

**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE**

April 13 and 14, 1989

**4-89-1** 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 13, 1989 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

The meeting was opened with prayer by Mr. Ray U. Tanner.

**4-89-2** The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

**SYNOD OF LIVING WATERS**

Edgar H. Bailey, '91  
William H. Bryce, Jr., '89  
Robert H. Buckman, '90  
S. Herbert Rhea, '89  
Ray U. Tanner, '91

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**HONORARY TRUSTEES**

Edward Jappe  
John M. McMillan  
Lorna Reimers

**LIFE TRUSTEES**

Margaret Hyde  
Robert D. McCallum  
P.K. Seidman

**ELECTED BY TRUSTEES**

Jack A. Belz, '90  
Winton M. Blount, '90  
Kenneth F. Clark, Jr., '89  
Robert F. Fogelman, '89  
Nancy H. Fulmer, '91  
W. Neely Mallory, '90  
Vicki G. Roman, '91  
James A. Thomas III, '91  
Spence L. Wilson, '89

**FACULTY TRUSTEES**

Terry W. Hill, '90  
Marsha Walton, '89

**STUDENT TRUSTEES**

Jenna E. Adams  
Eileen F. Ruffin  
Mark Davis West

**SYNOD OF THE SUN**

John H. Crabtree, '89  
Henry Goodrich, '91  
C. Stratton Hill, Jr. '90  
S. Ray Zbinden, '91

**PRESENT BY INVITATION**

Peggy Arnold  
Allen Boone  
Harmon Dunathan  
Bob Eckert  
Sherry Fields  
Brian Foshee  
Josephine Hall  
Ron Kovach  
Don Lineback  
Bob Llewellyn  
Mac McWhirter  
Helen Norman  
Tom Shandley  
Loyd Templeton  
Sally Thomason  
Dave Wottle

The following Trustees were absent:

**SYNOD OF LIVING WATERS**

Bruce E. Campbell, Jr., '91  
W.L. Davis, '90  
John Richard de Witt, '89  
R. Lee Jenkins, '89  
Frank M. Mitchener, Jr., '90  
James H. Prentiss, '90  
William F. Winter, '91

**LIFE TRUSTEES**

Palmer Brown  
Paul Tudor Jones  
Norfleet Turner  
John W. Wade  
W.C. Rasberry

**ELECTED BY TRUSTEES**

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Neville Bryan, '91  
Charles P. Cobb, '90  
Nancy Huggins, '91  
Michael McDonnell, '90  
Joseph Orgill, III, '91  
Harry J. Phillips, Sr., '89  
Joseph Roberts, Jr., '89  
Ronald Terry, '89

**HONORARY TRUSTEES**

Emily Alburty  
E.A. Alburty  
Snowden Boyle, Sr.  
Mertie Buckman  
Thomas B. Davis  
Thomas F. Frist, Sr.  
Morrie A. Moss  
Harold Ohlendorf  
Jeannette Spann

**SYNOD OF THE SUN**

Ruthie J. Frierson, '90

**FACULTY TRUSTEES**

Michael McLain, '91

John B. Ricker, Jr.  
Alvin Wunderlich, Jr.

Mr. Clark declared a quorum was present.

4-89-3 Miss Gay Daughdrill, Rhodes senior and reigning Maid of Cotton, was presented a plaque from the Board of Trustees expressing their pride in her accomplishment.

4-89-4 The Board approved the minutes of the January 19, 1989 meeting as mailed.

The Board ratified as mailed the minutes of the Executive Committee's called meeting on February 20, 1989.

4-89-5 President Daughdrill reported:

Listening to student concerns was a goal and focus for this year. This has been a year of intense listening at Rhodes.

Students served in some 30 College committees in addition to their own committees. Students met with Rhodes Forum participants, the President's Council, and with a group of college counselors who were here recently. Students are on the Board and Board committees. During the year we had everything from student forums to Lunch with the President, from The Listening Post to the Sou'wester, from personal counseling to evaluation forms, from the Catalog of Concerns to open houses. For those who want to communicate, Rhodes has more opportunities than any college we know.

In addition to these, we initiated a group called the Roundtable, a group made up of 10 students selected by the Student Assembly, 10 faculty members selected by the Faculty Executive Committee and 10 administrators who are on the Administrative Cabinet. During the year we had eight lengthy meetings for information, discussion, and clarification. Not only did we have meetings to improve communication but a great deal of study was done by the appropriate persons who distributed materials before and at those meetings.

This has been a very interesting and helpful process. We learned a number of things this year.

First, we learned a great many facts, broad information and personal feelings about many topics. The topics ranged from academic atmosphere to affirmative action, from community to academic calendar, from budgets and books to social life and salaries -- I could go on and on. We discussed the most important student concerns, and we learned a great deal about facts, information, and feelings.

Second, we learned that all of these have less to do with community, or morale, or attitudes than we expected. We learned that our concerns, our discontent, our alienation is a moveable feast. It is elusive. Let me illustrate what I mean.

The Roundtable met on Tuesday. The topic of concern, expressed in the Catalog of Concerns, was: "60% of the students surveyed believed that there were not enough opportunities for developing cultural and intellectual interests." Mr. Loyd Templeton, who chaired that portion of the meeting, had done a great deal of preparation for the meeting. He had put together an almost complete list of the people who had visited the College this year. His list included a visiting theater director, the Seidman lecturers, performing artists, guest lecturers and speakers, and on and on. It was quite a long list -- some seven or eight pages. It was very impressive. After questions, clarifications, and long discussion, students said that the problem we were working on wasn't the real problem. The real problem, they said, is that students don't know what is available. So with that, we launched off into another area of pursuit. Information was shared that news releases about every visitor were sent to the Sou'wester, posters were put up on campus, all events were listed in The Weekly, etc. Discussion continued about putting leaflets in every student's mail-box, but we were told that is counter-productive: they are just thrown away. Most students, we were told, just don't pay attention to communications, or care.

Then students said, "Well, that's not the problem either. The real problem is that we don't have enough time."

With that we launched off into yet another direction. This led us to discuss stress, academic calendar, evaluations, grades, etc., topics that had been discussed at previous Roundtable meetings. It was like chasing our tail round and round.

This illustrates the difficulty of trying to understand what the problems are when we seek community. We followed down a number of trails looking for community. It was a circular and

elusive process. Our concerns, our alienations, our morale problems -- whatever you want to call it -- do not diminish when they are discussed or when the facts are clarified. The feeling of alienation simply moves on to another category.

Third, and finally, we learned that the root of the problem is within us rather than outside of us or among us. The tap-root of the problem -- the deep root that fed everything we talked about -- is our selfishness, our greed, our individuality. We expressed this in many different ways, but they all came out sounding like "me, mine, and more."

We learned, during this intensive listening year, that Pogo was right: "We have found the enemy and the enemy is us." There was no culprit at the Roundtable, whether administrator or student or faculty member. We all had the same frustrations.

We learned that as long as we dwelt on our rights, privileges, benefits, possessions, or needs -- as long as these were the topic of our meetings -- we were not going to find community -- not even at the Roundtable among people who know each other and who came together to work on communication. I don't think we found it there. We learned that as long as our agenda consists of competing want-lists, we will continue to destroy community.

We learned that selfishness is an insatiable appetite and that feeding it is like giving a drink to an alcoholic. We learned that Abraham Lincoln was probably right when he said "People are about as happy as they make up their minds to be." And we learned that John F. Kennedy was absolutely right in understanding what our nation needed in the early 60's when he said, "Ask not what your country can do for you; ask what you can do for your country." To find community we must ask the same question about ourselves and the College.

We learned a great deal during 1988-89 and it took a lot of hard work. It required honest sharing of feelings and frustrations, even a lot of blaming of others.

Now, with what we have learned, it is time to move on. 1988-89 was a year of Student Concerns. 1989-90 will be a year of Student Responsibility.

As you know, we have put a high value on student self government. It is working well in the honor system and in student budget administration, but in the area of adjudicating social responsibility this ideal is far from reality.

Student self governance in the area of social responsibility is on the brink of bankruptcy.

There is a rising tide of students abusing other students and others' property.

Students describe the situation in different ways. These comments, many of them made at the last Roundtable meeting, are typical:

- o It's ridiculous how some students trash the dorms. And it's getting worse.
- o Some students break bottles in the halls on purpose. You can't even go to the bathroom barefooted.
- o A few rotten apples are spoiling our community and quality of life. The situation is sometimes out of control.
- o I am embarrassed that some students expect housekeepers to clean up their mess and physical plant to fix their destruction.
- o I get angry. This destruction of property is making my tuition costs go up.
- o Most of the abuses are alcohol related.
- o Students think our buildings are indestructible. Maybe if our dorms were more fragile students would take better care of them.
- o Sometimes there's so much noise in my dorm I can't sleep. It's always the same people.
- o My roommate's boyfriend often sleeps in our room. I don't even like to go in there anymore.
- o Many students are frustrated and angry, but we feel helpless to do anything.

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While something must be done, and I will not hesitate to act, I would like, first, for students

to revive the ideals of student responsibility and self-regulation. I want 1989-90 to be a year when we focus as a College on the topic of Student Responsibility.

This emphasis for 1989-90 will be highlighted throughout the year:

- o At Orientation,
- o At the Student Leadership Retreat, and
- o By written progress reports on Student Self-Regulation Initiatives from the Social Regulations Council and appropriate student organizations at the three meetings of the Board of Trustees -- in October, January, and April.
- o I am asking all members of the College community, not just the Office of Student Affairs, to discuss Student Social Responsibility in all appropriate classes, committee meetings and informal sessions.

The report of the Board's Ad Hoc Committee on the Quality of Student Residential Life will be completed October 1. (The first draft of the report will be ready by May 1). I believe that if we work together our students can restore the ideal of student self regulation regarding what is socially offensive behavior.

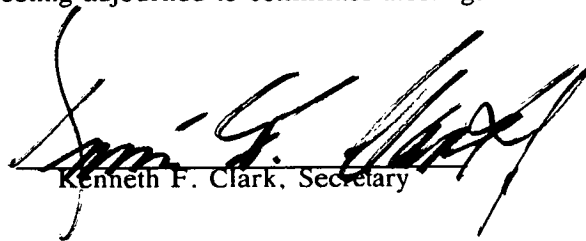
By assuming this responsibility, our students can restore the foundation of social responsibility -- respect for others.

Just as the Honor Code rests on the foundation of respect for truth, so the Code of Student Responsibility must rest on the foundation of respect for others.

During 1989-90, let us work to help students rebuild that foundation.

4-89-6 The Dean made a few brief remarks and reported that he will be sending to the Trustees a lengthier report in June.

4-89-7 At 1:45 P.M. the meeting adjourned to committee meetings.



Kenneth F. Clark, Secretary

**FRIDAY, APRIL 14, 1989**

**4-89-8** The Board of Trustees resumed the meeting on Friday, April 14, 1989, at 8:30 A.M. in the Edmund Orgill Room on campus.

The meeting was called to order by the Chair.

The meeting was opened with prayer by Mr. Henry Goodrich.

Secretary Pro Tem Zbinden called the roll. Members present were:

**SYNOD OF LIVING WATERS**

Edgar H. Bailey, '91  
William H. Bryce, Jr., '89  
Robert H. Buckman, '90  
W.L. Davis, '90  
John Richard de Witt, '89  
Frank M. Mitchener, Jr., '90  
S. Herbert Rhea, '89  
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**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

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Marsha Walton, '89

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**PRESENT BY INVITATION**

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Allen Boone  
Harmon Dunathan  
Bob Eckert  
Sherry Fields  
Brian Foshee  
Josephine Hall  
Ron Kovach  
Don Lineback  
Bob Llewellyn  
Mac McWhirter  
Helen Norman  
Tom Shandley  
Loyd Templeton  
Sally Thomason  
Dave Wottle

The following Trustees were absent:

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James H. Prentiss, '90  
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Harold Orlendorf  
Lorna Reimers  
John B. Ricker, Jr.  
Jeannette Spann  
Alvin Wunderlich, Jr.

**FACULTY TRUSTEES**

Michael McLain, '91

Mr. Zbinden declared a quorum was present.

Dr. Blount thanked the Thomas' for the lovely party held at their home Thursday night.

**4-89-9** Dr. Blount presented a plaque of appreciation to Mr. Robert Fogelman, and announced that one would also be sent to Mr. John Crabtree. They are completing their terms on the Board.

**4-89-10** List of Board Committees (Exhibit A. p. 9)

**4-89-11** REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mrs. Nancy Fulmer, Chair. (Exhibit B, p. 10)

The committee report was received.

**4-89-12** REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. Robert H. Buckman, Chair, (Exhibit C, pp. 11-13)

The committee report was received.

The Board approved, upon the successful completion of the 1988-89 Annual Fund Campaign on June 30, 1989, that the following members of the 1988-89 Annual Fund Council be commended for their outstanding efforts:

International Chair:	William J. Michaelcheck '69
Alumni Division:	David R. McWilliams '78
Trustee Division:	James A. Thomas III '62
Parents Division:	Sam L. Drash '61
Friends Division:	Nancy Hart
Business Division:	Metcalf Crump
Campus Division:	Robert L. Entzminger
	Thomas P. Teasley '69
	James L. Carter
Church Division:	L. Palmer Brown '30
Charles E. Diehl Society:	Benjamin F. Ward, Jr. '65
Red and Black Society:	Robert T. Threlkeld '82
Tower Club:	Wendy B. Tallent '87
Anniversary Club:	Oliver P. Cobb III '76
Phonathon Chairs:	Paul Ollinger '91
	Marjorie Thigpen '91
	Mary Gordon Walker '92

**4-89-13** REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Henry Goodrich, Chair. (Exhibit D, pp. 14-18)

The Board approved Amendment number (2) "Sexual Harassment" of the Faculty Policies and Procedures. (Also see #10-88-14, p.5, of the 10/88 Board minutes) (Exhibit D, pp. 17 & 18))

The Board deferred action on Amendments Numbers (1) and (3) for further discussion and recommended that action be considered at the October 1989 Board meeting. (Exhibit D, pp. 16 & 18)

**4-89-14** The Board approved the action that Mr. William J. Michaelcheck, Partner, Bear-Stearns, Investment Brokers, New York City, be elected to the Rhodes College Board of Trustees' Class of 1992, replacing Mr. Robert F. Fogelman, who is completing his term.

**4-89-15** The Board approved the action that Mr. Kenneth F. Clark, Jr., Mr. Harry J. Phillips, Sr., Dr. Joseph L. Roberts, Jr., Mr. Ronald Terry, and Mr. Spence L. Wilson be re-elected to the Rhodes College Board of Trustees' Class of 1992.

**4-89-16** Mr. Goodrich reported that the Committee on Nominations of the Synod of Living Waters is scheduled to meet around May 22, at which time the appointments of Mr. William H. Bryce, Jr., Dr. John Richard de Witt, Mr. R. Lee Jenkins, and Mr. S. Herbert Rhea to the Rhodes College Board of Trustees' Class of 1992 will be considered.

4-89-17 The Board approved the following resolution:

**RESOLVED:** That up to six (6) additional members be elected by the Board. Voting membership of the Board would be increased to not more than forty-two (42) Trustees, with twelve (12) elected by the Synod of Living Waters and not less than 24 or more than thirty (30) elected by the Board.

4-89-18 The Board voted that nominations to the Class of 1992 to replace Mr. John Crabtree and Mr. Robert Fogelman (who are completing their terms) be submitted to the Trustees by mail and election be taken by ballot as soon as possible.

4-89-19 The Board approved the action that the following be elected as officers to the College Board of Trustees for the 1989-90 Session:

Dr. Winton M. Blount, Chair  
Mr. Charles P. Cobb, Vice-Chair  
Mr. Kenneth F. Clark, Jr., Secretary  
Mr. S. Herbert Rhea, Treasurer

4-89-20 The Board approved the adoption of the following resolution:

**WHEREAS:** Medical costs have escalated rapidly in recent years and the trend may continue. The College has, in part, met this challenge through revisions in its insurance coverage (raising deductibles and stop loss limits) and through vigorous negotiations with a medical carrier that resulted in annual guaranteed premiums. However, with costs rising much faster than the rate of inflation, the College can no longer absorb 100% of the cost.

**RESOLVED:** That beginning in the fiscal year starting July 1, 1989, medical insurance costs will be shared by the College and by employees and those retiring after July 1, 1989. (A few retirees who signed individual contracts under the early retirement incentive program may be exceptions.)

**RESOLVED:** That a flexible benefits program be implemented pursuant to Section 125 of the Internal Revenue Code which allows certain benefits to be purchased on a pre-tax basis.

4-89-21 Under Old Business the Board was reminded that the meeting dates for the 1989-90 Session are October 19 and 20, 1989, January 18, 1990, and April 19 and 20, 1990.

4-89-22 A Preliminary Summary of the Southern Association of Colleges and Schools Self-Study Report was given to Trustees present and mailed to those not in attendance.

4-89-23 The Committee recommended and the Board agreed that the College would discontinue, for the time being, the practice of having a commencement speaker at graduation.

4-89-24 The Board recommended that the administration plan for a Board of Trustees Retreat to be held in late February to early March of 1990.

4-89-25 REPORT OF THE COMMITTEE ON ENROLLMENT - Dr. C. Stratton Hill, Jr., Chair (Exhibit E, pp. 19-20)

The committee report was received.

4-89-26 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. John Crabtree, Acting Chair. (Exhibit F, pp. 21-22)

The Board approved the following resolutions:

**RESOLVED;** That Dr. Grant T. Hammond, Associate Professor of International Studies, be granted tenure effective in the 1990-91

academic year.

**RESOLVED;** That Dr. Steven L. McKenzie, Assistant Professor of Religious Studies, be granted tenure effective in the 1990-91 academic year and be promoted to Associate Professor of Religious Studies effective in the 1989-90 academic year.

**RESOLVED;** That Dr. John M. Planchon, Associate Professor of Economics and Business Administration, be granted tenure effective in the 1990-91 academic year.

**RESOLVED;** That Dr. Marcus D. Pohlmann, Associate Professor of Political Science, be granted tenure effective in the 1990-91 academic year.

**RESOLVED;** That Dr. Robert MacQueen, be offered an appointment with tenure at Rhodes as Professor of Physics and Chair of the Department of Physics.

4-89-27      REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Chair.  
(Exhibit G, pp. 23-36)

The Board approved the following resolutions:

**RESOLVED;** That once the operating results for fiscal 1988-89 are determined, the College is authorized to distribute the surplus funds in the following established priorities: (See pp.29-32)

**RESOLVED;** That the final budget recommendation for fiscal year 1989-90 be adopted. (See pp. 33-35)


**RESOLVED;** That the Resolutions for the Authorization to Purchase and Sell Securities be adopted. (See p. 36)

4-89-28      REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE -  
Mr. Kenneth F. Clark, Jr., Chair. (Exhibit H, pp. 37-38)

The committee report was received.

4-89-29      Dr. Blount thanked the student trustees for their good service this past year and also Dr. Marsha Walton, who has completed her term as a faculty trustee.

4-89-30      The meeting went into executive session at 11:00 A.M.

  
S. Ray Zbinden, Secretary Pro Tem



Board Dir. & Leadership

\*Henry Goodrich, Chr.  
 \*Winton M. Blount  
 Neville F. Bryan  
 \*Charles P. Cobb  
 \*W. Neely Mallory

L. Palmer Brown  
 Robert D. McCallum  
 Alvin Wunderlich, Jr.

Faculty Member

Yerger Clifton

Student Member

Staff(Non-Voting)

Loyd C. Templeton, Jr.  
 Helen W. Norman

Buildings & Grounds

\*Nancy H. Fulmer, Chr.  
 Edgar H. Bailey  
 Harry J. Phillips, Sr.  
 Spence L. Wilson  
 S. Ray Zbinden

Mertie Buckman  
 Edward Jappe  
 Lorna A. Reimers

#Terry W. Hill

#Mark Davis West

Brian E. Foshee

Development

\*Robert H. Buckman, Chr.  
 Jack A. Belz  
 Robert F. Fogelman  
 James H. Prentiss  
 James A. Thomas III

Thomas F. Frist, Sr.  
 Margaret R. Hyde  
 P.K. Seidman

Robert Entzminger

Kara Anne Babin

Donald J. Lineback  
 Robert C. Eckert

Enrollment

\*C. Stratton Hill, Jr., Chr.  
 W.L. Davis  
 Ruthie J. Frierson  
 Vicki G. Roman  
 William F. Winter

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 John M. McMillan  
 William C. Rasberry

David Jeter

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David J. Wottle  
 Sally Thomason

Fac. & Educ. Program

\*R. Lee Jenkins, Chr.  
 Dunbar Abston, Jr.  
 William H. Bryce, Jr.  
 John H. Crabtree, Jr.  
 \*Frank M. Mitchener, Jr.  
 \*Joseph Orgill III

Paul T. Jones  
 Harold F. Ohlendorf  
 John W. Wade

#Marsha D. Walton

Russell Titf Porter

Harmon C. Dunathan  
 Robert R. Llewellyn

Finance

\*S. Herbert Rhea, Chr.  
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 Morrie A. Moss  
 John B. Ricker, Jr.

John M. Planchon

#Eileen F. Ruffin

J. Allen Boone  
 N. P. McWhirter

Students & Campus Life

\*Kenneth F. Clark, Jr., Chr.  
 John Richard de Witt  
 Joseph Roberts, Jr.  
 Ronald Terry  
 Synod of Sun Representative

E.A. Alburty  
 Emily Alburty  
 Jeannette Spann

#F. Michael McLain

Keiko Cecilia Ishida

Thomas C. Shandley  
 Ronald J. Kovach

Investment

Bruce E. Campbell, Jr., Chr.  
 John H. Crabtree, Jr.  
 Michael McDonnell  
 Ray U. Tanner  
 James A. Thomas III

Robert D. McCallum  
 Ralph C. Hon

Douglas K. Southard

J. Allen Boone  
 N. P. McWhirter

Audit

L. Palmer Brown, Chr.  
 Edgar H. Bailey  
 Robert F. Fogelman

P.K. Seidman  
 Spence L. Wilson

Rebecca Sue Legge

N. P. McWhirter

\*Winton M. Blount, ex officio, all committees

\*Executive Committee Member

\*James H. Daughdrill, Jr., ex officio, all committees

#Elected by Faculty or Students

APR BD.5

Exhibit B

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - April 13, 1989

The meeting was called to order in Room 307, S. DeWitt Clough Hall, at 2:00 p.m. by Mrs. Nancy Fulmer, Chair. Those in attendance were:

Nancy H. Fulmer, Chair  
S. Ray Zbinden  
Lorna Reimers  
Mark Davis West

Spence L. Wilson  
Edward Jappe  
Terry W. Hill  
Brian E. Foshee, ex officio

Dean J. Allen Boone, Dean of Administrative Services, and Mr. Metcalf Crump, architect, also attended.

Mrs. Fulmer opened the meeting by asking Dean Boone to introduce Mr. Brian E. Foshee to the Committee. Mr. Foshee, former Assistant Director of Physical Plant, was promoted to Director of Physical Plant on April 11, 1989.

Mrs. Fulmer asked Mr. Foshee to proceed with Agenda item reports.

Mr. Foshee reported that the conversion of Tuthill Hall to a multi-purpose student activity center has been completed. Tuthill will provide the student organizations with a central location to conduct business and meetings. The Director of Student Affairs has relocated her office to Tuthill. An open house is scheduled for 4:00 p.m. today.

The new proscenium in Hardie Auditorium has been installed and the renovation completed. The red oak backdrop has improved the acoustics and added to the aesthetics. Hardie is a modern and versatile facility which will serve a variety of functions.

In conjunction with the Hardie renovation an area of Palmer Hall was upgraded to accommodate the Rhodes Singers. Included in this upgrade was the construction of two faculty offices, a large classroom, robe storage, and a music library.

Mrs. Fulmer asked Mr. Crump of The Crump Firm, Inc. to review the renovation of Stewart Residence Hall. Mr. Crump told the Committee that his design is based on the premise that the life of Stewart Hall will be extended for 20 years. Incorporated into the design concept are life safety features, compliance with City codes, energy conservation through installation of new heating ventilating and air conditioning, and cosmetic repairs. The project is scheduled to commence May 8, 1989, with completion by August 15, 1989.

University Residence Hall will be occupied during the 1989-90 academic year. The Physical Plant Department will make necessary repairs this summer. The building will be razed during the summer of 1990.

Mr. Crump discussed the Campus Master Plan. He stated that his firm has compiled the master plan data on a computer aided design software. The Crump Firm is presently studying the sites of future buildings, parking lots, drives, and athletic fields. A short question/answer period followed Mr. Crump's presentation.

Mrs. Fulmer asked Mr. Foshee to proceed with the Renovation & Replacement Budget Review. Mr. Foshee referred the Committee to pages 15-18 of the Agenda. He discussed several items tentatively approved for Physical Plant. When funding is available, the procurement of these items will have a positive impact on the Rhodes community.

Mr. Foshee invited the Committee to Hardie Auditorium to see the completed project.

There being no further business the meeting was adjourned at 3:30 p.m.

Exhibit C

REPORT OF THE COMMITTEE ON DEVELOPMENT - April 13, 1989

Chair Robert H. Buckman called the meeting to order at 2:15 p.m.

Those members present were: Kara Ann Babin '89, Jack A. Belz, Robert H. Buckman, Chair, Robert C. Eckert, Robert L. Entzminger, Robert F. Fogelman, Margaret R. Hyde '34, Donald J. Lineback, P. K. Seidman, James A. Thomas III '62.

**BUCKMAN HALL**

Mr. P. K. Seidman reported that faculty and students alike are excited about the prospects for Buckman Hall, because of its importance to two of our largest departments and to the whole curriculum. But he said we have a long way to go before we can turn the first spade.

The total in gifts and pledges stand at \$5.8 million toward the \$9 million needed to build and endow Buckman Hall. This is the same as reported in January.

Initial steps have been taken on approaching several major prospects. The plan is to submit a proposal to the Kresge Foundation for a \$500,000 challenge grant if certain details can be worked out over the next month or two.

The current task force has ten prospects who will be asked for a major commitment. This task force will complete its work at about the \$7.5 million level and then another task force, led by an alumnus, will complete the final \$1.5 million needed. Mr. Seidman said that the plan is to have the Task Force II in place very soon.

**FACULTY ENDOWMENTS**

Dean Don Lineback presented an action plan to obtain endowed chairs. An endowed chair is not only a prestigious honor for a faculty member but an important tool for the President and the Dean as they seek to attract and keep first-rate faculty. The importance of this program to the entire curriculum cannot be overstated. The following categories have been established. They are:

Distinguished Professorship	\$1,500,000
Professorship	1,000,000
Visiting Professor	750,000
Faculty Fellowship	500,000
Faculty Development Fund	250,000

At the last meeting the Board approved a 1-for-1 matching program for gifts in these categories, and it is believed that this will help attract donors for endowed chairs.

In the meantime the President and Provost will include the need for professorships and faculty endowments in their public remarks. And a rotating committee will be established to oversee this program.

**GIFT RECOGNITION**

This area will be reported on thoroughly after the development consultant is in place. The second consultant interview of George Brakeley and Fran Crovetti of Brakeley, John Price Jones, was held April 7. There will be one more consulting firm interviewed on April 28. The consultant should be chosen by mid-June and in place in July.

**RHODES SCIENCE INITIATIVE**

Mr. Robert Eckert indicated that a \$375,000 challenge grant from the Kresge Foundation will soon launch the Rhodes Science Initiative. This is in response to the nationwide crisis in science education. Rhodes is uniquely situated to respond to this because of its success in producing doctors, researchers and other scientists, yet our equipment is outdated.

The Rhodes Science Initiative seeks to strengthen the sciences by upgrading our laboratories and equipment. The challenge requires \$750,000 in cash along with \$1.5 million in irrevocable estate plans to build a science endowment. Currently two proposals have been submitted to foundations and a number of prospects are being considered for

Exhibit C

estate plans. A Task Force has been formed to identify and solicit prospects. This Task Force consists of:

Dr. Paul S. Mostert '50, Chair  
 Dr. Robert M. MacQueen '60, Vice Chair  
 Dr. Raymond E. Bye, Jr. '66  
 Dr. C. Stratton Hill, Jr. '50, Trustee  
 Dr. Mary R. Wardrop '55

The deadline for completion of the challenge is September 1, 1990. The first meeting of the Rhodes Science Initiative Task Force will be May 5th.

**ALUMNI DIRECTOR**

Mr. Eckert announced that Charlotte Patton Parks '83 has been named the new Director of Alumni. About 70 applicants were reviewed before the final recommendation was made by the Executive Committee of the Alumni Council. Charlotte had done an outstanding job as coordinator of the Alumni Volunteers for Admissions in her former position as Assistant Director in the Admissions Office. She will assume full-time responsibilities May 1, and those responsibilities include building a worldwide network of alumni active in admissions, fund-raising, internships and publicity for Rhodes.

**RESOLUTION**

**A motion was made and passed to recognize the outstanding work of the leaders of the Annual Fund. I submit it for your approval.**

**RESOLVED: That upon successful completion of the 1988-89 Annual Fund Campaign, the Board recognize the outstanding work of the members of the Annual Fund Council who led drive this year. The leaders are:**

<b>International Chair</b>	<b>William J. Michaelcheck '69</b>
<b>Alumni Division:</b>	<b>David R. McWilliams '78</b>
<b>Trustee Division:</b>	<b>James A. Thomas III '62</b>
<b>Parents Division:</b>	<b>Sam L. Drash '61</b>
<b>Friends Division:</b>	<b>Nancy Hart</b>
<b>Business Division:</b>	<b>Metcalf Crump</b>
<b>Campus Division:</b>	<b>Robert L. Entzminger</b>
	<b>Thomas P. Teasley '69</b>
<b>Church Division:</b>	<b>James L. Carter</b>
<b>Charles E. Diehl Society:</b>	<b>L. Palmer Brown '30</b>
<b>Red and Black Society:</b>	<b>Benjamin F. Ward, Jr. '65</b>
<b>Tower Club:</b>	<b>Robert T. Threlkeld '82</b>
<b>Anniversary Club:</b>	<b>Wendy B. Tallent '87</b>
<b>Phonathon Chairs:</b>	<b>Oliver P. Cobb III '76</b>
	<b>Paul Ollinger '91</b>
	<b>Marjorie Thigpen '91</b>
	<b>Mary Gordon Walker '92</b>

**ANNUAL FUND**

Mr. Eckert reported on the projections and status of the Annual Fund. The goal of the Annual Fund is \$1,700,000 a 12.6% increase. Receipts total \$1,210,195, an 11.5% increase with pledges bringing that total up to \$1,465,453 a 10.3% increase.

Mr. Seidman gave Mr. Jim Thomas's report on the Trustee Division:

"Currently we have receipts and pledges of \$317,000 towards our goal of \$375,000. There are four Diehl Society memberships that have not yet been renewed by Trustees, as well as several gifts at the Red and Black level. We project the possibility of a \$25,000 shortfall in the Trustee Division so we hope that those who have not yet pledged will do so to whatever extent they can."

The alumni division should come in well above their goal of \$635,000. This will help offset some losses in the campus, business and friends divisions. If you are called on to

Exhibit C

help with soliciting fiscal-year-end annual gifts, I hope you will say yes. We are closing the \$80,000 gap -- the shortfall at our last meeting -- but we still need at \$20,000 in pledges from new donors to avoid a shortfall in the overall campaign.

**DIEHL SOCIETY**

The Executive Committee of the Diehl Society unanimously approved the creation of a fourth level of membership to recognize gifts of \$25,000 for unrestricted annual purposes. Diehl Society members are being polled, as required by the By-laws, and upon their approval it will be submitted to the Board of Trustees by letter in the next few weeks.

If the recommendation is approved, the membership levels in the Charles E. Diehl Society will be:

Philanthropist	\$25,000 or more
Benefactor	\$15,000 - \$24,999
Sustainer	\$10,000 - \$14,999
Patron	\$ 5,000 - \$ 9,999

The meeting was adjourned at 2:55 p.m.

Exhibit D

**REPORT OF COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - April 13, 1989.**

A.

The Committee met via a telephone conference call on April 10, 1989, 10:30 am. Members participating were the Chair, Henry Goodrich, Trustees Winton Blount, Neville Bryan, Charles Cobb, Neely Mallory, and Robert McCallum; ex officio member, President James H. Daughdrill, Jr.; Faculty member Yerger Clifton and Staff member Loyd Templeton. Absent members: Mr. Palmer Brown and Mr. Alvin Wunderlich.

**The Committee recommends to the Board that Mr. William J. Michaelcheck, Partner, Bear-Stearns Investment Brokers, New York City, be elected to the College Board of Trustees' Class of 1992, to replace Mr. Scott Kelso, who resigned for personal reasons some months ago.**

Following a discussion of possible candidates to replace Mr. John Crabtree, who completes his term this year, a rank order of candidates was suggested and approved. Mr. Goodrich was asked to contact the candidate(s).

The Committee also discussed a replacement for Mr. Bobby Fogelman who is completing his term. A rank order was given to President Daughdrill, and he was asked to contact the candidate(s).

The Committee recommends the following resolution to the Board:

**RESOLVED; That up to six (6) additional members be elected by the Board. Voting membership of the Board would be increased to not more than forty-two (42) Trustees, with twelve (12) elected by the Synod of Living Waters and not fewer than 24 or more than thirty (30) elected by the Board.**

The Committee discussed stocks held in companies doing business in South Africa and other countries. After full discussion, the Committee voted to continue the present policies.

There being no further business to come before the Committee, the telephone conference call meeting adjourned at 11:10 am.

B.

The Committee met in regular session at the annual meeting of the Board on Thursday, April 13, 1989, in the Orgill Room, S. DeWitt Clough Hall, at 2 p.m.

Members present were: Trustees: Henry Goodrich, Chair; Winton M. Blount, W. Neely Mallory, Robert D. McCallum. Ex Officio member: President Daughdrill. Staff: Loyd C. Templeton, Jr., Helen W. Norman, Josephine B. Hall.

Absent members: Trustees: Neville F. Bryan, Charles P. Cobb, L. Palmer Brown, and Alvin Wunderlich, Jr. Faculty: Yerger Clifton.

**The Committee recommends that the Board approve Amendment number (2) Sexual Harassment of the "Faculty Policies and Procedures." (Exhibit D, pp. 17 & 18)**

**The Committee recommends that the Board defer action on Amendments Numbers (1) and (3) for further discussion and that action be considered at the October 1989 Board meeting. (Exhibit D, pp. 16 and 18)**

**The Committee recommends to the Board that Mr. Kenneth F. Clark, Jr., Mr. Harry J. Phillips, Sr., Dr. Joseph L. Roberts, Jr., Mr. Ronald Terry and Mr. Spence L. Wilson be re-elected to the Board of Trustees' Class of 1992.**

The Committee recommends to the Board that because the two top ranking candidates to replace Mr. John Crabtree and Mr. Robert Fogelman, who are completing their terms, have not been contacted that the Committee be given authority to elect two trustees from the prioritized

Exhibit D

list. (Note: The Board voted that nominations be submitted to the Trustees by mail and election be taken by ballot as soon as possible.)

President Daughdrill reported that the Committee on Nominations of the Synod of Living Waters was scheduled to meet the first of April, but because the Chair of the Committee had to undergo surgery, the Committee postponed their meeting until May 22, at which time they will consider our nomination of Mr. William H. Bryce, Jr., Dr. John Richard de Witt, Mr. R. Lee Jenkins, and Mr. S. Herbert Rhea to the Class of 1992.

**The Committee recommends that the following be elected officers of the Board of Trustees for the 1989-90 Session:**

**Dr. Winton M. Blount, Chair  
Mr. Charles P. Cobb, Vice-Chair  
Mr. Kenneth F. Clark, Jr., Secretary  
Mr. S. Herbert Rhea, Treasurer**

**The Committee recommends the adoption of the following resolution:**

**WHEREAS: Medical costs have escalated rapidly in recent years and the trend may continue. The College has, in part, met this challenge through revisions in its insurance coverage (raising deductibles and stop loss limits) and through vigorous negotiations with a medical carrier that resulted in annual guaranteed premiums. However, with costs rising much faster than the rate of inflation, the College can no longer absorb 100% of the cost.**

**RESOLVED: That beginning in the fiscal year starting July 1, 1989, medical insurance costs will be shared by the College and by employees and those retiring after July 1, 1989. (A few retirees who signed individual contracts under the early retirement incentive program may be exceptions.)**

**RESOLVED: That a flexible benefits program be implemented pursuant to Section 125 of the Internal Revenue Service Code which allows certain benefits to be purchased on a pre-tax basis.**

The Committee discussed the tuition remission plan for faculty and senior administrators and in light of recent federal statutes asked the administration to 1) review the present tuition remission plan, 2) gather information on what other colleges are doing in this area, 3) obtain a legal opinion from College Counsel, and 4) make a recommendation of a plan to this Committee at the October 1989 meeting that is affordable and in compliance.

President Daughdrill reported that The Bellingrath-Morse Foundation Board has accepted the College's invitation to meet at Rhodes on April 19, 1990.

The Committee adjourned at 4:10 P.M. to attend the student open house in Tuthill Hall.

Exhibit D (Attachment A)

(1) APPENDIX A

OLD VERSION:

APPENDIX A. -- RULES AND PROCEDURES OF THE FACULTY

NEW VERSION:

APPENDIX A. -- RULES AND PROCEDURES FOR THE CONDUCT OF MEETINGS OF THE FACULTY

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OLD VERSION:

Appendix A., paragraph 2:

Voting procedures and qualifications. All members of the Faculty are eligible to vote. All questions at issue shall be decided by a majority of the votes cast.

A secret ballot may be ordered by the presiding officer or by a majority vote of those members of the Faculty present.

Members of the Board of Trustees invited by the President, the president of the Student Assembly, the commissioner of education and commissioner of welfare, and one of the student members of each of the Standing Committees of the Faculty which has such members shall be given the privilege of participation in meetings of the Faculty. This privilege is also extended to members of the President's Cabinet, to the Librarian, Registrar, and such other administrative officers that may be appropriate for the business under consideration. While such Trustees, administrative officers, and students are non-voting, they are extended the privilege of participation in discussion.

NEW VERSION:

Appendix A., paragraph 2, substitute:

"Attendance, Participation and Voting" Regular meetings of the faculty or special sessions of the faculty are not open to all members of the community unless so designated by action of the entire faculty.

Only members of the faculty are eligible to vote in faculty meetings. However, others may attend faculty meetings and participate in discussion. Persons normally expected to attend faculty meetings are the President of the Student Assembly, members of the President's Cabinet, the Librarian and the Registrar. Members of the Board of Trustees, Officers of Instruction who are not members of the faculty, and one of the student members of any standing committee of the faculty may attend faculty meetings as they wish.

In addition, individuals whose views on a particular issue are important to the conduct of faculty business may be invited to attend a faculty meeting and participate in discussion of that issue. These invitations are made by the Faculty Executive Committee or by the faculty as a whole.

The faculty will vote by voice unless a show of hands is necessary to decide a majority. However a secret, written ballot can be called for by the presiding officer or by majority vote.

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Exhibit D (Attachment A)

(2) SEXUAL HARASSMENT

**V. PROFESSIONAL DUTIES AND RESPONSIBILITIES:**

**Delete Section E., Sexual Harassment, and substitute the SEXUAL HARASSMENT POLICY (Pages 11-14 of January 1989 Board of Trustee Minutes) with following amendments:**

OLD VERSION:

SEXUAL HARASSMENT ADVISORY COMMITTEE

The Rhodes Sexual Harassment Advisory Committee will be established to assist in the enforcement of these policies and to educate the Rhodes community about the policies prohibiting sexual harassment. The Sexual Harassment Advisory Committee shall consist of two students (one man, one woman), two faculty (one man, one woman), two staff (one man, one woman), and the College Counselor, who will serve as the Convenor. The Committee appointments will be made by the Dean of Academic Affairs, the Dean of Student Affairs, and the Director of Personnel, acting jointly. Each member will serve a two-year term.

NEW VERSION:

SEXUAL HARASSMENT ADVISORY COMMITTEE

Add and to advise individuals to first sentence following "Rhodes Community":

The Rhodes Sexual Harassment Advisory Committee will be established to assist in the enforcement of these policies and to educate the Rhodes community **and to advise individuals** about the policies prohibiting sexual harassment. The Sexual Harassment Advisory Committee shall consist of two students (one man, one woman), two faculty (one man, one woman), two staff (one man, one woman), and the College Counselor, who will serve as the Convenor. The Committee appointments will be made by the Dean of Academic Affairs, the Dean of Student Affairs, and the Director of Personnel, acting jointly. Each member will serve a two-year term.

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OLD VERSION:

II. FORMAL COMPLAINT PROCEDURE, paragraph two:

Delete following paragraph:

The Dean, Director or Provost handling the complaint will hold a hearing to discover the facts of the case, appointing a Hearing Board of five members (other than himself or herself) for this purpose. At least two men and two women will serve on all Hearing Boards.

NEW VERSION:

II. FORMAL COMPLAINT PROCEDURE, paragraph two:

Substitute new paragraphs as follows:

The Hearing Board will be established at the beginning of each academic year and will consist of four members of the faculty (two men and two women), and four staff members (two men and two women). The Hearing Board members will be appointed by the Provost with the approval of the President.

The Dean, Director or Provost handling the case will arrange for a hearing to discover the facts of the case by appointing a five person Individual Hearing Board drawn from the members of the Hearing Board. The Individual Hearing Board so chosen must include at least two faculty members (one man and one woman), and at least two staff members (one man and one woman). The Individual Hearing Board will choose its own chair.

Exhibit D (Attachment A)

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OLD VERSION:

II. FORMAL COMPLAINT PROCEDURE, paragraph eight:

Delete:

CONFIDENTIALITY. Rhodes will make every reasonable effort to protect the privacy of the individuals involved in the complaint, insofar as it is feasible, considering Rhodes' duty to investigate the complaint and take appropriate action.

NEW VERSION:

Substitute:

CONFIDENTIALITY. Rhodes will make every reasonable effort to protect the privacy of the individuals involved in consultations, informal complaints or formal complaints, insofar as it is feasible, considering Rhodes' duty to investigate the complaint and take appropriate action.

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**(3) AFFIRMATIVE ACTION**

OLD VERSION:

XV. AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY:

A. The Affirmative Action Plan aims to achieve a broader race and gender employee profile in those areas where there has been under-representation of minorities and women. This plan calls for the appointment and promotion of minorities and women at a pace beyond that which might otherwise occur.

B. Rhodes' Equal Employment Opportunity Policy prohibits discrimination on the basis of race, sex, national origin, color, veteran status, or physical handicap, except in fulfillment of its affirmative action plan and where exemption is appropriate and allowed by law.

Further, this policy reaffirms the College's policy to provide working conditions, benefits and privileges of employment, compensation, training, appointments of advancement and promotion, transfers, and combinations without such discrimination.

NEW VERSION:

XV. AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY substitute:

A. The Affirmative Action Plan aims to achieve a broader race and gender employee applicant pool of minorities and women.

B. Rhodes' Equal Employment Opportunity Policy prohibits discrimination on the basis of race, sex, national origin, color, veteran status, or physical handicap.

**Exhibit E**

**REPORT OF THE COMMITTEE ON ENROLLMENT - April 13, 1989**

The Committee on Enrollment was called to order at 2:20 p.m. by Chairman Stratton Hill with the following members also in attendance: Ms. Jenna Adams, Dr. David Jeter, Mr. John McMillan, Ms. Vicki Roman, Mr. Tom Teasley, Dean Sally Thomason, Mr. Art Weeden and Dean Dave Wottle.

A lengthy discussion was held concerning the effects of the change in the College Handbook regarding responsibility, authority, and accountability for financial aid. Dean Wottle indicated that he has experienced no problems with regard to the policy change and that the one substantial change that was made this year concerning the make-up of need-based financial aid packages went very smoothly.

Dr. Jeter stated that while the faculty have been included in the decision making and have been kept informed on financial aid matters, there still remains a negative side to the change. Since in recent years most of the decision making in the Committee on Admissions and Financial Aid has been in terms of financial aid policy, the removal of this authority from the faculty has broken an undergirding tie with the Committee and a sense of loss of ownership with regard to financial aid matters. He expressed concern about the willingness of faculty to want to serve on the Committee in the future. Chairman Hill indicated that we will continue to be mindful of the effects of the policy change.

**ADMISSIONS REPORT**

Dean Dave Wottle reviewed the most recent status report of the Admissions Office noting that, as of April 11, applications were up 4.4% over last year at this time (2010 versus 1926). This is in contrast to most colleges who have experienced a decline in applications this year. At the present time 1261 students have been extended offers of admission, 12% more than last year. Dean Wottle indicated that the number of acceptances was increased due to a large entering class size (400 new students) and to offset any yield decrease that may result from our lowering the average amount of gift aid awarded to students on need-based financial assistance.

Dean Wottle pointed out that the accepted students were outstanding academically. Their average rank was in the top 7% of their class, with a 3.65 grade point average, and a composite score of 1194 on the SAT and 28 composite on the ACT. He also shared academic information for the recipients of Rhodes merit-based scholarships.

For the third straight year we have the luxury of a well-qualified pool of students who have chosen to remain on our wait list. Of those presented with this alternative 268 of 589 (or 46%) have indicated that they would enroll or may enroll if offered admissions. It is anticipated that a limited number of offers will be extended to wait list students in order to fill the class.

Currently, 97 students have paid their enrollment deposit as compared to 65 last year and 116 two years ago. It was noted that black student applications and acceptances were at about the same level as last year. As is normally the case, the next two weeks will determine the success, or lack thereof, of our 1988-89 admission efforts.

Even before the Class of 1993 has been finalized, the admission staff is quite busy recruiting students for the fall of 1990. Almost 60,000 Search mailers were sent earlier this week to high school juniors and presently we have almost 5,000 inquiries from rising seniors.

**FINANCIAL AID REPORT**

Art Weeden, Director of Financial Aid, shared with the Committee information concerning proposed legislative initiatives involving student financial aid. Highlighted were bills proposing to tie student aid to community service or military service, assist in increasing the number of college graduates going into teaching, and revise the Internal Revenue code to deduct various educational expenses from parents income tax.

Mr. Weeden also discussed delivery system changes for the 1990-91 academic year and the implications involved with those changes.

**SPECIAL STUDIES REPORT**

Dean Thomason reported that it has been an exceedingly busy and productive Spring as Special Studies

Exhibit E

became operational in their new building. There are 312 enrolled in the Spring Special Studies continuing education courses and 19 in the winter session of the continuing legal education program. Enrollment in the business seminars offered for the first time this Spring was below projections, however, costs have been contained so Special Studies is right on budget.

Chairman Hill asked if the Special Studies division was on target for being self-sufficient by 1991 and Dean Thomason indicated that they were.

On Monday, April 17, Harvay Mackay, business leader and author of Swim With the Sharks (Without Being Eaten Alive), will be the speaker for the sixth annual C. Whitney Brown Management Seminar. Estimated attendance is between six to seven hundred, with thirteen business sponsors. Speakers for the next two years of the seminar are already engaged -- 1990, William Lamothe, CEO of Kellogg International, and 1991, William Ruckelshaus, CEO of Browning Ferris.

Recruitment for the Adult Degree Program and the Institute for Executive Leadership is in full swing. During February and March a series of information luncheons on the Adult Degree Program have been held for community leaders, church leaders and faculty to get the word out about the Adult Degree Program. Inquiries and applications are far ahead of last year at this time. Fall enrollment goal is 22 new participants.

It was noted that the Adult Degree students are helping with one of the Board of Trustees' goals of building greater diversity within the student body. Forty percent of this year's class is black and there is one woman who is French and married to a Japanese. This year's first year students are doing very well academically. Of the 12 who are enrolled in first year Search, four will be invited to serve on the 12 member Search Advisory Committee. This committee is selected from the total first year class of 209. Financial aid is the biggest problem with these people because regular College and government grants cannot be given to part-time students. Art Weeden indicated that beginning next year Pell Grants will be available to part-time students which should help.

Along with regular classes and programs the facilities have been used for two separate weeks for the First Tennessee Executive training sessions. This was the first time the building was so fully used and a lot was learned about the potential and limitations of the space for conference use, and what is necessary to give adequate support. The evaluations were good and the participants well satisfied.

Tom Teasley, Associate Dean of Special Studies, reported that this summer Rhodes College will have by far the most active Summer Conference program in its history. A varied combination of Meeman Center sponsored events and rental guest conferences, both residential and non-residential, will bring a large number of visitors from all over the country to the campus.

In 34 currently scheduled events, a total of 4,648 individuals will spend some time on campus this summer. These will range from 12 year old participants in ballet camp to an 84 year-old Elderhosteler; from First Tennessee bankers here for an executive training seminar to a Manhattan school teacher here to learn about new techniques in teaching high school math.

There will be 22 residential conferences and seminars this summer involving more than three times the dormitory use than last summer. Revenue, too, will be far greater this summer than last.

Rhodes sponsored programs this summer include the High School Summer Resident Scholars Program, two weeks of Elderhostel, and the Woodrow Wilson Fellowship Foundation Institute for High School Math Teachers. Programs co-sponsored with Leadership Memphis, the Southern Association of Independent Schools, and Memphis City Schools will also occur.

Guest users of the campus include the Presbyterian Synod of Living Waters, First Tennessee Bank, Memphis AIAnon, the Baptist Brotherhood, the Banner of Truth, the Inter-tribal Association, and the Southern Baptist Founders Conference.

A list of summer programs scheduled to date was distributed.

Jenna Adams spoke briefly about student attitudes on campus.

There being no further business, the meeting was adjourned at 4:25 p.m.

Exhibit F

**REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM** - April 13, 1989

Members present:

Board: Mr. Crabtree (Acting Chair), Mr. Bryce  
Faculty: Dr. Walton  
Students: Mr. Porter  
Staff: Dean Dunathan, Dean Llewellyn, Ms. Handwerker

The meeting was called to order at 2:15 p.m. by Mr. Crabtree.

After a brief discussion of each tenure candidate, the committee acted on the recommendations from the President that:

Dr. Grant T. Hammond, Associate Professor of International Studies, be granted tenure effective with the 1990-91 contract.

Dr. Steven L. McKenzie, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1989-90 contract and be granted tenure effective with the 1990-91 contract.

Dr. John M. Planchon, Associate Professor of Economics/Business Administration, be granted tenure effective with the 1990-91 contract.

Dr. Marcus D. Pohlmann, Associate Professor of Political Science, be granted tenure effective with the 1990-91 contract.

**The Committee moved and seconded that the recommendations be accepted and presented to the Board for approval.**

After a brief discussion about Dr. Robert M. MacQueen, the committee acted on the recommendation of the President that:

Dr. Robert M. MacQueen be offered appointment as Professor of Physics with tenure effective with the 1990-91 contract.

**The Committee moved and seconded that the recommendation be accepted and presented to the Board for approval.**

Dean Dunathan distributed information on new full-time tenure track faculty appointments and briefly discussed each one, highlighting particular areas of interest. He also noted that three of the appointments were faculty members already here on one year temporary appointments who were judged to be the best candidates following a thorough national search process.

Dean Llewellyn distributed a preliminary profile of the faculty for 1989-90 which showed by department the number of professors on appointment, those teaching full and part time, those on sabbatical or other leaves, and those on released time.

Dean Llewellyn distributed information about the use of the President's Hill Mellon Discretionary Fund in 1988-89.

Dean Llewellyn brought the committee up-to-date on the progress of the Rhodes self study for SACS accreditation..

Dean Dunathan discussed some of the curricular options that were being considered by the Project III Committee. He emphasized that any substantial changes in the degree requirements would need the approval of the Board.

Dean Dunathan noted briefly:

At least three colleges may be joining the SCUU consortium. thus expanding the opportunity for joint projects.

While there has been no appointment of a new minority faculty member for 1989-90, Sherry Turner, Rhodes' minority fellowship appointee in Psychology, has had her

Exhibit F

appointment extended for one semester.

There will be two changes in the Faculty Policies and Procedures presented to the Board: changes in the policy on harassment, and changes in the faculty meeting voting procedures and qualifications.

No future agenda items were established.

Mr. Crabtree, who will be retiring from the Board this Spring, thanked the Deans for their work and expressed his pleasure at having served on this committee.

Mr. Porter, who will be graduating this Spring, also thanked the committee for their interest in the future of Rhodes and for listening to the concerns of the students.

There being no further business, the meeting was adjourned.

Exhibit GREPORT OF THE COMMITTEE ON FINANCE - April 13, 1989

The meeting of the Committee on Finance was called to order by Mr. S. Herbert Rhea at 2:15 p.m. on Thursday, April 13, 1989 in the Hill Board Room of Palmer Hall. Other members in attendance were: Mr. Ray U. Tanner, Ms. Eileen F. Ruffin, Dean J. Allen Boone, and Mr. N.P. McWhirter. Representing Public Financial Management, Inc., were Mr. Marlin Mosby and Ms. Pamela Clary.

Mr. Rhea requested that our financial consultants from PFM give an update on the 1984 Bond Refinancing and the current interest market trends. Mr. Mosby stated that we are, as of today, at a fixed interest rate (TIC) of 7.72%, which is just below our targeted ceiling fixed rate of 7.75%. Ms. Clary presented a graphic analysis depicting tax exempt "A" rated bond yields for the last 9 months (Attachment #1). This data shows that short-term and long-term rates are now edging downward and that the average of the refinanced maturities are moving into the range which would benefit the College in refinancing the 1984 bonds. The targeted floor for refinancing is 7.5%.

Ms. Clary also briefed the committee on the competitive bidding process and results on the Letter of Credit selection for the 1985 bond issue. The National Westminster bid was 42.5 basis points for a duration of 7 years, compared with the 75 basis points the College is paying Manufacturers Hanover, our present credit facility. The College will save a minimum of \$140,000 over the duration, with additional savings projected due to NatWest's AAA rating and the likely reduction of interest rates the College will have to pay in the future.

Mr. McWhirter presented the insurance report, noting that all liability and property insurance remains in force at previous stated values. The liability insurance for directors and officers has recently been competitively selected and will be carried by Lloyds of London at a significant cost savings to the College with no reduction in coverage.

The current year-to-date budget (Attachment #2) was presented by Mr. McWhirter. It appears at this time that the College can expect between \$650,000 and \$725,000 at the end of this fiscal year which will be allocated for renovation and replacement needs. The current operating statements as of March 31, 1989, when compared to those comparable statements from the previous year, show marked improvement and a stronger current fiscal condition of the College.

Dean Boone reviewed the proposed Renovation and Replacement Budget (Attachment 3) for the 1988-89 fiscal year and explained the process by which priorities are established. Based on the anticipated year-end surplus, the College should be able to fund a significant number of capital equipment purchases. The Committee authorized the distribution of surplus funds in the order of priority as presented.

The College operating budget for fiscal 1989-90 (Attachment 4) was presented by Dean Boone as well as the significant changes made since the Board adopted the preliminary budget at the January meeting. The Committee voted to approve the budget as presented with little discussion.

Mr. McWhirter reviewed the proposed resolution (Attachment 5) as recommended by the College's legal counsel. The purpose of this resolution is to provide a standardized enabling authorization for certain administrative officers of the College to buy and sell investments and securities held by the College. The Committee unanimously approved the resolution as written.

There being no further business, the Committee meeting was adjourned.

**PFM****Public Financial Management, Inc.**

Advisors in Capital Finance and Investment Management

4719 Spottswood Avenue  
Memphis, Tennessee 38117  
901-682-8356Atlanta  
Buffalo  
Fort Myers  
Harrisburg  
MemphisNew York  
Orlando  
Philadelphia  
San Francisco  
State College**MEMORANDUM**

**Date:** March 6, 1989

**To:** Mac McWhifter  
Rhodes College

**From:** Pamela Z. Clary *PZC*  
Public Financial Management, Inc.

**Re:** Recommendation Regarding Proposed Bond Sale for the 1989 Refunding Bonds

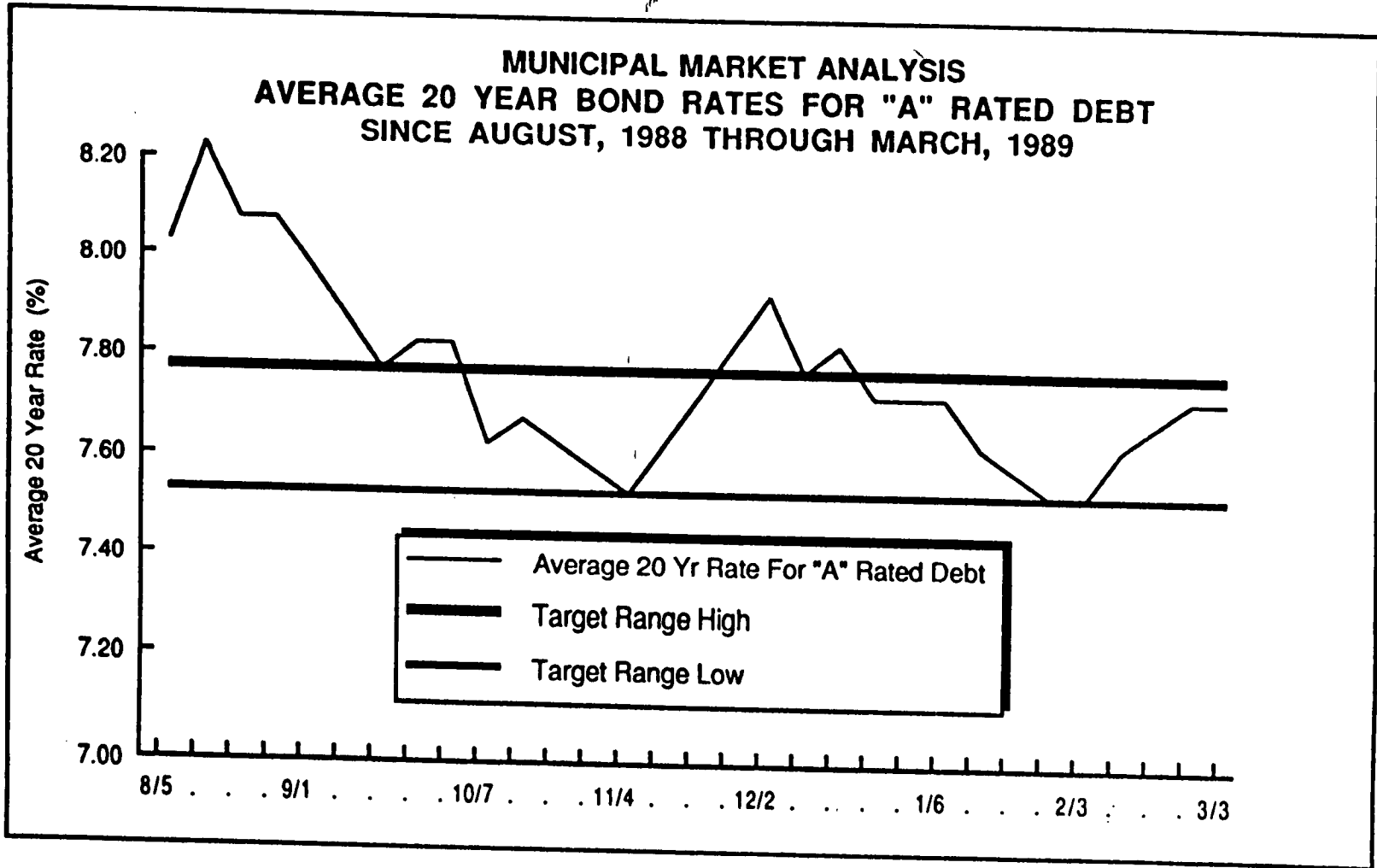
As financial advisors to Rhodes College, Public Financial Management, Inc. has recommended to the College that the sale of its 1989 Refunding Bonds be delayed. Over the past several weeks tax-exempt market conditions have deteriorated due in large part to the position taken by the Federal Reserve Bank to stem the rise in inflation by increasing the discount rate charged to its member banks. This move as well as the underlying concerns regarding the trade and federal deficits has placed extreme pressure on short term rates. Short term rates are approximately 35 to 100 basis points greater in the one to seven year range and long term rates are 10 to 30 basis points lower over the same period last year. This inversion in the yield curve or "inverted yield curve" has caused a narrowing in the spread between short and long term rates. Though rates are lower on the long end of the yield curve, their benefit is being diluted by higher short term rates. Also with the announcement of each new economic indicator (i.e. Consumer Price Index; Producers Price Index; the Gross National Product; etc.), the market has perceived such announcements to be more negative than positive and has acted accordingly.

PFM feels that the College as a solid "A"-"A+" credit in the tax-exempt market should only sell its debt at rates, and at the time when the College can receive the greatest benefit. The current market conditions do not offer a benefit to the College due to the above-mentioned aberrations affecting the market at this time. Therefore, PFM reaffirms our recommendation that the College delay the financing until such time that the College can achieve a TIC between 7.50% and 7.75% (including costs of issuance). Attached please find a graphic indicating the average market rates for 20-year "A" rated credits since August, 1988. As shown rates have moved dramatically in the last four weeks.

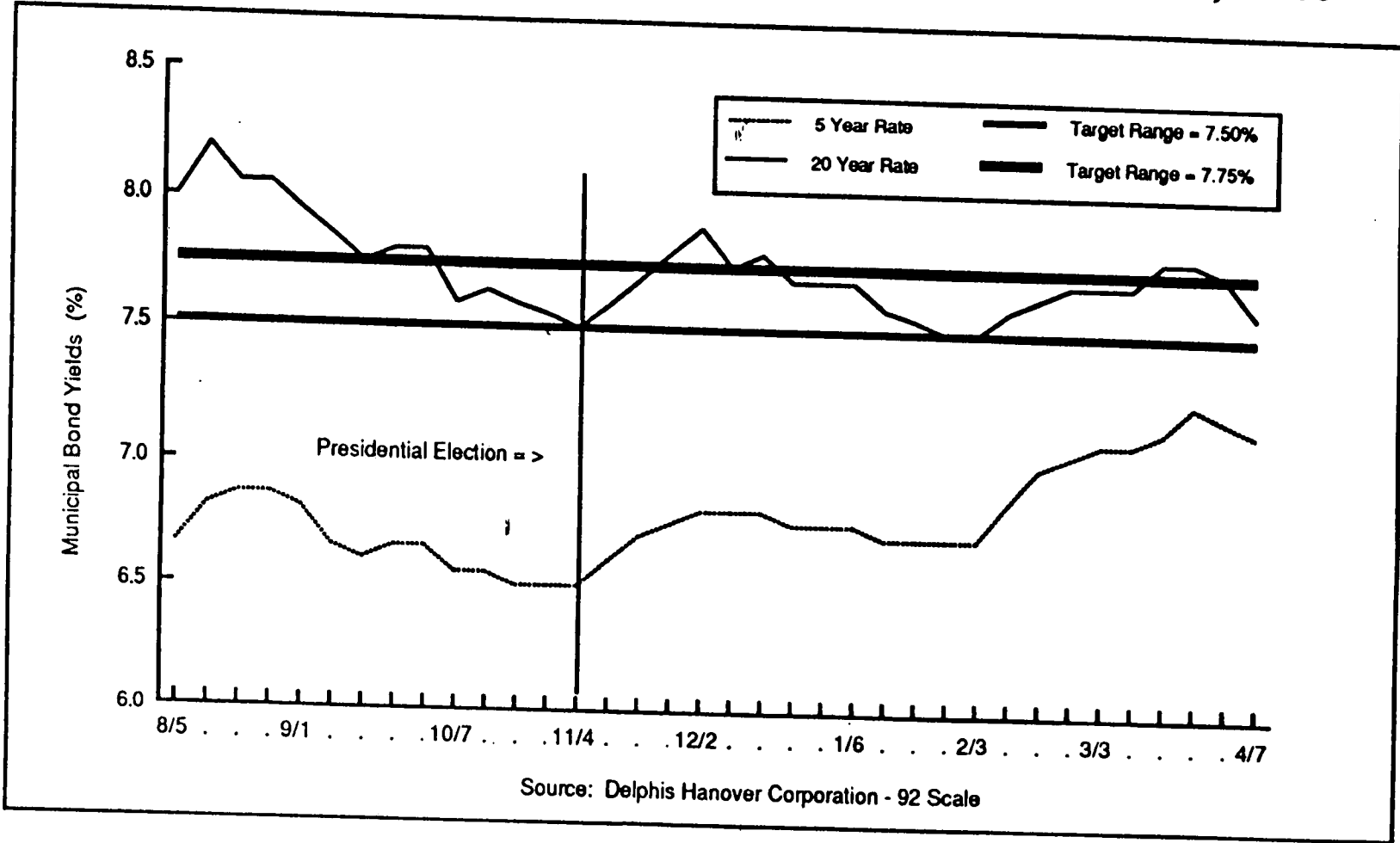
We are in the process of finalizing all of the documents to the extent possible, and will be prepared to enter the market quickly should a window open. As always we serve at the pleasure of the College and will proceed with the financing if the College choses to do so.







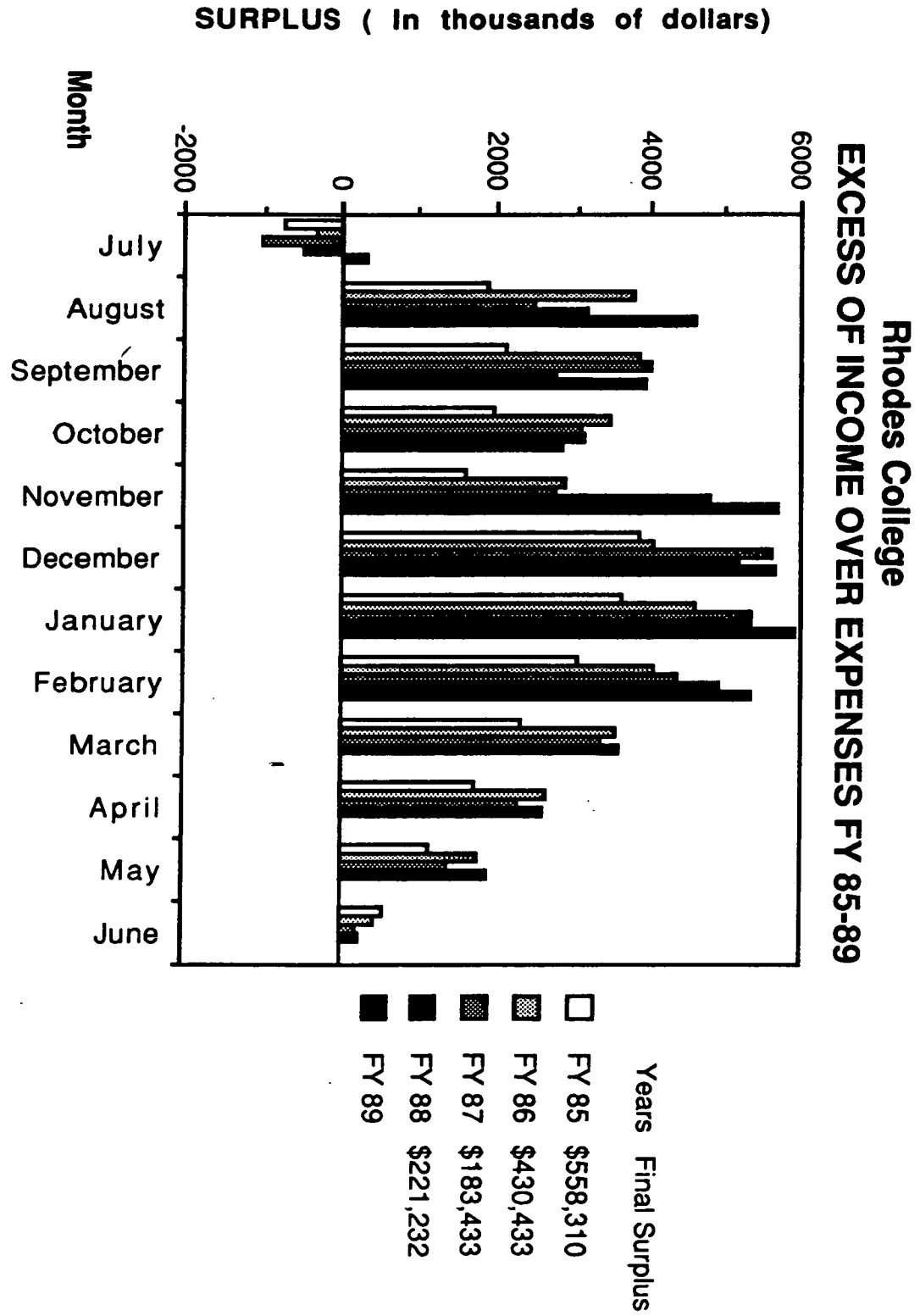
## ANALYSIS OF TAX EXEMPT BOND YIELDS FOR "A" RATED TENNESSEE CREDITS SINCE AUGUST, 1988



## SUMMARY

## INCOME AND EXPENSE REPORT FEBRUARY 28, 1989

	1/12 BUDGET	FEBRUARY ACTUAL	8/12( 66.7%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1988-89 ACTUAL/ BUDGET	1987-88 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	61,454.58	123,217.10	8,491,636.67	12,464,030.52	146.78%	12,737,455.00	97.85%	97.98%
SPECIAL STUDIES	35,837.50	45,107.99	286,700.00	209,590.69	73.10%	430,050.00	48.73%	68.10%
INTEREST & OTHER	53,991.00	90,802.33	431,928.00	553,703.37	128.19%	647,892.00	85.46%	65.61%
ENDOWMENT INCOME	278,754.50	308,134.03	2,230,036.00	2,726,873.62	122.27%	3,345,054.00	81.51%	94.66%
ANNUAL SUPPORT PROGRAM	158,537.67	94,725.20	1,268,301.33	1,049,068.91	82.71%	1,902,452.00	55.14%	57.79%
TOTAL INCOME BUDGET	588,575.25	661,986.65	12,708,602.00	17,003,267.11	133.79%	19,062,903.00	89.19%	91.39%
AUXILIARY ENTERPRISES	395,862.17	37,334.22	3,166,897.33	4,503,326.22	142.19%	4,750,346.00	94.80%	94.70%
STUDENT AID	10,397.00	0.00	83,176.00	107,903.54	129.72%	124,764.00	86.48%	81.69%
TOTAL INCOME BUDGET	994,834.42	699,320.87	15,958,675.33	21,614,496.87	135.44%	23,938,013.00	90.29%	92.03%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	551,661.15	503,472.85	4,413,289.19	3,801,839.32	86.14%	6,619,933.78	57.43%	56.15%
ATHLETICS	63,145.52	43,243.46	505,164.18	529,342.17	104.78%	757,746.27	69.85%	69.42%
LIBRARY	55,003.78	36,261.01	440,030.23	450,960.93	102.48%	660,045.35	68.32%	65.95%
STUDENT SERVICES	123,673.16	91,305.26	989,385.26	927,975.06	93.79%	1,484,077.89	62.52%	65.99%
PLANT OPER & MAINT	174,516.35	162,084.24	1,396,130.80	1,310,721.03	93.88%	2,094,196.20	62.58%	66.50%
GENERAL ADMINISTRATION	300,846.00	178,971.90	2,406,767.97	2,218,440.25	92.17%	3,610,151.95	61.45%	74.00%
TOTAL EXPENSE BUDGET	1,268,845.96	1,015,338.72	10,150,767.63	9,239,278.76	91.02%	15,226,151.44	60.68%	63.37%
AUXILIARY ENTERPRISES	235,254.28	233,058.11	1,882,034.20	2,098,575.31	111.50%	2,823,051.30	74.33%	72.59%
SPECIAL STUDIES	42,100.61	27,547.25	336,804.86	254,930.16	75.69%	505,207.29	50.46%	62.02%
STUDENT AID	385,614.75	5,346.48	3,084,918.00	4,635,488.68	150.26%	4,627,377.00	100.17%	98.99%
TOTAL EXPENSE BUDGET	1,931,915.60	1,281,290.56	15,454,524.69	16,228,272.91	105.00%	23,181,787.03	70.00%	71.97%
EXCESS OF INCOME / EXPENSE		-581,969.69		5,386,223.96				
BUDG COMM CONTINGENCY	3,824.08	677.00	30,592.65	9,787.60	31.99%	45,888.97	21.32%	0.40%
RENOVATION & REPLACENT	59,194.75	0.00	473,558.00	33,642.50	7.10%	710,337.00	4.73%	0.00%
TOTAL EXPENSE BUDGET	1,994,834.43	1,281,967.56	15,958,675.34	16,271,703.01	101.96%	23,938,013.00	67.97%	69.16%
EXCESS OF INCOME / EXPENSE		-582,646.69		5,342,793.86				



**Exhibit G (Attachment 3)****RENOVATION AND REPLACEMENT BUDGET - 1989**

ITEM	DEPT	PRIORITY	COST
<b>ADMINISTRATIVE SERVICES</b>			
Cooling Tower-Halliburton	Phy. Plant	2	28,000
Kennedy Air Conditioning	Phy. Plant	3	35,500
Truck Replacement	Phy. Plant	4	22,000
Boiler-White Hall	Phy. Plant	5	4,500
Trezevant Roof Replacement	Phy. Plant	6	14,000
Tuthill Roof Replacement	Phy. Plant	7	9,000
Evergreen Classrooms	Phy. Plant	17	34,000
Townsend-Replace All Faucet Sets	Phy. Plant	21	4,500
F-J Waterproofing	Phy. Plant	22	21,000
Fire Alarms/Dormitories	Security	23	15,000
Social Room Renovation (2)	Phy. Plant	28	24,000
Roof Repairs (President's House)	Phy. Plant	29	10,000
Refectory-N. Dining Hall Chiller	Phy. Plant	30	20,000
Special Studies Roof Repairs	Phy. Plant	31	15,000
Gym Repairs/Furniture/Painting	Phy. Plant	50	30,000
Fence East Campus/Charles Pl.Gate	Security	51	20,000
Math Tower-Replace Roof	Phy. Plant	52	12,800
Student Center Roof	Phy. Plant	53	5,000
Miscellaneous Sidewalks	Phy. Plant	54	15,000
Radios/Antenna Equipment	Security	75	5,000
Security Vehicle	Security	76	12,000
Palmer Emergency Lights	Phy. Plant	77	3,800
Academic Furniture Replacement	Phy. Plant	78	18,000
Ashner Gate Lighting	Phy. Plant	96	2,500
Campus Graphics (Phase 1)	Phy. Plant	97	15,000
Satellite Cable and Equipment	Phy. Plant	98	15,000
F-J Door/Closer Replacement	Phy. Plant	99	17,500
Glassell Carpeting	Phy. Plant	100	15,000
F-J Replace Heating Coils	Phy. Plant	101	4,000
<b>TOTAL</b>			<b>447,100</b>
<b>ACADEMIC DIVISION</b>			
Early Retirements	Dean	1	60,000
Laser Printer	Dean	8	5,000
Macintosh/Registrar	Dean	9	4,000
Renovation Secretary Sta/Palmer	Dean	10	3,000
Mimeo Machines (3)	Dean	11	8,250
Automatic Collator	Dean	12	1,800
Secretarial Desk	Dean	13	1,500
Faculty Off/Spec. Studies Bldg.	Dean	14	10,000
Large Screen Monitor/AV use	Dean	15	1,200
Computers for New Faculty	Dean	16	30,000
Office Renovation/Geology	Dean	24	5,000
Misc. Classroom Renovations	Dean	25	10,000
Computers for Current Faculty	Computer Center	26	30,000
Color Microvideo Camera/Monitor	Biology	27	4,750
Subdivide Palmer 308/Faculty Off.	English	32	3,000
Gas Chromatographs (4)	Chemistry	33	13,000
Gen. Academic Supp/Classrm Equip.	Dean	34	7,500

**Exhibit G (Attachment 3)**

Macintosh IIX, Monitor, Sound	Language Center	45	7,400
Laser Disk Reader, w/Interface	Language Center	46	1,600
Speaker System/Macintosh	Language Center	47	600
Theft Guard Cables	Language Center	48	350
Laserwriter II NTX	Language Center	49	4,670
Site Licenses, Tutorial Programs	Language Center	55	1,200
Laserwriter II NT	Psychology	56	4,000
Experimental Statistics Lab Reno.	Psychology	66	17,000
Macintosh/Casio Keyboards, Software	Music	67	10,000
Mac SE30/Archeol. Lab	Anthro/Sociology	68	4,600
Laser Printer	Anthro/Sociology	69	3,500
Scanner	Anthro/Sociology	70	3,000
Systat Software	Anthro/Sociology	71	550
Two Fume Hoods	Biology	72	8,000
Mac Lab, Hardware/Software	Computer Center	73	16,300
Research Start-Up Funds	Dean	74	20,000
Video Recording System	Psychology	79	19,900
Physics Lab Upgrade	Physics	89	12,000
OCLC Term, M130w/49mbHD + Upgrades	Library	90	8,600
Varian DMS-200 Spectrophotometer	Chemistry	91	14,000
Media Equipment	Library	92	5,800
Shelving, Music Library	Library	93	5,000
Office Renovation	Registrar	94	9,000
Stereo Cart Machines (2)	WLYX	95	4,200
Scanner, Eval/Regis/Place. Tests	Dean	102	10,000
Observational Research Lab	Psychology	103	6,750
Kennedy 110 Renovation	Dean	104	3,500
Carpeting Palmer 308, 310, 319	English	105	5,000
Child Devel. Lab Furnishings	Psychology	106	1,300
Microtome and Knife Sharpener	Biology	107	8,300
Lounge Furn., 210 Hassell	Music	108	4,000
Fossil Casts/Stone Tools	Anthro/Sociology	109	1,800
Macintosh SE	Philosophy	110	2,700
Replacement VAX TRM Printer	Computer Center	111	10,000
Psychophysiology Lab.	Psychology	112	26,500
Water Baths (2 shaking, 4 standard)	Biology	113	9,300
Physiology Data Acquisition Sys.	Biology	114	11,000
Lab Support Equipment	Psychology	115	5,025
Human-Evoked-Potential Lab	Psychology	116	8,850
Student Research Prog. Support	Psychology	117	1,200
FM Exciter	WLYX	118	7,000
<b>TOTAL</b>			<b>501,495</b>

**ADMISSIONS**

Video	Dean	18	45,000
PC. Software	Financial Aid	19	5,500
Blinds	Financial Aid	60	1,000
Laser Printer	Dean	61	4,000
Decmates (2)	Dean	62	6,000
VCR/Monitor	Dean	63	1,500
Macintosh	Dean	64	2,000
Renovations/Fin. Aid	Financial Aid	65	7,500

**TOTAL** 72,500

**Exhibit G (Attachment 3)****DEVELOPMENT**

Sound System	Dean	35	6,000
Laser Printer	Dean	36	2,500
<b>TOTAL</b>			<b>8,500</b>

**PUBLIC INFORMATION**

Shelving	Asst. to Pres.	37	1,200
Printer	Asst. to Pres.	38	1,100
<b>TOTAL</b>			<b>2,300</b>

**SPECIAL STUDIES**

Bellingrath Curtains	Dean	39	10,000
Expand Parking	Dean	80	30,000
Seminar Room	Dean	81	8,000
Radios	Dean	82	2,000
Stove Replacement	Dean	83	750
Overhead Projector	Dean	84	500
Tables	Dean	85	1,500
Conference Computer Software	Dean	86	10,000
Classroom Tables	Dean	87	2,500
Conference Chairs	Dean	88	4,000
<b>TOTAL</b>			<b>69,250</b>

**PRESIDENT/PROVOST**

Board Retreat	President	20	25,000
<b>TOTAL</b>			<b>25,000</b>

**STUDENT AFFAIRS**

Decmate/Dataphone	Chaplin	40	850
File Cabinets	Counseling	41	1,125
Cabinet	Health Sevices	42	900
Chairs	Counseling	43	1,700
Water Cooler	Health Sevices	44	1,100
Athletic Fields	Athletics	57	12,750
Waiting Room Furniture	Health Sevices	58	6,350
Bellingrath Chapel Renovations	Chaplin	59	33,000
<b>TOTAL</b>			<b>57,775</b>

**GRAND TOTAL****\$1,183,920**

**Exhibit G (Attachment 4)**

DATE: April 13, 1989  
 RE: Final Budget Proposed Changes

The attached Final Budget for 1989-90 reflects the following changes from our budget submitted to the Board of Trustees at the January meeting:

1. Decrease Athletic Income by \$15,000
2. Increase Pool Income by \$7,773
3. Decrease Athletic Compensation by \$7,227
4. Decrease Student Wages by \$19,000
5. Increase Security Compensation by \$19,000
6. Increase Academic Dean Non-Compensation by \$12,000
7. Decrease Debt Service by \$12,000

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**FINAL 1989-90 BUDGET RECOMMENDATION:**

INCOME:	Budget 1988-89	Budget 1989-90
Tuition	\$12,241,820	\$13,393,307
Fees	908,885	1,293,410
Room & Board	3,778,548	4,267,670
Gifts & Grants	1,902,452	2,007,227
Endowment Income	3,345,054	3,387,795
Other Income	1,734,254	1,774,534
	-----	-----
<b>Total Income:</b>	<b>\$23,911,013</b>	<b>\$26,123,943</b>
EXPENSE:		
Compensation	\$10,547,729	\$11,476,194
Non-Compensation	\$13,363,284	\$14,647,749
	-----	-----
	<b>\$23,911,013</b>	<b>\$26,123,943</b>



RHODES COLL. [REDACTED]  
 BUDGET FOR THE YEAR ENDED 1990

INCOME BUDGET:	1988-89	% CHANGE	1989-90
<b>TUITION AND FEES:</b>			
Tuition (98% FTE)	\$12,241,820	9.4%	\$13,393,307
Tuition-Summer School	\$10,000	-5.0%	\$9,500
Tuition/Fees-Rhodes in Europe	\$190,000	63.2%	\$310,000
Student Activity Fees		100.0%	\$208,560
Applied Music Fees	\$20,000	40.0%	\$28,000
Special Course Fees	\$13,500	0.0%	\$13,500
Application Fees	\$72,000	-14.6%	\$61,500
Extra Hours	\$5,000	-53.0%	\$2,350
Registration Fees	\$4,500	2.2%	\$4,600
Graduation & Misc. Fees	\$16,835	0.4%	\$16,900
Course Changes	\$3,000	-66.7%	\$1,000
Late Payment Fees	\$5,000	0.0%	\$5,000
Registration & Transcripts	\$4,000	0.0%	\$4,000
Special Studies	\$430,050	10.0%	\$473,200
Micro Center			\$10,000
Late Registration Fees	\$1,000	-80.0%	\$200
Preparatory Music	\$134,000	8.3%	\$145,100
<b>TOTAL:</b>	<b>\$13,150,705</b>	<b>11.7%</b>	<b>\$14,686,717</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,095,818	15.3%	\$2,415,877
Board	\$1,682,730	10.0%	\$1,851,793
<b>TOTAL:</b>	<b>\$3,778,548</b>	<b>12.9%</b>	<b>\$4,267,670</b>
<b>GIFTS AND GRANTS:</b>			
Church	\$62,700	3.7%	\$65,000
Athletic Gifts	\$15,000	-100.0%	\$0
Annual Support Program	\$1,674,752	10.0%	\$1,842,227
Capital Funds Unrestricted	\$150,000	-33.3%	\$100,000
<b>TOTAL:</b>	<b>\$1,902,452</b>	<b>5.5%</b>	<b>\$2,007,227</b>
ENDOWMENT INCOME- SZ Return	\$3,345,054	1.3%	\$3,387,795
<b>OTHER INCOME:</b>			
Theater	\$16,800	0.0%	\$16,800
Bookstore	\$740,921	-0.5%	\$737,520
Interest Income	\$285,000	0.0%	\$285,000
Swimming Pool	\$29,000	33.2%	\$38,623
Indirect Cost Recovery	\$25,084	4.8%	\$26,300
Miscellaneous Income	\$28,000	5.0%	\$29,400
Traffic Fines	\$15,000	0.0%	\$15,000
WLYX	\$9,900	6.1%	\$10,500
Dividends, Royalties, Commissions	\$22,000	18.4%	\$26,050
College Work-Study	\$124,764	0.4%	\$125,216
Athletic Income	\$2,500	-12.0%	\$2,200
ABA/PUB Work-Study	\$1,000	-100.0%	\$0
Restricted Scholarships	\$165,488	18.4%	\$196,000
Desk-Top Publishing	\$38,389	-27.1%	\$28,000
Telephone	\$89,950	0.0%	\$89,925
Faculty Housing	\$140,458	5.4%	\$148,000
<b>TOTAL:</b>	<b>\$1,734,254</b>	<b>2.3%</b>	<b>\$1,774,534</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$23,911,013</b>	<b>9.3%</b>	<b>\$26,123,943</b>

BUDGET ASSUMPTIONS:	88-89	INCR	89-90
		%	
Tuition & Fees	\$9,612	10.9%	\$10,660
Room	\$1,884	15.0%	\$2,167
Board	\$1,534	8.0%	\$1,657
<b>TOTALS:</b>	<b>\$13,030</b>	<b>11.6%</b>	<b>\$14,484</b>
Fall Enrollment (FTE)	1320		1320
Dormitory Occupancy	1129		1129

## EXPENSE BUDGET:

1988-89

1989-90

EDUCATIONAL AND GENERAL:	1988-89			1989-90			%	
	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	TOTAL %CHANGE	NON-COMP. % CHANGE EXP.
Art	\$123,460	\$12,329	\$135,789	\$136,539	\$12,570	\$149,109	9.8%	2.0%
Religious Studies	\$305,988	\$7,353	\$313,341	\$330,559	\$7,505	\$338,064	7.9%	2.1%
English	\$431,827	\$16,855	\$448,682	\$494,399	\$17,441	\$511,840	14.1%	3.5%
Foreign Languages	\$517,751	\$12,308	\$530,059	\$570,398	\$18,121	\$588,519	11.0%	47.2%
Language Center	\$22,212	\$2,191	\$24,403	\$23,767	\$2,313	\$26,080	6.9%	5.6%
Music	\$245,070	\$20,994	\$266,064	\$274,248	\$21,212	\$295,460	11.0%	1.0%
Philosophy	\$104,589	\$2,600	\$107,189	\$109,212	\$2,781	\$111,993	4.5%	7.0%
McCoy Thea/Med Arts	\$173,824	\$42,420	\$216,244	\$197,048	\$46,644	\$243,692	12.7%	10.0%
Search/Values Course		\$6,275	\$6,275		\$6,359	\$6,359	1.3%	1.3%
Music Academy	\$143,866	\$10,825	\$154,691	\$151,640	\$11,725	\$163,365	5.6%	8.3%
Anthro & Sociol	\$119,241	\$10,010	\$129,251	\$149,842	\$10,459	\$160,301	24.0%	4.5%
Economics & Business	\$571,335	\$15,852	\$587,187	\$584,749	\$16,540	\$601,289	2.4%	4.3%
Education	\$39,445	\$3,792	\$43,237	\$42,081	\$3,870	\$46,751	8.1%	2.1%
History	\$322,416	\$9,328	\$331,744	\$381,444	\$12,385	\$393,829	18.7%	32.8%
Internat'l Studies	\$232,534	\$13,622	\$246,156	\$204,374	\$14,544	\$218,918	-11.1%	6.8%
Political Science	\$159,893	\$8,755	\$168,648	\$129,081	\$12,015	\$141,096	-16.3%	37.2%
Psychology	\$226,673	\$10,527	\$237,200	\$275,014	\$13,209	\$288,223	21.5%	25.5%
Geology				\$14,067		\$14,067	100.0%	100.0%
Rhodes In Europe	\$7,205	\$169,140	\$176,345	\$24,813	\$285,187	\$310,000	75.8%	68.6%
Biology	\$296,627	\$30,312	\$326,939	\$328,975	\$39,278	\$368,253	12.6%	29.6%
Chemistry	\$332,049	\$27,898	\$359,947	\$330,467	\$30,352	\$360,819	0.2%	8.8%
Mathematics & Comp Sci	\$279,710	\$11,454	\$291,164	\$299,290	\$11,883	\$311,173	6.9%	3.7%
Physics	\$175,371	\$9,395	\$184,766	\$206,808	\$9,389	\$216,197	17.0%	-0.1%
Summer School	\$18,914	\$750	\$19,664	\$18,914	\$240	\$19,154	-2.6%	-68.0%
Interdisciplinary Humanities	\$79,630	\$985	\$80,615	\$93,478	\$910	\$94,388	17.1%	-7.6%
Computer Center	\$181,498	\$154,954	\$336,452	\$205,681	\$162,452	\$368,133	9.4%	4.8%
Library	\$351,473	\$273,572	\$625,045	\$376,076	\$301,221	\$677,297	8.4%	10.1%
WLYX	\$23,562	\$9,781	\$33,343	\$25,212	\$10,189	\$35,401	6.2%	4.2%
Research & Faculty Development	\$36,276	\$100,000	\$136,276	\$84,209	\$109,500	\$193,709	42.1%	9.5%
Dean Academic Affairs	\$425,453	\$122,203	\$547,656	\$411,418	\$138,885	\$550,303	0.5%	13.7%
<b>TOTAL:</b>	<b>\$5,947,892</b>	<b>\$1,116,480</b>	<b>\$7,064,372</b>	<b>\$6,474,603</b>	<b>\$1,329,179</b>	<b>\$7,803,782</b>	<b>10.5%</b>	<b>19.1%</b>
<b>STUDENT SERVICES:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>% CHANGE</b>
	<b>(SALARY+BENEFITS)</b>	<b>EXPENSES</b>		<b>(SALARY+BENEFITS)</b>	<b>EXPENSES</b>		<b>%CHANGE</b>	<b>NON-COMP. EXP.</b>
Athletics	\$415,472	\$266,472	\$681,944	\$437,327	\$276,261	\$713,588	4.6%	3.7%
Swimming Pool	\$4,880	\$19,370	\$24,250	\$5,221	\$20,355	\$25,576	5.5%	5.1%
Counseling Center	\$89,127	\$12,947	\$102,074	\$95,366	\$13,798	\$109,164	6.9%	6.6%
Social Commission		\$31,779	\$31,779				-100.0%	-100.0%
Admissions	\$342,570	\$304,671	\$647,241	\$365,907	\$319,906	\$685,813	6.0%	5.0%
Registrar	\$95,639	\$9,715	\$105,354	\$111,779	\$10,278	\$122,057	15.9%	5.8%
Financial Aid Office	\$102,570	\$42,264	\$144,834	\$109,750	\$31,556	\$141,306	-2.4%	-25.3%
Kinney	\$32,021	\$3,636	\$35,657	\$34,262	\$3,824	\$38,086	6.8%	5.2%
Dean Of Students	\$149,225	\$84,983	\$234,208	\$159,020	\$58,354	\$217,374	-7.2%	-31.3%
Student Activity Fund					\$128,000	\$128,000	100.0%	100.0%
Residential Life					\$37,362	\$37,362	100.0%	100.0%
Health Services	\$23,477	\$20,731	\$44,208	\$25,120	\$23,585	\$48,705	10.2%	13.8%
Student Center		\$2,366	\$2,366		\$2,439	\$2,439	3.1%	3.1%
Publications Board		\$62,274	\$62,274				-100.0%	-100.0%
Student Government		\$6,506	\$6,506				-100.0%	-100.0%
Black Student Assoc		\$2,380	\$2,380				-100.0%	-100.0%
<b>TOTAL:</b>	<b>\$1,254,981</b>	<b>\$870,094</b>	<b>\$2,125,075</b>	<b>\$1,343,752</b>	<b>\$925,718</b>	<b>\$2,269,470</b>	<b>6.8%</b>	<b>6.4%</b>

PLANT OPERATIONS & MAINTENANCE:

	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	TOTAL % CHANGE	% CHANGE NON-COMP. EXP.
Housekeeping	\$524,616	\$42,065	\$566,681	\$561,340	\$44,172	\$605,512	6.9%	5.0%
Security	\$259,145	\$7,836	\$266,981	\$301,433	\$8,228	\$309,661	16.0%	5.0%
Physical Plant	\$464,418	\$153,150	\$617,568	\$500,253	\$160,652	\$661,105	7.0%	5.0%
Utilities		\$356,800	\$356,800		\$374,640	\$374,640	5.0%	5.0%
Grounds	\$145,340	\$35,395	\$180,735	\$155,514	\$37,172	\$192,686	6.6%	5.0%
Mailroom		\$3,250	\$3,250		\$3,413	\$3,413	5.0%	5.0%
<b>TOTAL:</b>	<b>\$1,393,519</b>	<b>\$598,496</b>	<b>\$1,992,015</b>	<b>\$1,518,540</b>	<b>\$628,477</b>	<b>\$2,147,017</b>	<b>7.8%</b>	<b>5.0%</b>

GENERAL ADMINISTRATION:

	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	TOTAL % CHANGE	% CHANGE NON-COMP. EXP.
Administration Services	\$210,150	\$55,707	\$265,857	\$226,078	\$58,452	\$284,530	7.0%	4.9%
Board Meetings		\$16,850	\$16,850		\$17,500	\$17,500	3.9%	3.9%
Pres. Plan for Excellence		\$105,429	\$105,429		\$110,330	\$110,330	4.6%	4.6%
Hill/Pres Acad Disc Fund		\$38,500	\$38,500		\$40,500	\$40,500	5.2%	5.2%
President's Office	\$191,077	\$90,885	\$281,962	\$204,452	\$89,450	\$293,902	4.2%	-1.6%
Provost Office	\$125,195	\$46,654	\$171,849	\$108,740	\$19,005	\$127,745	-25.7%	-59.3%
Comptrollers's Office	\$267,224	\$70,952	\$338,176	\$285,929	\$74,500	\$360,429	6.6%	5.0%
Institutional Research	\$52,075	\$9,275	\$61,350	\$55,720	\$18,954	\$74,674	21.7%	104.4%
Development	\$513,752	\$265,151	\$778,903	\$542,645	\$306,175	\$848,820	9.0%	15.5%
College Relations	\$113,428	\$51,523	\$164,951	\$121,368	\$54,128	\$175,496	6.4%	5.1%
Public Information	\$85,476	\$97,172	\$182,648	\$91,459	\$97,037	\$188,496	3.2%	-0.1%
Insurance		\$199,520	\$199,520		\$211,492	\$211,492	6.0%	6.0%
Staff Training & Development		\$17,800	\$17,800		\$17,800	\$17,800	0.0%	0.0%
<b>TOTAL:</b>	<b>\$1,558,377</b>	<b>\$1,065,418</b>	<b>\$2,623,795</b>	<b>\$1,636,391</b>	<b>\$1,115,323</b>	<b>\$2,751,714</b>	<b>4.9%</b>	<b>4.7%</b>

AUXILIARY ENTERPRISES:

	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SALARY+BENEFITS)	NON-COMP. EXPENSES	TOTAL	TOTAL % CHANGE	% CHANGE NON-COMP. EXP.
Residence Halls	\$52,769	\$351,216	\$403,985	\$54,723	\$389,777	\$444,500	10.0%	11.0%
Food Service		\$1,350,581	\$1,350,581		\$1,452,543	\$1,452,543	7.5%	7.5%
Special Studies	\$213,364	\$282,871	\$496,235	\$235,384	\$305,066	\$540,450	8.9%	7.8%
Bookstore	\$89,617	\$549,150	\$638,767	\$95,890	\$576,608	\$672,498	5.3%	5.0%
Parkway House		\$145,331	\$145,331		\$148,000	\$148,000	1.8%	1.8%
Telephone	\$15,775	\$188,823	\$204,598	\$16,880	\$198,264	\$215,144	5.2%	5.0%
Debt Service		\$929,000	\$929,000		\$973,387	\$973,387	4.8%	4.8%
Desk-Top Publishing	\$21,435	\$23,204	\$44,639	\$22,936	\$10,640	\$33,576	-24.8%	-54.1%
<b>TOTAL:</b>	<b>\$392,960</b>	<b>\$3,820,176</b>	<b>\$4,213,136</b>	<b>\$425,813</b>	<b>\$4,054,285</b>	<b>\$4,480,098</b>	<b>6.3%</b>	<b>6.1%</b>

STUDENT FINANCIAL AID:

\$4,611,517	\$4,611,517	\$5,243,489	\$5,243,489	13.7%	13.7%
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STUDENT WAGES:

\$453,200	\$453,200	\$434,200	\$434,200	-4.2%	-4.2%
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BUDGET COMMITTEE CONTINGENCY:

\$117,566	\$117,566	\$123,444	\$123,444	5.0%	5.0%
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RENOVATIONS & REPLACEMENTS:

\$710,337	\$710,337	\$774,635	\$774,635	9.1%	9.1%
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GRAND TOTALS:

\$10,547,729	\$13,363,284	\$23,911,013	\$11,495,194	\$14,628,749	\$26,123,943	9.3%	9.5%
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**Exhibit G (Attachment 5)****RESOLUTIONS FOR AUTHORIZATION TO PURCHASE AND SELL SECURITIES:**

**RESOLVED:** That each of the President, the Dean of Administrative Services, and/or the Comptroller (the "officers") of Rhodes College (the "Corporation") be, and each of them hereby is, authorized for and on behalf of the Corporation to establish and maintain one or more accounts (investment and/or trading accounts) (the "Accounts") with any securities or financial services firm, or any other financial institution whatsoever, as any of the Officers may, in his discretion, select or designate from time to time on behalf of the Corporation (such firm or institution being hereinafter referred to as the "Dealer"), for the purpose of purchasing, investing in, or otherwise acquiring, possessing, selling, transferring, exchanging or otherwise disposing of, and generally dealing in any and all forms of securities, certificates of deposit, financial instruments, foreign currencies or mortgages including, without limitation, shares, stocks debentures, scrip, participation certificates, rights to subscribe, warrants, when-issued securities, mortgage-backed securities, bonds, notes, options, and certificates of indebtedness and interest of any and every nature, whether secured or unsecured or evidenced by certificates or otherwise. With respect to mortgages, certificates of deposit, financial instruments and exempted securities generally (including securities which are direct obligations of, or guaranteed as to principal or interest by, the United States or any agency or instrumentality thereof), such authorization shall include the making of repurchase and reverse contracts, short sales, arbitrage transactions, forward delivery contracts, delayed settlement contracts and the issuance or purchase of standby (put) or call optional delivery contracts (whether or not denominated as standby commitments). The Corporation acknowledges that reverse repurchase agreements constitute sales of securities, certificates of deposit or financial instruments by the Corporation subject to any obligation of the Corporation to repurchase, and that these transactions may be deemed to constitute borrowings by the Corporation.

**RESOLVED:** That each of the aforesaid Officers is hereby authorized to take any actions deemed by him in his sole discretion to be necessary or desirable in connection with such Accounts or any of the transactions with the Dealer enumerated above, including, without limitation, to: (a) give written or oral instructions to the Dealer with respect to any of said transactions; (b) enter into and carry out any contract, arrangement or transaction in connection with any such Accounts, including, without limitation, any customer's or other agreement with the Dealer; (c) pay in cash or by checks and/or drafts drawn upon the funds of the Corporation such sums as may be necessary in connection with such Accounts; (d) deliver to, deposit, transfer, or withdraw funds, securities, certificates of deposit, mortgages or financial instruments from or with the Dealer or its affiliates, as security for the Corporation's obligations to the Dealer or otherwise; (e) order the transfer, delivery or acceptance of securities, certificates of deposit, mortgages or financial instruments to or from any other person whatsoever; (f) order the transfer or assignment of title or record ownership of any securities, mortgages, certificates of deposit or financial instruments to any person or entity (including the Dealer) selected by any of said Officers; (g) affix the corporate seal to any documents; (h) endorse any securities, certificates of deposit, mortgages or financial instruments in order to pass title thereof; (i) execute on behalf of the Corporation all documents in connection with any such Accounts; (j) agree to any conditions pertaining to any such Accounts; and (k) appoint any person or persons to do any things which any of the said Officers is hereby empowered to do.

**RESOLVED:** That the establishment and maintenance by the Corporation of one or more Accounts with any Dealer prior to the effective date of these Resolutions, and all transactions consummated with any such Dealer and actions taken in connection with such Accounts of the nature authorized above, are hereby adopted, ratified and approved in all respects.

**RESOLVED:** That the Dealer may deal with any of the persons holding the above offices as though it were dealing with the Corporation directly.

**RESOLVED:** That, in the event of any change in the office or powers of persons hereby authorized, the Comptroller, or any other appropriate officer(s) of the Corporation shall certify such change to the Dealer in writing, which notification, when received by the Dealer, shall be sufficient both to terminate (or modify) the authorization of such persons, and to authorize the persons thereby substituted to do all acts authorized by these Resolutions.

Exhibit HREPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - April 13, 1989

The Committee on Students and Campus Life was called to order by Chairman Kenneth F. Clark at 2:15 p.m. in Room 300, S. DeWitt Clough Hall on the campus. Members in attendance were: Trustees Kenneth F. Clark; Student Keiko Ishida; Ex-Officio members Thomas C. Shandley and Ronald J. Kovach. Present by Invitation: Elizabeth Robertson, Dana Harmon and Jodie Wright. The following members were absent: John Richard de Witt, Joseph Roberts, Jr., Ronald Terry, Jeannette Spann, E.A. Alburty and Emily Alburty.

Dr. Shandley, Dean of Student Affairs, began the presentations with a report on the Task Force for the Quality of Residence Life. This Task Force has been functioning to examine concerns about the quality of life on campus for the 85% of our student body who reside here. The Task Force has been meeting since February looking specifically at conditions of the residence halls, security, student health, social life and many other aspects. A preliminary report is due to the President by May 1 with recommendations that will be forwarded to the Board of Trustees at the October Board Meeting.

Mr. Kovach, Associate Dean of Student Affairs, presented a report on the Stewart Hall renovation scheduled for this summer (1989). Presently, the desirability of Stewart is low. The \$900,000 renovation project includes new air conditioning/heating units in each room, individually controlled; new bathrooms; the area commonly referred to as "the dungeon" will be incorporated into the bath on the north end of the hall; new light fixtures; new furniture; new vending areas; stairwells will be removed which do not fit the city codes; new bike rooms; new carpeting; exterior painting and landscaping. This all should work to put Stewart into the category of desirable housing. The largest complaints about Stewart have been the electricity and the plumbing. Both these problem areas will be alleviated by the renovation. Stewart serves as primarily a sophomore residence hall and this should serve as a significant impact on this group of people. All residents will now have access to the laundry area and the TV lounges, thus developing a greater sense of community between Stewart and North Stewart. Ms. Ishida stated that as a student living in Stewart for two years, she has found the community spirit to be good and she feels this can only serve to enhance it.

Dr. Robertson, College Counselor, gave an update on the Bacchus chapter at Rhodes. The new program developed is the Designated Driver Program. Several local restaurants frequented by Rhodes students have agreed to participate by giving designated drivers free or reduced non-alcoholic drinks. The designated driver will show the waiter his/her designated driver card to receive this benefit. Bacchus is also working to provide participating restaurants with table tents advertising this new program. To date, over 250 designated driver cards have been given and plans have been made to make the cards available to all students at orientation.

Ann Dixon, outgoing Student Assembly President, gave her final report to the committee. Ms. Dixon presented Mr. Clark with a copy of the 1989 Catalog of Concerns and reported that the Catalog had been presented to the President and the Roundtable earlier this week. The new Catalog deals with three main areas: Communication, Academic Structure and Housing Space. Ms. Dixon and Ms. Ishida both stated that it is planned that the Catalog will continue to be an ongoing project in the years to come. Mr. Clark questioned why the area of communication has not been solved considering Rhodes size and homogeneity. Ms. Dixon and Ms. Ishida both stated that communication has improved tremendously over the last year, but because the members of the committee writing the Catalog feel that this communication process is ongoing and must continue, it was placed as the number one topic on the Catalog's agenda. Mr. Clark stated that he feels the Catalog to be a very useful document and hopes that it will continue.

Dr. Robertson reported on a newly formed AIDS peer education program started -- Students Must Act Responsibly Today (SMART). She began her report by stating that over the past 3-4 years, she has tried to stay in touch with information on AIDS. The third annual AIDS Awareness Week was conducted in February. She stated that through her research she has found that we cannot stop with presentations and speakers. College students are very knowledgeable, but their attitudes and behaviors are not changing. What is changing is the rate of increase in the incidences of AIDS. The Center for Disease Control predicts that 30,000-80,000 college-aged people are carrying the HIV virus. A recent study stated that 5-7 out of every 1000 young people are carriers. The CDC also predicts that by 1993, AIDS

**Exhibit H**

will replace accidental death as the number one killer of college students. Studies suggest that 2/3 of the students college aged are sexually active and that a minority of those students take protective measures. SMART was begun out of student concern to involve students in peer education on the topic of AIDS. Fourteen to eighteen students are presently involved with peer education through AIDS Awareness Week, Orientation and various events throughout the year.

Mr. Kovach gave an update on Freshman Orientation and the new features that will be offered for the upcoming year. Parent Programs will now be a part of the Division of Student Affairs, thus a new feature for orientation will be parent involvement. Two one-hour sessions have been planned for parents to discuss adjustment and areas of development and change within the young person going to college. A parent brochure will also be sent out including issues to be discussed with their son/daughter. A second reintroduction to the orientation program is the reinstatement of readings for students to be discussed with their faculty advisors during orientation. Students, orientation leaders and faculty will begin a dialogue on a set of reading on the liberal arts education. A third new aspect of orientation is that students will be invited to faculty members' homes on Sunday night of orientation to help with the development of community and to continue the dialogue on the readings. Mr. Kovach also stated that discussions on relationships will be held the first days. Tentatively the larger group will be broken into 12 small groups to discuss acquaintance rape, alcohol abuse, AIDS, and other issues regarding relationships. The remainder of orientation is much more streamlined. He stated that he feels that orientation will be better this year with changes in the basic structure, greater involvement of orientation leaders and the addition of play fair, a community building exercise facilitated by a professional who will train orientation leaders to lead a series of ice-breaking exercises. Another day has been added to orientation giving additional time to better introduce students to what Rhodes is all about. Dean Shandley presented the idea of "Cruise-In, Cruise-Out", a riverboat cruise for all freshmen at the beginning of the freshmen year, and senior at the conclusion of their time at Rhodes. The idea was very well received by those present. The idea of a semester long orientation experience was also discussed with favorable comments from those present.

Dean Shandley concluded the meeting by stating several very positive things he sees that have been done in the past year. The East Lounge is now a very nice, comfortable student lounge. Tuthill Student Activities Center is now operative and serves as a place for organizations to operate from and serve as a social activities center and meeting area. The Student Activities Fee was instituted and \$126,000 was allocated. Dean Shandley stated that this was a tremendous educational experience for both the groups requesting funds and those allocating the monies. Social rooms are slowly being reconverted. The new Intramural Director has instituted a variety of quality programs. Peer education has increased in both alcohol issues and AIDS issues. The Roundtable has made significant contributions to the areas of communication. A Leadership Retreat was instituted with 50 students in attendance and is planned to become an annual event. A Leadership Library is being developed. The Task Force on the Quality of Residence Life will make significant recommendations affecting the campus. Much remains to be done in the area of pride, reduction of vandalism, increased communication with parents and beginning July 1, in the area of security.

There being no further business, the meeting was adjourned at 3:45 p.m. to the Tuthill Student Activities Center for open house.