shade's dissertation topic is "Habits of Hope: A Pragmatic Theory of How the Future Determines the Self." Mr. Shade is a member of Phi Beta Kappa and was the four-year recipient of the President's Scholarship from Colorado State University and the University Graduate Teaching Fellowship and the Fifth-Year Teaching Fellowship from Vanderbilt University. Mr. Shade's areas of specialization are American Philosophy; functionalism; relational metaphysics; creativity and reconstruction in human inquiry; and pragmatic theory of truth. Prior to being hired for the position in Philosophy, Mr. Shade taught at Rhodes on a one year appointment.

**ANDREA WORKS** - joins the Department of Chemistry as Assistant Professor. Dr. Works received her B.A. from New College and her Ph.D. from Indiana University. Dr. Works is the author of several published articles and the recipient of an NIH Postdoctoral Fellowship. Dr. Works' postdoctoral research in organometallic chemistry and catalysis has been conducted at the University of Virginia.

***Report of the Committee on Finance***

Mr. Spence L. Wilson, Chair — April 17, 1997.

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The meeting of the Committee on Finance was called to order by Mr. Spence Wilson, Chair, at 2:30 p.m. on Thursday, April 17, 1997, in the Hill Board Room, Palmer Hall. Other members in attendance were: Mr. James Lientz, Mr. S. Herbert Rhea, Dr. Deborah Pittman, Ms. Vicki Roman, Mr. Bayard Boyle, Mrs. Wayne Sharp, Dean Allen Boone, Mr. N. P. McWhirter, Mr. Kyle Webb, and Mrs. Claire Shapiro.

Dean Boone reviewed the proposed 1997-98 operating budget (attachment #1) which was preliminarily adopted at the January '97 meeting. There have been virtually no changes in the proposed budget since January. Dean Boone reviewed the highlights of the budget which included the primary assumptions for Tuition, Room, Board charges and enrollment. With regard to student charges, the rates for tuition, room, and board will increase 5.9%, 0%, and 0% respectively for an average 4.5% increase. The total increase in operating expenditures is 6% over the current year. The very favorable gains in the Endowment Fund will generate a 18.8% increase in the revenue taken into the operating budget. The budget was approved unanimously as recommended.

Dean Boone then reviewed the proposed Renovation and Replacement budget (attachment #2). With the expected year-end results, the College should be able to allocate resources for approximately 40 items on the list. The proposed R & R budget was adopted as recommended.

The next topic of business was a discussion of the current operating budget and results for the first nine months ending March 31, 1997 (attachment #3). Mr. McWhirter pointed out that overall, the year-to-date picture was very favorable. Total income-to-date was at 90.71% compared to the fiscal budget, about 2% lower than the same period a year ago. This is more a result of timing of receipts and not considered a problem. Annual fund contributions are approximately 5.7% ahead of receipts at this time last year. Total expenses-to-date are at 72.08%, about the same as last year. The most significant factor on the expense side of the ledger is that our financial aid expenditures are within budget. With careful budget management, it appears that Rhodes will end the year within the budget and that sufficient R & R funds will be available.

Mr. McWhirter also informed the Committee of the status of the letter of credit on our 1985 bond issue. Our 1989 agreement with Natwest Bank PLC is about to expire and, with a favorable market and the creditworthiness of the College, negotiations for a replacement bank LOC agreement are currently underway. This matter will be presented to the Board Executive Committee for approval probably in May.

Mr. McWhirter then discussed the favorable results of our Endowment Fund investment performance over the past few years. The recently published NACUBO Endowment Study compiled by Cambridge and Associates showed that Rhodes ranks 20th for one year performance, 24th for three year annualized performance, and 21st for five years out of 407 colleges and universities participating in the study. These returns place us in the 95th percentile of all institutions. Within our 50 college peer group, which overall performs very well against the national average, we ranked in the 93rd percentile for one year, 89th percentile for 3 years, and 87th percentile for 5 years. Most important in this analysis is the fact that the ranking of Rhodes has remained consistent over this period of 5 years. The compounded effect of the Rhodes annualized return of 15.6% vs. the national average of 12.4% has yielded the College over \$20,000,000 in added value in that period.

Dean Boone then reviewed the implementation of the new "LYNX CARD" debit system and I.D. system. The first phase has been completed allowing students to use the I.D. card for library use, entrance into the Bryan Campus Life Center and as a "debit" card for the Bookstore and the Lynx Lair Pub. Future applications will include an access feature for entrance into residence halls. This feature will be phased in over a period of time as budget allows. The net result will be an "all in one card" for various campus applications.

There being no new business, the committee adjourned.

attachment #1

TO: Committee on Finance  
FROM: James H. Daughdrill, Jr.  
DATE: April 17, 1997  
RE: 1997-98 Operating Budget

I recommend the following operating budget for 1997-98:

	Budget 1996-97	Budget 1997-98
INCOME:		
Tuition	\$22,294,258	\$23,628,113
Fees	2,084,470	2,029,737
Room & Board	5,107,956	4,907,644
Gifts & Grants	2,275,000	2,380,000
Endowment	5,291,115	6,288,445
Other Income	806,400	894,850
Total Income	\$37,859,199	\$40,128,789
EXPENSE:		
Compensation	\$18,124,896	\$19,337,681
Non-Compensation	19,734,303	20,791,108
	\$37,859,199	\$40,128,789

	96-97	% CHANGE	97-98
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$16,392	5.9%	\$17,360
Room	\$2,890	0.0%	\$2,890
Board	\$2,220	0.0%	\$2,220
Student Activity Fee	\$158	0.0%	\$158
<b>TOTALS:</b>	<b>\$21,660</b>	<b>4.5%</b>	<b>\$22,628</b>
Ave. Enrollment (FTE)	1390		1390
Dormitory Occupancy	1020		980

	96-97		97-98
<b>INCOME BUDGET:</b>			
<b>TUITION AND FEES:</b>			
Tuition	\$22,215,258	5.9%	\$23,527,313
Tuition-Summer School	\$20,000	125.0%	\$45,000
Summer Writing/Scholars	\$59,000	-5.4%	\$55,800
European Studies	\$800,800	-10.7%	\$715,000
Student Activity Fees	\$219,620	0.0%	\$219,620
Applied Music Fees	\$30,000	50.0%	\$45,000
Special Course Fees	\$26,000	15.4%	\$30,000
Application Fees	\$94,000	0.0%	\$94,000
Extra Hours	\$7,000	42.9%	\$10,000
Graduation & Misc. Fees	\$38,750	-5.2%	\$36,750
Registration & Transcripts	\$4,500	0.0%	\$4,500
Meeman Center	\$636,300	0.6%	\$640,067
Micro Center	\$15,000	6.7%	\$16,000
Music Academy	\$212,500	3.0%	\$218,800
<b>TOTAL:</b>	<b>\$24,378,728</b>	<b>5.2%</b>	<b>\$25,657,850</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,888,844	-3.9%	\$2,775,556
Board	\$2,219,112	-3.9%	\$2,132,088
<b>TOTAL:</b>	<b>\$5,107,956</b>	<b>-3.9%</b>	<b>\$4,907,644</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$26,000	-42.3%	\$15,000
Annual Support Program	\$2,249,000	5.2%	\$2,365,000
<b>TOTAL:</b>	<b>\$2,275,000</b>	<b>4.6%</b>	<b>\$2,380,000</b>
<b>ENDOWMENT INCOME:</b>			
	\$5,291,115	18.8%	\$6,288,445
<b>OTHER INCOME:</b>			
Theater	\$20,500	0.0%	\$20,500
Bookstore	\$72,000	0.0%	\$72,000
Interest Income	\$285,000	5.3%	\$300,000
Swimming Pool	\$0	100.0%	\$52,000
Miscellaneous Income	\$500	0.0%	\$500
Traffic Fines/Vehicle Reg.	\$34,000	17.6%	\$40,000
Dividends, Royalties, Commissions	\$77,050	6.4%	\$82,000
College Work-Study	\$125,000	12.0%	\$140,000
Athletic/CLC Income	\$31,150	8.0%	\$33,650
Telephone	\$125,200	-6.4%	\$117,200
Parkway House	\$36,000	2.8%	\$37,000
<b>TOTAL:</b>	<b>\$806,400</b>	<b>11.0%</b>	<b>\$894,850</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$37,859,199</b>	<b>6.0%</b>	<b>\$40,128,789</b>

EXPENSE BUDGET:	1996-97			1997-98			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	EDUC. & GENERAL:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES			
Art	\$240,205	\$22,490	\$262,695	\$258,994	\$38,392	\$297,386	7.8%	70.7%	13.2%
Religious Studies	\$729,837	\$15,405	\$745,242	\$729,528	\$17,085	\$746,613	0.0%	10.9%	0.2%
English	\$816,565	\$21,730	\$838,295	\$863,127	\$23,527	\$886,654	5.7%	8.3%	5.8%
Foreign Languages	\$841,371	\$23,027	\$864,398	\$883,715	\$30,165	\$913,880	5.0%	31.0%	5.7%
Language Center	\$35,491	\$2,618	\$38,109	\$36,838	\$12,405	\$49,243	3.8%	373.8%	29.2%
Music	\$402,867	\$26,266	\$429,133	\$417,837	\$30,827	\$448,664	3.7%	17.4%	4.6%
Philosophy	\$204,468	\$3,421	\$207,889	\$215,662	\$3,359	\$219,021	5.5%	-1.8%	5.4%
Theater/Med Arts	\$284,803	\$34,151	\$318,954	\$301,113	\$32,612	\$333,725	5.7%	-4.5%	4.6%
Search/Values Course	\$0	\$6,528	\$6,528	\$0	\$6,597	\$6,597	0.0%	1.1%	1.1%
Summer Writing/Scholars	\$28,508	\$30,344	\$58,852	\$22,440	\$32,500	\$54,940	-21.3%	7.1%	-6.6%
Music Academy	\$199,075	\$13,500	\$212,575	\$200,851	\$12,000	\$212,851	0.9%	-11.1%	0.1%
European Studies	\$84,821	\$702,075	\$786,896	\$88,191	\$625,000	\$713,191	4.0%	-11.0%	-9.4%
Anthro & Sociology	\$184,350	\$13,491	\$197,841	\$195,798	\$13,771	\$209,569	6.2%	2.1%	5.9%
Economics & Business	\$715,051	\$20,891	\$735,942	\$915,673	\$22,068	\$937,741	28.1%	5.6%	27.4%
MS/Accounting	\$18,114	\$6,508	\$24,622	\$18,839	\$6,508	\$25,347	4.0%	0.0%	2.9%
Education	\$58,215	\$4,600	\$62,815	\$60,717	\$4,432	\$65,149	4.3%	-3.7%	3.7%
History	\$608,858	\$16,658	\$625,516	\$583,647	\$17,847	\$601,494	-4.1%	7.1%	-3.8%
International Studies	\$384,121	\$16,230	\$400,351	\$430,472	\$17,046	\$447,518	12.1%	5.0%	11.8%
Political Science	\$437,715	\$18,704	\$456,419	\$465,147	\$19,436	\$484,583	6.3%	3.9%	6.2%
Psychology	\$391,257	\$14,342	\$405,599	\$386,264	\$15,079	\$401,343	-1.3%	5.1%	-1.0%
Biology	\$626,577	\$50,945	\$677,522	\$670,976	\$53,905	\$724,881	7.1%	5.8%	7.0%
Chemistry	\$418,970	\$36,653	\$455,623	\$377,948	\$38,188	\$416,136	-9.8%	4.2%	-8.7%
Mathematics & Comp. Sci.	\$297,395	\$14,617	\$312,012	\$398,002	\$15,463	\$413,465	33.8%	5.8%	32.5%
Physics	\$362,547	\$14,242	\$376,789	\$381,706	\$15,442	\$397,148	5.3%	8.4%	5.4%
Summer School	\$26,024	\$0	\$26,024	\$27,013	\$0	\$27,013	3.8%	0.0%	3.8%
Computer Center	\$391,695	\$208,099	\$599,794	\$451,285	\$215,105	\$666,390	15.2%	3.4%	11.1%
Library	\$531,677	\$427,614	\$959,291	\$553,792	\$451,180	\$1,004,972	4.2%	5.5%	4.8%
Research & Faculty Devel.	\$84,029	\$126,000	\$210,029	\$87,220	\$129,780	\$217,000	3.8%	3.0%	3.3%
Media Center	\$0	\$5,250	\$5,250	\$0	\$5,250	\$5,250	0.0%	0.0%	0.0%
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Urban Studies	\$0	\$1,300	\$1,300	\$0	\$1,300	\$1,300	0.0%	0.0%	0.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$624,580	\$212,473	\$837,053	\$697,465	\$225,483	\$922,948	11.7%	6.1%	10.3%
<b>TOTAL:</b>	<b>\$10,029,186</b>	<b>\$2,113,172</b>	<b>\$12,142,358</b>	<b>\$10,720,260</b>	<b>\$2,134,752</b>	<b>\$12,855,012</b>	<b>6.9%</b>	<b>1.0%</b>	<b>5.9%</b>

STUDENT SERVICES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Athletics	\$813,587	\$435,770	\$1,249,357	\$938,714	\$480,360	\$1,419,074	15.4%	10.2%	13.6%
Swimming Pool	\$10,779	\$15,000	\$25,779	\$29,590	\$22,000	\$51,590	174.5%	46.7%	100.1%
Counseling Center	\$141,884	\$9,384	\$151,268	\$147,272	\$9,662	\$156,934	3.8%	3.0%	3.7%
Career Services	\$127,043	\$22,368	\$149,411	\$135,836	\$26,082	\$161,918	6.9%	16.6%	8.4%
Admissions	\$546,204	\$455,859	\$1,002,063	\$565,524	\$474,568	\$1,040,092	3.5%	4.1%	3.8%
Registrar	\$133,545	\$17,356	\$150,901	\$138,618	\$17,725	\$156,343	3.8%	2.1%	3.6%
Financial Aid Office	\$192,426	\$63,007	\$255,433	\$199,734	\$66,348	\$266,082	3.8%	5.3%	4.2%
Chaplain/Kinney	\$76,959	\$7,374	\$84,333	\$79,881	\$7,712	\$87,593	3.8%	4.6%	3.9%
Dean Of Students	\$284,786	\$79,551	\$364,337	\$287,349	\$80,417	\$367,766	0.9%	1.1%	0.9%
Campus Safety	\$401,701	\$18,655	\$420,356	\$414,410	\$20,120	\$434,530	3.2%	7.9%	3.4%
Student Activity Fund	\$0	\$141,216	\$141,216	\$0	\$141,216	\$141,216	0.0%	0.0%	0.0%
Residential Life	\$27,468	\$33,126	\$60,594	\$64,407	\$33,126	\$97,533	134.5%	0.0%	61.0%
Multi-Cult. Aff.	\$0	\$6,696	\$6,696	\$0	\$6,488	\$6,488	0.0%	-3.1%	-3.1%
Health Services	\$40,177	\$31,871	\$72,048	\$41,318	\$45,331	\$86,649	2.8%	42.2%	20.3%
Student Center	\$0	\$17,374	\$17,374	\$0	\$20,757	\$20,757	0.0%	19.5%	19.5%
<b>TOTAL:</b>	<b>\$2,796,559</b>	<b>\$1,354,607</b>	<b>\$4,151,166</b>	<b>\$3,042,653</b>	<b>\$1,451,912</b>	<b>\$4,494,565</b>	<b>8.8%</b>	<b>7.2%</b>	<b>8.3%</b>
PLANT OPER. & MAIN.:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Housekeeping	\$927,559	\$63,270	\$990,829	\$945,930	\$71,460	\$1,017,390	2.0%	12.9%	2.7%
Physical Plant	\$838,347	\$191,265	\$1,029,612	\$873,313	\$226,215	\$1,099,528	4.2%	18.3%	6.8%
Utilities	\$0	\$560,677	\$560,677	\$0	\$602,696	\$602,696	0.0%	7.5%	7.5%
Grounds	\$244,872	\$54,807	\$299,679	\$254,170	\$56,904	\$311,074	3.8%	3.8%	3.8%
Mailroom	\$47,450	\$8,923	\$56,373	\$49,252	\$9,190	\$58,442	3.8%	3.0%	3.7%
<b>TOTAL:</b>	<b>\$2,058,228</b>	<b>\$878,942</b>	<b>\$2,937,170</b>	<b>\$2,122,665</b>	<b>\$966,465</b>	<b>\$3,089,130</b>	<b>3.1%</b>	<b>10.0%</b>	<b>5.2%</b>

GENERAL ADMINISTRATION:	COMPENSATION			NON-COMP.			% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES	TOTAL	(SAL+BENEFITS)	EXPENSES	TOTAL			
Administrative Services	\$411,457	\$155,986	\$567,443	\$427,081	\$160,665	\$587,746	3.8%	3.0%	3.6%
Board of Trustees	\$0	\$62,834	\$62,834	\$0	\$64,719	\$64,719	0.0%	3.0%	3.0%
Pres. Plan for Excellence	\$0	\$122,804	\$122,804	\$0	\$127,612	\$127,612	0.0%	3.9%	3.9%
Hill/Pres Acad Discr Fund	\$0	\$75,000	\$75,000	\$0	\$125,786	\$125,786	0.0%	67.7%	67.7%
President's Office	\$367,334	\$95,650	\$462,984	\$381,283	\$99,535	\$480,818	3.8%	4.1%	3.9%
Chancellor's Office	\$393,525	\$115,924	\$509,449	\$408,468	\$151,559	\$560,027	3.8%	30.7%	9.9%
Comptroller	\$425,958	\$86,000	\$511,958	\$527,995	\$88,600	\$616,595	24.0%	3.0%	20.4%
Development	\$916,113	\$309,829	\$1,225,942	\$949,129	\$325,327	\$1,274,456	3.6%	5.0%	4.0%
College Relations	\$209,920	\$82,775	\$292,695	\$217,892	\$100,243	\$318,135	3.8%	21.1%	8.7%
Desk-Top Publishing	\$42,665	\$18,515	\$61,180	\$50,941	\$19,290	\$70,231	19.4%	4.2%	14.8%
Media Relations	\$168,360	\$138,196	\$306,556	\$174,753	\$156,915	\$331,668	3.8%	13.5%	8.2%
Insurance	\$0	\$304,000	\$304,000	\$0	\$313,100	\$313,100	0.0%	3.0%	3.0%
Staff Training & Devel.	\$0	\$30,000	\$30,000	\$0	\$30,900	\$30,900	0.0%	3.0%	3.0%
<b>TOTAL:</b>	<b>\$2,935,332</b>	<b>\$1,597,513</b>	<b>\$4,532,845</b>	<b>\$3,137,542</b>	<b>\$1,764,251</b>	<b>\$4,901,793</b>	<b>6.9%</b>	<b>10.4%</b>	<b>8.1%</b>
<b>AUXILIARY ENTERPRISES:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>% CHANGE</b>	<b>%CHANGE</b>	<b>TOTAL %</b>
	<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>COMP.</b>	<b>NON-COMP.</b>	<b>CHANGE</b>
Residence Halls	\$69,370	\$490,900	\$560,270	\$69,370	\$510,790	\$580,160	0.0%	4.1%	3.6%
Food Service	\$0	\$1,735,000	\$1,735,000	\$0	\$1,741,843	\$1,741,843	0.0%	0.4%	0.4%
Meeman Center	\$209,605	\$300,075	\$509,680	\$217,564	\$407,653	\$625,217	3.8%	35.9%	22.7%
McCoy Theater	\$0	\$20,500	\$20,500	\$0	\$20,500	\$20,500	0.0%	0.0%	0.0%
Parkway House	\$0	\$36,000	\$36,000	\$0	\$37,000	\$37,000	0.0%	2.8%	2.8%
Telephone System	\$26,617	\$164,162	\$190,779	\$27,628	\$169,000	\$196,628	3.8%	2.9%	3.1%
Debt Service	\$0	\$1,554,038	\$1,554,038	\$0	\$1,425,000	\$1,425,000	0.0%	-8.3%	-8.3%
<b>TOTAL:</b>	<b>\$305,592</b>	<b>\$4,300,675</b>	<b>\$4,606,267</b>	<b>\$314,562</b>	<b>\$4,311,786</b>	<b>\$4,626,348</b>	<b>2.9%</b>	<b>0.3%</b>	<b>0.4%</b>
<b>STUDENT FINANCIAL AID:</b>	<b>\$0</b>	<b>\$7,939,461</b>	<b>\$7,939,461</b>	<b>\$0</b>	<b>\$8,330,321</b>	<b>\$8,330,321</b>	<b>0.0%</b>	<b>4.9%</b>	<b>4.9%</b>
<b>STUDENT WAGES:</b>	<b>\$0</b>	<b>\$567,633</b>	<b>\$567,633</b>	<b>\$0</b>	<b>\$670,000</b>	<b>\$670,000</b>	<b>0.0%</b>	<b>18.0%</b>	<b>18.0%</b>
<b>BUDGET CONTINGENCY:</b>	<b>\$0</b>	<b>\$132,300</b>	<b>\$132,300</b>	<b>\$0</b>	<b>\$138,915</b>	<b>\$138,915</b>	<b>0.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>RENO. &amp; REPLACEMENT:</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$0</b>	<b>\$1,022,706</b>	<b>\$1,022,706</b>	<b>0.0%</b>	<b>20.3%</b>	<b>20.3%</b>
<b>GRAND TOTALS:</b>	<b>\$18,124,896</b>	<b>\$19,734,303</b>	<b>\$37,859,199</b>	<b>\$19,337,681</b>	<b>\$20,791,108</b>	<b>\$40,128,789</b>	<b>6.7%</b>	<b>5.4%</b>	<b>6.0%</b>
<b>UNALLOCATED BUDGET</b>			<b>\$0</b>			<b>\$0</b>			

attachment #2

TO: Committee on Finance  
 FROM: James H. Daughdrill, Jr.  
 DATE: April 17, 1997  
 RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1996-97 are determined, the College is authorized to distribute the surplus funds for the following items:

ITEM	DEPT	PRIORITY	COST
Computer Network-Residence Halls	Dean/Acad. Affairs	1	\$195,000
Early Retirement Funds	Dean/Acad. Affairs	2	\$80,000
FJ Boiler Replacement	Phy. Plnt.	3	\$85,000
Stewart Hall Repairs	Phy. Plnt.	4	\$30,000
FJ AHU Replacement	Phy. Plnt.	5	\$40,000
Voorhies HVAC	Phy. Plnt.	6	\$21,000
Palmer HVAC	Phy. Plnt.	7	\$10,000
Asbestos Survey	Phy. Plnt.	8	\$35,000
Robinson Hall Carpet Replacement	Phy. Plnt.	9	\$45,000
Research Start Up Funds	Dean/Acad. Affairs	10	\$40,000
Greek/Roman Workstation/Matching	Dean/Acad. Affairs	11	\$23,000
Misc Office Furniture/Faculty	Dean/Acad. Affairs	12	\$10,000
Misc Office Repairs	Dean/Acad. Affairs	13	\$10,000
Classroom Equipment/Teaching Aids	Dean/Acad. Affairs	14	\$12,500
Library Catalogue Upgrade	Library	15	\$17,500
Staff Office/Equipment	Computer Ctr.	16	\$11,000
Computer Equipment/New Faculty	Computer Ctr.	17	\$25,000
Convert Com. Lab/Dual Platform	Computer Ctr.	18	\$90,000
4 Workstations/Software	Language Ctr.	19	\$12,000
College View	Admissions	20	\$16,830
Computer Upgrades	Admissions	21	\$10,655
Office Equipment/Furniture	Admissions	22	\$12,000
Security Camera	Campus Safety	23	\$7,500
Tuthill Renovation	Student Activities	24	\$29,640
Computer Upgrades	Career Services	25	\$6,000
Computer Upgrades	Dean of Students	26	\$7,500
Misc Office Equipment	Counseling Ctr.	27	\$7,500
Trezevant Kitchen	Residence Life	28	\$5,000
Athletic Equipment	Athletics	29	\$25,000
Computer Upgrade	Institutional Res.	30	\$2,500
Software	Disability Services	31	\$2,000
Benefactor's Circle	Development	32	\$7,000
Bellingrath Society	Development	33	\$1,000

Computer/Printer Upgrades	Development	34	\$30,000
Grade Mailers	Registrar	35	\$1,000
Computer Upgrade	Registrar	36	\$3,000
Laser Printers (4 Depts.)	English	37	\$6,000
Centrifuges	Biology	38	\$10,000
Atomic Absorption Spectrometer	Chemistry	39	\$19,500
Software/Monitor/Memory	Math	40	\$2,650
Sidewalk/Parking Lot Repair	Phy. Plt.	41	\$15,000
Misc Slate/Copper/Gutter Repair	Phy. Plt.	42	\$15,000
Misc Waterproof, Tuckpointing	Phy. Plt.	43	\$15,000
Slate Walk Repairs	Phy. Plt.	44	\$20,000
Misc Roof Repairs	Phy. Plt.	45	\$12,500
New Roof-Williford	Phy. Plt.	46	\$35,000
Clough Hall Interior Renovations	Phy. Plt.	47	\$50,000
New Faculty Computers	Dean/Acad. Affairs	48	\$39,000
Chemistry Lab Power Macs	Chemistry	49	\$5,000
DEC Terminals	Library	50	\$5,000
VCR/Monitor Replacement	Library	51	\$2,500
Clough Hansen Office Renovation	Art	52	\$1,725
Music Library Equipment	Music	53	\$12,000
Vivace Computer Project	Music	54	\$4,240
Palmer 316 Renovation	English	55	\$2,500
AV Capability FJ-C	Biology	56	\$10,000
PCR Instrumentation	Biology	57	\$10,000
Centrifuge Rotor	Biology	58	\$4,000
Assorted Computer Equipment	Math	59	\$2,070
New Computers	Econ/Bus.	60	\$9,000
Video Camera, FJ-A	Physics	61	\$700
Computer & Teaching Equipment	Physics	62	\$9,000
Carpet Replacement-Blount Hall	Phy. Plt.	63	\$32,000
FJ AHU Replacement	Phy. Plnt.	64	\$40,000
Emergency Exit Light Replacement	Phy. Plnt.	65	\$15,000
Waterproofing Various Bldgs.	Phy. Plnt.	66	\$24,000
Library Roof Repairs	Phy. Plnt.	67	\$12,000
Squad Room Furniture	Campus Safety	68	\$3,000
Field Phone System	Athletics	69	\$3,500
Athletic Equipment	Athletics	70	\$12,300
Security Cart	Campus Safety	71	\$7,000
Admissions Office Renovations	Admissions	72	\$5,000
Miscellaneous Furniture/Equipment	Development	73	\$8,000
Clough 104 Renovation/Equipment	Antro/Sociology	74	\$3,300
DPGS System	Biology	75	\$2,500
Greenhouse	Biology	76	\$150,000
Study Chair Reupholstering	Library	77	\$2,500
Harpsicord	Music	78	\$13,000
Singer Robes	Music	79	\$12,000
Blount Aud. Video Screen	English	80	\$10,000
Grand Piano	Music	81	\$25,000
Renovate Grand Piano	Music	82	\$3,500
Furniture Replacement RWE Res. Halls	Phy. Plt.	83	\$175,000
Pipe Insulation Various	Phy. Plnt.	84	\$35,000

Ceiling/Lighting Upgrade FJ	Phy. Plnt.	85	\$75,000
Glassell Hot Water Tank/Boiler	Phy. Plnt.	86	\$40,000
Trezevant Hot Water Tank/Boiler	Phy. Plnt.	87	\$40,000
Bellingrath Hot Water Tank	Phy. Plnt.	88	\$30,000
Replace Timpani	Music	89	\$8,300
Doublebass	Music	90	\$7,000
Vertical Piano	Music	91	\$1,800
Payne Tablet Arms	Music	92	\$5,000
Grand Piano	Music	93	\$25,000
Percussion Instruments	Music	94	\$14,000
Sound Proof Percussion Room	Music	95	\$8,000
Hassel Wall Coverings	Music	96	\$5,000
McCoy Theater Wall Coverings	Phy. Plnt.	97	\$12,500
Misc Door Replacement	Phy. Plnt.	98	\$15,000
HVAC Feed Tanks	Phy. Plnt.	99	\$12,000
Williford Furniture Replacement	Phy. Plnt.	100	\$315,000
Trezevant Furniture Replacement	Phy. Plnt.	101	\$117,000
Townsend Furniture Replacement	Phy. Plnt.	102	\$177,300
Voorhies Furniture Replacement	Phy. Plnt.	103	\$152,000
RWE Steam to Hot Water Conversions	Phy. Plnt.	104	\$75,000
Insulation Program	Phy. Plnt.	105	\$10,000
Halliburton Tower 2 & 4 Floor Renovations	Phy. Plnt.	106	\$100,000
FJ Amphitheater Repair	Phy. Plnt.	107	\$20,000
Window Unit Replacement	Phy. Plnt.	108	\$17,000
Robinson/Blount Tile Repairs	Phy. Plnt.	109	\$12,000
Roof Refectory Transformer	Phy. Plnt.	110	\$8,000
Campus Graphics	Phy. Plnt.	111	\$25,000
Misc Toilet Partition/Shower Repair	Phy. Plnt.	112	\$80,000
Glassell Doors	Phy. Plnt.	113	\$26,000
Tractor	Phy. Plnt.	114	\$16,000
West Refectory Roof Replacement	Phy. Plnt.	115	\$45,000
Top Dresser Grounds	Phy. Plnt.	116	\$7,500
Misc Folding Chairs/Tables	Phy. Plnt.	117	\$7,500
Phillips Lane Irrigation System	Phy. Plnt.	118	\$20,000
Window Blinds Misc Residence Halls	Phy. Plnt.	119	\$15,000
Harris Lodge Waterproof Basement	Phy. Plnt.	120	\$10,000
Glassell/Williford VIP Suite HVAC Upgrade	Phy. Plnt.	121	\$25,000
<b>Total</b>			<b>\$3,456,010</b>

SUMMARY

INCOME AND EXPENSE REPORT MARCH 31, 1997

	1/12 BUDGET	MARCH ACTUAL	9/12( 75.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1996-97 ACTUAL/ BUDGET	1995-96 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	1,960,692.33	480,972.22	17,646,231.00	22,829,993.35	129.37%	23,528,308.00	97.03%	99.80%
MEKMAN CENTER	53,025.00	35,501.40	477,225.00	215,181.59	45.09%	636,300.00	33.81%	59.58%
INTEREST & OTHER	67,376.67	8,514.15	606,390.00	657,376.95	108.40%	808,520.00	81.30%	94.99%
ENDOWMENT INCOME	440,926.25	440,926.25	3,968,336.25	3,968,336.25	100.00%	5,291,115.00	75.00%	75.00%
ANNUAL SUPPORT PROGRAM	189,583.33	135,907.10	1,706,250.00	1,645,644.70	96.44%	2,275,000.00	72.33%	66.04%
TOTAL EDUCATION & GENERAL	2,711,603.58	1,101,821.12	24,404,432.25	29,316,532.84	120.12%	32,539,243.00	90.09%	92.31%
AUXILIARY ENTERPRISES	432,913.00	22,888.13	3,896,217.00	4,964,409.60	127.41%	5,194,956.00	95.56%	95.27%
STUDENT AID	10,416.67	0.00	93,750.00	63,716.00	67.96%	125,000.00	50.97%	105.50%
TOTAL EDUCATION & GENERAL	3,154,933.25	1,124,709.25	28,394,399.25	34,344,658.44	120.95%	37,859,199.00	90.71%	92.79%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	948,698.33	832,282.96	8,538,285.00	7,586,541.86	88.85%	11,384,380.00	66.63%	66.25%
ATHLETICS	114,799.25	105,494.59	1,033,193.25	1,121,031.98	108.50%	1,377,591.00	81.37%	83.97%
LIBRARY	83,676.00	58,174.94	753,084.00	786,511.26	104.43%	1,004,112.00	78.32%	75.22%
STUDENT SERVICES	250,376.83	199,268.01	2,253,391.50	2,164,287.80	96.04%	3,004,522.00	72.03%	69.70%
PLANT OPER & MAINT	242,046.42	212,370.48	2,178,417.75	2,103,772.42	96.57%	2,904,557.00	72.43%	73.64%
GENERAL ADMINISTRATION	507,349.50	264,515.51	4,566,145.50	3,639,871.45	79.71%	6,088,194.00	59.78%	62.08%
TOTAL EDUCATION & GENERAL	2,146,946.33	1,672,106.49	19,322,517.00	17,402,016.77	90.06%	25,763,356.00	67.54%	67.70%
AUXILIARY ENTERPRISES	222,116.83	93,345.66	1,999,051.50	1,723,784.70	86.23%	2,665,402.00	64.67%	65.20%
MEKMAN CENTER	42,473.33	19,703.43	382,260.00	305,094.17	79.81%	509,680.00	59.85%	65.96%
STUDENT AID	661,621.75	-542.00	5,954,595.75	7,823,289.00	131.38%	7,939,461.00	98.53%	97.83%
TOTAL EDUCATION & GENERAL	3,073,158.24	1,784,613.58	27,658,424.25	27,254,184.64	98.53%	36,877,899.00	73.90%	74.23%
EXCESS OF INCOME / EXPENSE		-659,904.33		7,090,473.80				
BUDG COMM CONTINGENCY	10,941.67	-4,814.00	98,475.00	-25,945.08	26.34%	131,300.00	19.76%	2.21%
RENOVATION & REPLACENT	70,833.33	19,761.34	637,500.00	62,020.04	9.72%	850,000.00	7.29%	6.74%
TOTAL EDUCATION & GENERAL	3,154,933.24	1,799,560.92	28,394,399.25	27,290,259.60	96.11%	37,859,199.00	72.08%	72.07%
EXCESS OF INCOME / EXPENSE		-674,851.67		7,054,398.84				

Exhibit I — Minutes of Board of Trustees Meeting held April 17 and 18, 1997 attachment #3 37

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

Mr. Edgar H. Bailey, Chair — April 17, 1997.

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The meeting was called to order at 2:05 p.m. by Mr. Edgar H. Bailey, Chair.

Those members present were: Dr. Billy M. Hightower, Mr. John B. Maxwell, Jr., Dr. K.C. Ptomey, Jr., Ms. Nettie Schilling, Dr. Russel L. Wiener, Dr. Steve Gadbois, Ms. Kristen L. Rauschkolb, and Mr. Brian E. Foshee.

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

Mr. Foshee reported that construction of the Bryan Campus Life Center has been completed and the contractor is currently working on punchlist items. Landscaping around the building, including plant material and sod has been completed. The irrigation system has been installed and final grading and seeding of the south lawn will begin the week of April 21.

Mr. Foshee discussed the results of a recent Americans with Disabilities Act (ADA) compliance audit. The audit was conducted by the Crump Firm Architects and included all campus buildings, building approaches and parking areas. Mr. Foshee discussed several deficiencies that were present in most buildings. He stated that through new construction and renovations, some of the items have been addressed. Mr. Foshee stated that the audit is currently being reviewed and a compliance plan will be developed.

Mr. Foshee reported on an assessment survey of Stewart Hall by the Crump Firm Architects. This survey was conducted to assess student concerns of noise transmission, drafty windows and the level of interior finishes. The Crump Firm has recommended installation of carpet and pad, new windows and drywall to abate the concerns. This summer, carpet and pad will be installed in the corridors to address noise related problems. Funds will be budgeted in future R&R to replace windows, complete drywall and paint upgrades and install new carpet in residence rooms.

Mr. Foshee reviewed eight (8) renovation and replacement projects. The projects include computer wiring in six residence halls, a boiler replacement and several hvac unit replacements. He stated that the projects will be completed during the summer recess.

There being no further business, the committee adjourned at 3:10 pm.