

**MINUTES OF BOARD OF TRUSTEES
RHODES COLLEGE**

April 21 and 22, 1988

4-88-1 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 1:15 P.M., Thursday, April 21, 1988 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. S. Herbert Rhea.

4-88-2 The roll was called by the Secretary Pro Tem, Mr. Kenneth F. Clark, Jr. Members present were:

SYNOD OF THE MID-SOUTH

William H. Bryce, Jr., '89
Robert H. Buckman, '90
Bruce E. Campbell, Jr., '88
W. L. Davis, '90
R. Lee Jenkins, '89
S. Herbert Rhea, '89

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

HONORARY TRUSTEES

Edward Jappe
John McMillan
Lorna Reimers
Jeannette Spann
Alvin Wunderlich, Jr.

LIFE TRUSTEES

Margaret Hyde
P.K. Seidman

ELECTED BY TRUSTEES

Jack A. Belz, '90
Winton M. Blount, '90
Kenneth F. Clark, Jr., '89
Charles P. Cobb, '90
Nancy H. Fulmer, '88
Michael McDonnell, '90
W. Neely Mallory, '90
Joseph Orgill, III, '88
Harry J. Phillips, Sr., '89
Ronald Terry, '89
James A. Thomas III, '88
Norfleet R. Turner, '88
Spence L. Wilson, '89

FACULTY TRUSTEES

Terry W. Hill, '90
Marshall E. McMahon, '88
Marsha Walton, '89

STUDENT TRUSTEES

Jenna E. Adams
James Michael Mangrum
Eileen F. Ruffin

SYNOD OF THE SUN

John H. Crabtree, '89
C. Stratton Hill, Jr. '90
S. Ray Zbinden, '88

PRESENT BY INVITATION

Peggy Arnold
Allen Boone
Hal Bray
Kathy Daniel
Harmon Dunathan
Sherry Fields
Josephine Hall
Dudley Howe
Tom Kepple
Ron Kovach
Don Lineback
Bob Llewellyn
Mac McWhirter
Helen Norman
Mike Sexton
Tom Shandley
Loyd Templeton
Sally Thomason

4-88-3 The following Trustees were absent:

SYNOD OF THE MID-SOUTH

John Richard de Witt, '89
John Hull Dobbs, '90
Frank E. Lankford, '88
Frank M. Mitchener, Jr., '90
Ray A. Tanner, '88
William F. Winter, '88

LIFE TRUSTEES

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

ELECTED BY TRUSTEES

Dunbar Abston, '90
Neville F. Bryan, '88
Robert F. Fogelman, '89
Joseph Roberts, Jr., '89
William B. Rudner, '88

HONORARY TRUSTEES

Emily Alburty
E.A. Alburty
Snowden Boyle, Sr.
Mertie Buckman
Thomas B. Davis

SYNOD OF THE SUN

Ruthie J. Frierson, '90
A. Scott Kelso, '89
Robert H. Seal, '88

Thomas F. Frist, Sr.
Morrie A. Moss
Harold Ohlendorf
John B. Ricker, Jr.

Mr. Clark declared a quorum was present.

4-88-4 The Board approved the minutes of the meetings of January 28 and 29, 1988.

4-88-5 Dr. Blount called on Mr. Templeton to give the Trustees any details for the dinner party that evening. Mr. Templeton said the dinner party was for Trustees and members of the Rhodes Commission on the 21st Century and their spouses. It was to be held in Burrow Refectory, West Hall at 7:00 p.m.

4-88-6 Dean Dunathan reported that this has been a good year for hiring and that he was especially pleased with the new people appointed in Economics, History, English and International Studies; the replacement Faculty in Sociology, Psychology, Mathematics, Arabic and also in History and English; two Visiting Faculty--Professor Phil Weinstein in English and Professor E.J. Johnson in History. The History Department had successful departmental evaluations by two outside consultants. The 1968 Course was a great success, touching about fifteen percent of our students. Several study-abroad opportunities were developed this year. The work of the Project III Committee should be completed this spring or early next fall.

Dean Dunathan reminded the meeting that Rhodes's ten-year review (by our accrediting agency, the Southern Association of Colleges and Schools) is scheduled to begin this fall. The six Self-Study Committees are already being formed with at least one Trustee being asked to serve on each Committee.

Dean Dunathan touched on future plans in the academic area.

Dean Dunathan said that he had enjoyed his first year at Rhodes and felt very much at home after his first few months.

4-88-7 Dr. Blount welcomed Mr. Alvin Wunderlich who was attending his first meeting as an Honorary Trustee. Mr. Wunderlich is an alumnus of Rhodes and served on the Executive Committee of Rhodes from 1957 to 1963. Mr. Blount asked him to meet with the Committee on Board Directions and Leadership.

4-88-8 President Daughdrill gave a "Bulletin Board" type report. He congratulated Dr. Terry Hill, Faculty Trustee, who this morning had received the "Day Award for Outstanding Teaching."

President Daughdrill advised that the memorandum concerning Black Fraternities and Sororities contained a resolution that needed to be acted on. Dr. Blount suggested that action be taken the following morning, allowing time for the Trustees to review the memorandum.

President Daughdrill called attention to the memorandum regarding his response to the "Catalog of Concerns." He is appointing ten faculty and ten students to meet monthly to discuss the eight major items in the "Catalog." He has asked members of the Cabinet to be sure that there is student representation on all committees, to ask them not only to attend and discuss as a student, but to represent and inform students of decisions, etc.

President Daughdrill mentioned the Rhodes College International Business Seminar and said it is truly a world class business seminar. The speakers are Sir James Goldsmith, John Scully, Chairman of Apple Computer, Inc., John Johnson, head of the Ebony Magazine empire, and Dr. Lester Thurow, Dean of MIT School of Management. Organizations from across the nation are purchasing tickets and sales are good. Mr. Fred Smith of Federal Express and Mr. John Tigrett were instrumental in obtaining such world-renown speakers.

President Daughdrill stated that Mr. Scott Kelso had resigned from Rhodes Board because he has just been elected chair of St. John's College Board of Trustees.

President Daughdrill brought to the attention of the Board the latest "Draft of the Plan for Excellence." In particular he mentioned the three goals in this draft--the first two are to serve students, the second one including faculty, staff, alumni, parents, friends, and those with special needs, and Goal 3 to serve academe (the greater academic intellectual community), the public, and students and clients of special studies. He asked that during Board committee meetings, committee members would discuss and bring to his attention any corrections, questions, or additions pertaining to the "Draft of the Plan for Excellence." (Copy filed with official Board minutes)

4-88-9 Mr. Spence Wilson gave a report on the 21st Century. (Copy filed with official Board minutes). Dr. Blount expressed appreciation to Mr. Wilson and the Task Force members for the enormous amount of work that went into the document and said that the document would truly help chart the future of Rhodes.

4-88-10 At 2:15 p.m. the meeting adjourned to Committee Meetings.

FRIDAY, APRIL 22, 1988

4-88-11 The Board of Trustees resumed the meeting on Friday, April 22, 1988, 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. S. Herbert Rhea.

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

SYNOD OF THE MID-SOUTH

Robert H. Buckman, '90
W. L. Davis, '90
John Richard de Witt, '89
R. Lee Jenkins, '89
Frank M. Mitchener, Jr., '90
S. Herbert Rhea, '89

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

HONORARY TRUSTEES

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Jeannette Spann
Alvin Wunderlich, Jr.

LIFE TRUSTEES

Margaret Hyde
Paul Tudor Jones
Robert D. McCallum
P.K. Seidman

ELECTED BY TRUSTEES

Winton M. Blount, '90
Kenneth F. Clark, Jr., '89
Charles P. Cobb, '90
Robert F. Fogelman, '89
Nancy H. Fulmer, '88
Harry J. Phillips, Sr., '89
Ronald Terry, '89
James A. Thomas III, '88
Norfleet R. Turner, '88
Spence L. Wilson, '89

FACULTY TRUSTEES

Terry W. Hill, '90
Marshall E. McMahon, '88
Marsha Walton, '89

STUDENT TRUSTEES

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C. Stratton Hill, Jr., '90
Robert H. Seal, '88
S. Ray Zbinden, '88

PRESENT BY INVITATION

Peggy Arnold
Allen Boone
Hal Bray
Kathy Daniel
Harmon Dunathan
Sherry Fields
Josephine Hall
Dudley Howe
Tom Kepple
Ron Kovach
Don Lineback
Bob Llewellyn
Mac McWhirter
Helen Norman
Tom Shandley
Lloyd Templeton
Sally Thomason
Dave Wottle

The following Trustees were absent:

SYNOD OF THE MID-SOUTH

William H. Bryce, Jr., '89
Bruce E. Campbell, Jr., '88
John Hull Dobbs, '90
Frank E. Lankford, '88
Ray A. Tanner, '88
William F. Winter, '88

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Jack A. Belz, '90
Neville F. Bryan, '88
Michael McDonnell, '90
W. Neely Mallory, '90
Joseph Orgill, III, '88
Joseph Roberts, Jr., '89
William B. Rudner, '88

SYNOD OF THE SUN

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A. Scott Kelso, '89

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W.C. Rasberry

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E.A. Alburty
Snowden Boyle, Sr.
Mertie Buckman
Thomas B. Davis
Thomas F. Frist, Sr.

Morrie A. Moss
Harold Ohlendorf
John B. Ricker, Jr.

Mr. Clark declared a quorum was present.

The meeting moved to Clough-Hanson Gallery to view the unveiling of a portrait of Dr. Ralph Hon, long-time Professor of Economics, friend and benefactor of Rhodes.

**4-88-12 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP -
Mr. Norfleet R. Turner, Chair (Exhibit A, pp 9 & 10)**

Mr. Turner reported that the College has begun the year-long self-study required every 10 years for accreditation by the Southern Association of Colleges and Schools, and that Mr. Bill Berg and Professor David Jeter were co-chairing the committee.

President Daughdrill told of the importance of this committee's work in the accreditation process, and expressed appreciation to the Trustees who would be asked to serve on the principal committees. Trustee representation on the principal self-study campus committees are to be appointed by Board Chair Winton Blount. Mr. Blount suggested that he would appoint the Chairs of Trustee Committees to be paired with the Principal SACS committees.

4-88-13 The Board approved the action that Mrs. Vicki Gilmore Roman, '75, of Atlanta, Georgia, and Mrs. Nancy Huggins, '74, of Dallas, Texas, be elected to the Rhodes College Board of Trustees' Class of 1991 as Board-Elected Trustees to fill the expired terms of Mr. William B. Rudner and Mr. Norfleet R. Turner.

4-88-14 The Board approved the action that Mrs. Neville F. Bryan, Mrs. Nancy H. Fulmer, Mr. Joseph Orgill III and Mr. James A. Thomas III be re-elected to the Rhodes College Board of Trustees' Class of 1991.

4-88-15 The Board approved the two persons discussed for nomination to the Synod of Sun to complete the term of Dr. A. Scott Kelso, Class of 1989. If neither can serve, the Memphis members of the Board Directions and Leadership Committee were authorized to meet to nominate other candidates to the Executive Committee of the Board of Trustees, who can in turn nominate the Trustee candidate to Synod of Sun.

4-88-16 The Board approved the action that Mr. James Prentiss, III, of Memphis, Tennessee, be nominated to the Synod of Living Waters for election to the Rhodes College Board of Trustees' Class of 1990 to complete the term of Mr. John H. Dobbs.

4-88-17 The Board approved the action that the following be elected as officers to the College Board of Trustees for the 1988-89 Session:

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

4-88-18 The Board approved a list in rank order of speaker candidates for commencement 1989, which was approved by the Board. The Board was asked to recommend persons for future commencement speakers to Mr. Loyd Templeton.

4-88-19 Mr. Turner reported on the questionnaires sent to Trustees regarding future Board meetings. After full discussion, the Board approved the following schedule for Trustee meetings for the 1988-89 session.

**October 20 and 21, 1988
January 19, 1989
April 13 and 14, 1989**

**4-88-20 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS -
Mrs. Nancy Fulmer, Chair. (Exhibit B, pp 11 & 12)
The committee report was received.**

The Board approved the following resolution of appreciation for Mr. James Pharis:

RESOLVED: Rhodes College expresses deep appreciation to Mr. James Pharis for fourteen years of outstanding service to the College as Director of Housekeeping. Thanks to his careful and caring stewardship and his fine leadership, Rhodes has been a place of beauty inside as well as out. As generous with his friendship as he is with his financial support, Mr. Pharis has touched the lives

of all who live and work at this College. Rhodes will miss the quick smile and the willing nature of its long-time Director of Housekeeping. But most of all, it will miss the man himself. The College extends best wishes for a happy, productive retirement.

4-88-21 **REPORT OF THE COMMITTEE ON DEVELOPMENT** - Mr. Robert Buckman, Chair. (Exhibit C, pp 13-15)

The committee report was received.

4-88-22 The Board approved the following resolution regarding Gift Opportunities: (List attached to original minutes.)

RESOLVED: That the Trustees approve the list of Gift Opportunities to provide expanded opportunities for combining the interests of donors and those of the College and to provide appropriate recognition of their support.

4-88-23 Recognizing the growing number of Rhodes Trustees in the Charles E. Diehl Society and the need to coordinate the efforts of the Diehl Society and the annual Trustee Campaign, the Board approved the following revision to the ByLaws of the Charles E. Diehl Society:

RESOLVED: That the Chair of the annual Trustee Campaign be, ex officio, a voting member of the Executive Committee of the Charles E. Diehl Society.

4-88-24 The Board approved the following resolution to recognize the outstanding leaders of the 1987-88 Annual Fund:

RESOLVED: That the Board of Trustees, upon the successful completion of the campaign on June 30, 1988, commend the members of the 1987-88 Annual Fund Council for their outstanding efforts. These leaders are:

- | | |
|----------------------------------|--|
| International Chair: | Dr. H. Stanford Sanders '63 |
| Alumni Division: | Mr. P. Thomas Parrish '79 and
Mrs. Gwen Jones Parrish '79 |
| Trustee Division: | Mr. Kenneth F. Clark, Jr. |
| Parents Division: | Mr. and Mrs. Robert G. Anderson |
| Friends Division: | Mr. Richard H. Nuber |
| Business Division: | Mr. David C. Dando |
| Campus Division: | Mr. Thomas P. Teasley '69 and
Professor Rebecca Sue Legge |
| Church Division: | Dr. Henry B. Strock, Jr. |
| Charles E. Diehl Society: | Mrs. Judith D. Mitchener '56 |
| Red and Black Society: | Mr. David R. McWilliams '78 |
| Tower Club: | Mr. Robert T. Threlkeld '82 |
| Anniversary Club: | Mr. T. Alex Ivy '83 |
| Phonathon Chairs: | Ms. Ann D. Dixon '89 and
Mr. David McCourt '90 |

The Chair called for a 10-minute break. Upon reconvening, Dr. Blount presented plaques of appreciation to Trustees rotating off the Board: Mr. Frank Lankford, Mr. Robert Seal, Mr. William B. Rudner, Mr. Norfleet R. Turner, Mr. John H. Dobbs, and Mr. A. Scott Kelso.

4-88-25 **REPORT OF THE COMMITTEE ON ENROLLMENT** - Mr. Harry Phillips, Sr., Chair. (Exhibit D. pp 16 & 17)

The committee report was received.

4-88-26 **REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE** - Mr. Robert H. Seal, Acting Chair. (Exhibit E. pp 18 & 19)

The committee report was received.

Dr. Blount advised that the students were scheduled to present their concerns ("Catalog of Concerns") to the Committee yesterday, but since there were no Trustees present, it was the consensus of the full meeting that the students be invited to present their concerns to the full Board.

President Daughdrill introduced Ms. Betsy Hamilton, President of the Rhodes Student Government Association. Betsy in turn introduced Ms. Ann Dixon and Ms. Keiko Ishida. All gave unstintingly of their time to help develop the "Catalog of Concerns." She explained that student dissatisfaction brought about the "Catalog"; that the SGA had an obligation to prepare it, and that it took two months from start to finish. There were many rap sessions with a diverse mixture of people. General areas of concern were turned into "Focus Committees." The success of the project was phenomenal. Portions of the "Catalog" have now been included in the College's "Plan for Excellence," and the Roundtable (made up of ten faculty and ten students and the administrative cabinet) has been appointed to facilitate more participation and sharing of information.

President Daughdrill commented that at yesterday's Awards Convocation, at which Betsy Hamilton spoke, she received a spontaneous standing ovation, the first in his fifteen years with Rhodes.

4-88-27 Dr. Blount called on President Daughdrill to answer any questions regarding the memo "Information Regarding Historically Black Fraternity/Sorority," which was given to the members yesterday, with the understanding that a vote would be taken on Friday morning. (Exhibit F. pp 20-24)

After a full discussion, the Board voted to approve the following resolution:

Because Rhodes is serious about increasing our minority student population, and because we are truly interested in retaining the students that we have attracted to Rhodes, we must provide meaningful experiences inside and outside of the classroom.

THEREFORE, to provide additional options for our students, it is recommended:

- A. That the College encourage the colonizing of additional Greek chapters by no longer requiring or expecting them to build a lodge;**
- B. That, where possible, the College offer to lease land on the campus to colonizing Greek organizations who will build lodges consistent with the present lodges, and;**
- C. That the College offer to repurchase at a fair price and acceptable terms the lodges owned by existing fraternities and sororities (in which event they will no longer occupy the lodge).**

4-88-28 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. R. Lee Jenkins, Chair (Exhibit G. pp 25 & 26)

The committee report was received.

The Board approved the following resolutions:

RESOLVED; That Dr. Christopher Wetzel, Assistant Professor of Psychology be granted tenure effective in the 1989-90 academic year and be promoted to Associate Professor effective in the 1988-89 academic year.

Resolved: That Dr. Jennifer Brady, Assistant Professor of English be promoted to associate Professor effective in the 1988-89 academic year.

4-88-29 REPORT OF THE COMMITTEE ON FINANCE - Mr. William B. Rudner, Chair. (Exhibit H. pp 27-35)

The Board approved the adoption of the final Budget recommendation for the fiscal year 1988-89. (p. 29)

4-88-30 The Board approved the Allocation of the 1988 Renovation and Replacement Budget. (p 34)

4-88-31 Dr. Blount thanked senior member Mike Mangrum, Student Trustee, for his good service this year, and congratulated Eileen Ruffin and Jenna Adams on their being re-elected to serve another term.

Dr. Blount also thanked Dr. Mark McMahon for his term of service.

Dr. Blount presented a plaque to Mr. Frank M. Mitchener, Jr., a special tribute from the Association of Governing Boards of Universities and Colleges. Mr. Mitchener was nominated by Rhodes for the association's annual Distinguished Service Award in recognition of his "significant contributions to higher education within the uniquely American tradition of voluntary trusteeship." Dr. Blount said that he hoped the plaque would be a reminder to him of the gratitude that Rhodes feels for his longstanding leadership.

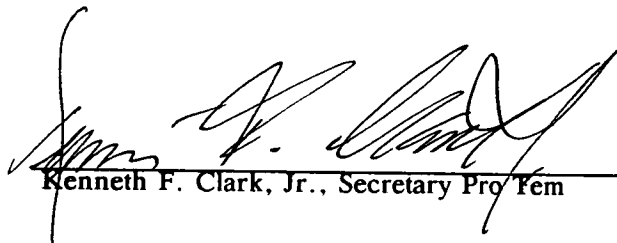
4-88-32 President Daughdrill expressed appreciation to Mrs. Carolyn Blount for the beautiful and enjoyable luncheon that she hosted for spouses of Board members.

President Daughdrill said that student and College liability whereby student organizations have the ultimate authority of expulsion has been updated to the satisfaction of both Rhodes administrators and student organizations.

President Daughdrill asked Dr. Blount to appoint a committee to look into the unfunded liability of health benefits from retirement to death.

President Daughdrill, on behalf of the Board and Rhodes, expressed appreciation to the Commission on the 21st Century. Not only was this group charged with responsibility for looking at the College in 2025 and looking back, but there was also another motive in finding the right people to do this--that motive was to look for people that Rhodes believes to be the movers and shakers and leaders, and perhaps Board members, of the College at the turn of the century or later. Rhodes wanted to involve them in the life of the College as well as to get the kind of long-range viewpoint that they had. It was a double motive, and the administration appreciates the Board hosting that group for dinner Thursday night.

4-88-33 The Board went into executive session at approximately 11:45.


Kenneth F. Clark, Jr., Secretary Pro Tem

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - APRIL 22, 1988

The meeting was called to order at 2:05 by Chair Turner. Present were Trustees Blount, Cobb, Mallory, Terry, Wunderlich, and President Daughdrill. Present by invitation were staff members Bill Berg, Loyd Templeton, Helen Norman and Josephine Hall.

Mr. Bill Berg reported that the College has begun the year-long self-study required every ten years for accreditation by the Southern Association of Colleges and Schools. Trustee representation on the principal self-study campus committees are to be appointed by Board Chair Winton Blount. Mr. Blount suggested that he would appoint the Chairs of Trustee Committees to be paired with the Principal SACS committees. A timetable for the study was presented to the committee. (Attachment 1)

The committee voted to recommend to the Board that Mrs. Vicki Gilmore Roman, '75, of Atlanta, Georgia, and Mrs. Nancy Huggins, '74, of Dallas, Texas, be elected to the Rhodes College Board of Trustees' Class of 1991 as Board-Elected Trustees to fill the expired terms of Mr. William B. Rudner and Mr. Norfleet R. Turner.

The committee voted to recommend that Mrs. Neville F. Bryan, Mrs. Nancy H. Fulmer, Mr. Joseph Orgill III and Mr. James A. Thomas III be re-elected to the Rhodes College Board of Trustees' Class of 1991.

The committee discussed nominees for the Synod of Sun position left vacant because of Mr. Kelso's resignation. Two names were put before the committee to be nominated to the Synod of Sun for election to the Rhodes College Board of Trustees' Class of 1989, to complete the term of Mr. A. Scott Kelso, who resigned from the Board because of pressing commitments. If neither can serve, the Memphis members of the Committee were authorized to meet to nominate other candidates to the Executive Committee of the Board of Trustees, who can in turn nominate to Synod of Sun the Trustee candidate.

The committee voted to recommend that Mr. James Prentiss, III, of Memphis, Tennessee, be nominated to the Synod of Living Waters for election to the Rhodes College Board of Trustees' Class of 1990 to complete the term of Mr. John H. Dobbs, who resigned because of demanding business responsibilities.

The committee voted to recommend that the following be elected officers of the Rhodes College Board of Trustees:

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

The Committee discussed possible commencement speakers for 1989 and recommends to the Board the following persons in rank order. (Names read but list to be kept confidential.) Mr. Turner was asked to request the Board to recommend persons for future commencement speakers.

The Committee discussed the results of the questionnaire regarding future Board meetings. It was the consensus of the committee that the following dates be recommended to the full Board to replace those voted on last session for meetings to be held during the 1988-89 Session.

October 20 and 21, 1988; January 19, 1989; April 13 and 14, 1989

Mr. Turner recommended that discussion and vote concerning the Restated Charter be postponed until the October 1988 Trustees meeting.

The committee adjourned at 3:15.

TIMETABLE FOR THE SELF-STUDY

September, 1988	Principal Committees begin their work
October 20-21, 1988	. Principal Committees provide working plan to appropriate Committees of the Board of Trustees . Report of Institutional Purpose Committee presented to the Board
January 19-20, 1989	Self-study progress report presented to Board of Trustees
February, 1989	. Faculty forum held on the self-study . Student forum held on the self-study
March 1, 1989	First draft of self-study chapters submitted for Steering Committee review
April 1, 1989	Draft of all self-study chapters submitted to the President, the Faculty, the Student Assembly, the Board of Trustees, and the Cabinet for review
April 13-14, 1989	Board of Trustees reviews progress of self-study
May 1, 1989	Self-study chapters submitted to Co-Directors
June 1, 1989	Complete self-study submitted to the Editor and the Steering Committee
June 20, 1989	Edited self-study submitted to the Steering Committee for review
July 5, 1989	Steering Committee presents self-study to the President
July 17, 1989	Final draft of the self-study approved by the President for final distribution and publication
August 30, 1989	Self-study delivered to the printer
October 1, 1989	Visiting Committee Chairman makes preliminary visit to campus
October 10, 1989	Self-study mailed to SACS for distribution to the Visiting Committee
November 13-16, 1989	Visiting Committee on campus

REPORT OF THE COMMITTEE ON BUILDINGS & GROUNDS - April 22, 1988

The Committee on Buildings and Grounds met with the Committee on Development in room 302 S. DeWitt Clough Hall. The meeting was called to order at 2:15 p.m. by Mr. Robert H. Buckman, Chair of the Committee on Development.

Mr. Metcalf Crump, Architect, gave an update and review of plans for Buckman Hall. Mr. Crump stated plans, specifications, and construction documents will be complete within the next few months. The project is on 'hold' until funds are raised in accordance with the Board of Trustees directive of October 1987.

The Committee on Buildings and Grounds reconvened in Room 304 S. DeWitt Clough Hall. The meeting was called to order by Mrs. Nancy Fulmer, Chair. Those in attendance were:

Nancy H. Fulmer, Chair
W. L. Davis, Jr.
Edward Jappe
Terry W. Hill

Kenneth F. Clark, Jr.
Spence L. Wilson
Lorna A. Reimers
J. Mike Mangrum
E. Dudley Howe, ex officio

Special guests of the Committee were Mr. Spencer Johnson of Sasaki Associates, Inc., Ms. Johanna Vandegrift, Mr. Marlon Perkins, and other representatives from the Task Force on Student Housing.

Mrs. Fulmer asked Mr. Dudley Howe to update the Committee on Plans for Addition and Renovation of Briggs Student Center. Mr. Howe stated that students requested consideration be given to additional recreational areas. Administration determined recreation space should have precedence over the expansion of the Bookstore and Career and Counseling office area. The Student Center Building Committee is reviewing alternatives and has no recommendations to make to the Committee on Buildings and Grounds at this time.

Mr. Howe reported that plans are well on the way for completion of Phase II of Burrow Library Renovations. Funds are in place. Construction will commence on May 11 and be completed by August 17, 1988. The project is within the budget established three years ago.

Mrs. Fulmer introduced Mr. Spencer A. Johnson, AIA, Principal in the firm of Sasaki Associates, Inc. who has been awarded the contract for the study and redesign of our Athletic Facilities Complex. After discussion and a question/answer period Mr. Johnson stated that a final report will be ready for presentation to the Board of Trustees at the October 1988 meeting.

Mrs. Fulmer asked Mr. Howe to update the Committee on the status of the room conversion in Moore Moore Infirmary. He reviewed the plans which, when implemented, will provide space for eight dormitory beds in the converted north wing and will leave five infirmary bed spaces in the south wing.

Rhodes will have occupancy of the Pi Kappa Alpha building July 1, 1988. At this time only minor renovations are anticipated to accommodate Special Studies and other faculty offices. The areas vacated by Special Studies in Clough will be used for additional Faculty offices.

After two years of negotiating with City of Memphis officials and our neighbors, agreement has been reached on our request to re-zone the Campus. Rhodes was zoned 'Residential' and we requested the zoning be changed to 'College-University' which would permit activities and construction incident to ownership, operation, and maintenance of a college or university. As a compromise, all parties accepted the City's recommendation of a Planned Unit Development (or P.U.D.). The P.U.D. will allow the College to construct, renovate, make alterations and/or additions to any of the buildings as shown on the Campus Master Plan. Prior to submittal of

any final plans in an area designated as "Area C" on the P.U.D. plan (aka North 40), a site plan shall be submitted to the Office of Planning and Development for review and recommendation, and is subject to approval of the Land Use Control Board. All adjacent property owners shall be notified of the date, time, and place of the Land Use Control Board meeting.

A Task Force on Student Housing consisting of eight students and four administrators was formed as the result of the motion at the January Board meeting requesting a study of study, social and recreation areas. An interim report was presented. A detailed report will be presented in the October Board Meeting.

Mrs. Fulmer called for a vote on the following resolution from President Daughdrill:

"Rhodes College expresses deep appreciation to Mr. James Pharis for fourteen years of outstanding service to the College as Director of Housekeeping. Thanks to his careful and caring stewardship and his fine leadership, Rhodes has been a place of beauty inside as well as out. As generous with his friendship as he is with his financial support, Mr. Pharis has touched the lives of all who live and work at this College. Rhodes will miss the quick smile and the willing nature of its long-time Director of Housekeeping. But most of all, it will miss the man himself. The College extends best wishes for a happy, productive retirement."

Motion was made by Mr. Spence Wilson. Motion was seconded by Mr. Ken Clark.

VOTE: Unanimously approved.

There being no further business the meeting was adjourned at 4:20 p.m.

REPORT OF THE COMMITTEE ON DEVELOPMENT--APRIL 22, 1988

Chair Robert H. Buckman called the meeting to order at 2:15 p.m. The following members were present:

Robert H. Buckman, Chair
Jack A. Belz
James A. Thomas III '62
Margaret R. Hyde '34
P. K. Seidman, H'88
Eileen F. Ruffin '89, Student Representative
Donald J. Lineback, Staff
Kathy L. Daniel, Staff
Teresa L. Varnon, Recording Secretary

Special Guest: Mr. Met Crump, Architect

The meeting began with a presentation of a plaque to Dean Donald Lineback by Mr. Buckman for his efforts throughout the 10-Year Campaign.

Mr. Buckman reported that the greatest challenge to Rhodes in the 90's will be to build the endowment. In the past 4 years we have increased:

- the enrollment
- the corresponding number of faculty,
- our admissions standards, and
- the operating money and facilities to improve the quality of life for the students.

He noted that of the \$66 million in campaign receipts, \$14.5 million went toward annual operating expenses; \$6.3 million was used to improve the physical plant; \$41.2 million helped build the endowment (which stood at \$9 million before the campaign); and about \$4.2 million was received in the form of life income trusts, which will be applied to endowment only after the death of the donors.

He concluded that what we haven't done is to raise the endowment to a level that allows us to compete for faculty with other leading institutions.

The following passed by the Committee:

To provide expanded opportunities for combining the interests of donors and those of the College and to provide appropriate recognition of their support, I recommend the endorsement by the Board of Trustees of the revised list of Gift Opportunities.

Motion was carried, and I submit it for your approval this morning.

The following motion was made and passed, and I recommend it for your approval:

That the Chair of the annual Trustee Campaign be, ex officio, a voting member of the Executive Committee of the Charles E. Diehl Society.

The Subcommittee on Development was reported on by Miss Hyde. The committee met April 11 in which the results of the Survey of Endowment and Gift Society Policies received from other colleges was reviewed and compared to Rhodes. At the next meeting there will be a presentation

of the Plan for Excellence by the President. A meeting in October is planned for the committee to give a report of the results.

Miss Daniel reported on the Alumni and Parent Network. Area gatherings and meetings have been scheduled for Little Rock, Mobile, Dallas, New York, Birmingham, Knoxville and Charlotte, NC.

A "Peoplelist" serving alumni has been designed. Class members have been chosen from the years '84-'88 to put together newsletters from their class and to forward information on to be published in the Rhodes TODAY.

Parents Weekend, March 18-20, was a huge success with record breaking attendance. Alumni tours are planned for Spain and Canada.

The first Rhodes Volunteer Retreat will be held May 20-21. Members of the Alumni Council, which included class presidents and alumni club presidents, and class agents will be invited. Various sessions on volunteer motivation, reunion programs, and information sharing are planned.

Each April we honor the new members of the Heritage Society, which recognizes people who have included Rhodes in their estate plans or made a planned gift to the College. I will pass the book around for your review. In the past year the number of these commitments has nearly doubled, from 120 to 208. I believe these are among the most important gifts the College can receive.

The motion was made and passed to recognize the outstanding workers and leaders of the 1987-88 Annual Fund for the successful completion of the campaign June 30, 1988:

International Chair	Dr. Stan Sanders '63
Alumni Division	Gwen and Tom Parrish '79 '79
Trustee Division	Ken Clark
Parents Division	Theresa and Bob Anderson
Friends Division	Ric Nuber
Business Division	David Dando
Campus Division	Tom Teasley '69 and Sue Legge
Church Division	Dr. Henry B. Strock, Jr.
Charles E. Diehl Society	Judith Mitchener '56
Red and Black Society	David McWilliams '78
Tower Club	Rob Threlkeld '82
Anniversary Club	Alex Ivy '83
Phonathon Chairs	Ann Dixon '89
	David McCourt '90

I submit it for your approval.

Miss Daniel reported on the Alumni/Parent tours to Spain and Canada. The Spain tour led by Cristina Brescia, Instructor, Foreign Languages, will depart on July 17 for a two week trip. The Canada tour will depart on September 13 and return September 25. This tour will be traveling by rail, motor coach, and ferry.

Dean Lineback made a brief report on the Annual Fund:

The receipts to date of \$1,074,392 unrestricted of the \$1,580,000 goal shows a 6% decrease from last year. The receipts and pledges total \$1,321,062, a 3% increase. This is due in large part to a tremendous increase in restricted giving during the year.

The Alumni participation goal is 41%, or 4,315 alumni donors. The gift club showing the

greatest increase is the Charles E. Diehl Society, with a total in receipts and pledges of \$42,243, a 6.3% increase over last year.

Mr. Ken Clark, Chair of the Trustees Campaign, gave the following report:

The Trustees have again shown their leadership in the annual campaign to support the operating budget of the College. Twenty-seven have joined the Charles E. Diehl Society, another four in the Red and Black Society. We are over our goal in restricted giving, but still need \$56,000 in unrestricted gifts to reach our total goal of \$336,000. This total represents about one fourth of all the annual fund gifts this year.

Mr. Clark will be talking to the few Trustees who have not yet made a commitment, reminding them that by tradition we have 100% Trustee participation in the annual fund. And, as always, he appreciates your special efforts this year.

The meeting was adjourned at 3:40 p.m.

REPORT OF THE COMMITTEE ON ENROLLMENT - APRIL 22, 1988

The Committee on Enrollment was called to order at 2:26 p.m. by Chairperson Harry Phillips with the following members also in attendance: Ms. Tsega Gebreyes, Mr. Ray Zbinden, Dr. Stratton Hill, Mr. John McMillan, Mr. Hal Bray, Dean Sally Thomason, Dr. Marsha Walton, Dr. David Jeter and Mr. Mike Sexton.

Chairperson Phillips explained Dean David Wottle's absence due to his participation in a conference on minority student success at southern institutions. Portions of the conference, being held at The University of the South, are to be televised next month.

Discussion was held regarding issues raised in the student "Catalog of Concerns." Topics included the increase in class sizes and the reporting of same, increased course loads and dependence on statistics in the admissions process.

ADMISSIONS REPORT

Mr. Mike Sexton, Director of Admissions, reported on the admissions year since the January meeting of the Board. As of April 20th, 1936 applications were received from some 40 states and several foreign countries. This represents an 11.7% decrease from the record 2194 received last year by this date. While there can be no definitive answer as to "Why?", discussion centered on a smaller inquiry pool at the start of the year and a possible "backlash" from the severe reduction in acceptances last year. Dr. Hill and Mr. Zbinden cited possible examples of this at Texas schools and offered to assist where needed. It was noted that two years ago, the number of applicants was only 1669.

On March 28th, 1121 acceptances were extended to the top applicants. Measures of academic quality were consistent with last year's record numbers. Grade point and ACT averages remained constant at 3.6 and 28, respectively. The SAT mean experienced a slight drop, from 1212 to 1204. A conservative number of acceptances were deliberately extended to guard against the possibility of overcrowding.

For the second year, we have the luxury of a well-qualified pool of students who have chosen to remain on our wait list. Of those presented this alternative, 287 of 581 are anxiously awaiting final decisions. We are currently "rank ordering" the 287 in anticipation of extending a limited number of offers to fill the class between now and June 1.

Thus far, we have received 128 deposits, including 45 from Early Decision. This is 32 fewer than last year at this time, but we have yet to hear from 796 accepted students. Efforts to increase the "yield" of these students have included greatly expanded telephone contact from alumni, faculty, coaches, current students and admissions officers. Another addition has been a letter from Rhodes Parents' Association representatives to parents of accepted students.

Looking to the future, the admissions staff is well under way with recruiting for 1989. Our junior inquiry pool of about 4000 is the largest it has ever been. We have also added a new program called Discovery. It takes place on Saturday, May 14th, and is designed to get students and parents on campus earlier, as they begin the college selection process.

FINANCIAL AID REPORT

It was reported that all students receiving need-based aid were notified, in January, of the impending change in the Congressional Methodology. While this may add to the demand for employment on campus, it was noted that already about 700 students work on campus for at least some part of the year.

COMMITTEE ON BLACK STUDENT RECRUITMENT

The final report of this Committee was distributed for review. The conclusions and recommendations are being used in the work of the newly created Minority Recruiting and Retention Task Force, chaired by Provost Kepple. At the first meeting of the Task Force recent successes in minority hiring were highlighted as well as ongoing projects with admissions research and the exploration of adding traditionally black Greek organizations to campus.

FACULTY COMMITTEE ON ADMISSIONS AND FINANCIAL AID

Chairperson Phillips asked that Dr. Jeter attend and explain the interfacing his Committee has with the admissions office and its work. Dr. Jeter stressed that the Faculty Committee worked closely with both Faculty consensus on academic guidelines and the admissions staff in their evaluation of candidates who come up for review. Discussion focused on how subjective criteria are used, in addition to the often cited statistics.

SPECIAL STUDIES REPORT

Dean Sally Thomason reported that over 1100 tickets were sold to the C. Whitney Brown Management Seminar held February 25, featuring Fred Smith and three representatives from the Federal Express management team. This capacity crowd made it necessary to move the seminar to the Peabody Hotel and the earnings added approximately \$35,000 to the scholarship fund for a member of the Boy's Club.

Fifty three courses were offered this spring through Special Studies. To date, there are 418 participants enrolled in thirty four courses and nineteen offerings were canceled because of lack of enough registrants to break even on the course. The trip to the Alabama Shakespeare Festival is being repeated again next weekend.

On April 15, Eleanor Rothman, the Director of the Ada Comstock Program, the adult degree program at Smith College, visited Rhodes. The Ada Comstock Program has been in existence for 12 years and these adult students comprise about twelve per cent of the total enrollment (320 of 2,600). The admissions process is selective and there has been virtually no failure or attrition. Over one third of the "Ada's" are honor students and earn Phi Beta Kappa. The committee viewed a short film done by Charles Kuralt of CBS on the program to get an idea of what the Adult Degree Program could mean for Rhodes. Dean Thomason reported that a strong campaign is underway to find scholarship money for Rhodes applicants.

It was reported that a proposal has been submitted to the Kellogg Foundation for funding for the consideration of the establishment of a Master of Liberal Studies at Rhodes. This would be an inter-disciplinary degree with the possibility of a focus in a particular area such as philanthropy. To evaluate the feasibility a survey is being made of the approximately sixty colleges and universities who now offer such a program.

It was announced that summer will be a busy time for Special Studies. Summer Scholars, a two-week program for rising high school seniors, will begin on June 19th. Rhodes will also host a one-day seminar that will bring the Headmasters of southern independent schools to campus. In addition, Special Studies will move their offices across the street to the Pi Kappa Alpha Headquarters after the first of July.

There being no further business, the meeting was adjourned at 4:15 p.m.

REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - APRIL 22, 1988

The Committee on Students and Campus Life was called to order by Acting Chairman Jeannette Spann at 2:30 p.m. in room 417 of S. de Witt Clough Hall on the campus. Members in attendance were: Trustees Jeannette Spann; Professor Wasfy Iskander; Students Ann Dixon and Conrad Lehfeldt; Ex-Officio members Thomas C. Shandley, Ronald J. Kovach and Thomas R. Kepple. Present by Invitation: Kim Chickey and Jodie Wright. The following members were absent: Trustees Scott Kelso, John Richard de Witt, Frank E. Lankford, Robert H. Seal, William F. Winter, E.A. Alburty and Emily Alburty.

Miss Chickey, Director of Student Activities, presented an update on sorority expansion plans for the College. She stated that March 7, 1988 a reannouncement was made to the National Panhellenic Conference of Rhodes for plans for expansion of the system. Packets of information were mailed to national sororities indicating a March 31, 1988 deadline for letters of interest. Letters were received from six sororities: Alpha Xi Delta, Alpha Delta Pi, Gamma Phi Beta, Delta Gamma, Pi Beta Phi and Phi Mu. On April 16, 1988 the council met and recommended that two of the six be invited to come for informational presentations next fall, pending administrative approval. Miss Chickey then presented a proposed timeline for fall colonization. Informational presentations by the two invited sororities will be held September 15, 1988. The one selected will rush during existing Formal Rush, September 24 - October 1, 1988. The new Colony will be chartered on October 1, 1988.

Dean Shandley presented the 1988-89 housing situation report. He stated that Rhodes has an unprecedented demand for housing. He announced that part of the Moore Infirmary will be used to house eight students as an expanded option to the townhouse alternative. Dean Kovach, Associate Dean of Students, further reported on the housing situation. 917 residential students were eligible to redeposit for housing. 835 did redeposit and ask for housing. Rooms have been held for an entering freshman class of 390, 365 of which will live on campus, 173 men and 192 women. The off-campus incentive program drew great response and 48 students decided to move off campus for the coming year, with the option to return to campus housing the following year. 21 students will be housed in the University Cabanas as resident students and 26 will seek other housing options. At present, 19 men and 25 women do not have assignments.

The next item on the agenda, the "Catalog of Concerns," has been referred to the full Board.

Dean Shandley began his report to the Committee by making two announcements. On April 20, the Rhodes Student Assembly voted unanimously to support the recommendation that Rhodes replace the present physicians with a nurse practitioner in the Moore Infirmary for the 1988-89 school year. The nurse practitioner will work five days a week as opposed to the present part-time physicians who work three days a week. Secondly, Dean Shandley reported that the issue with respect to the revision of the Constitutions of the Honor Council and Social Regulations Council was resolved. Rather than alter the constitutions of these two groups to reflect the ultimate authority that the President has over any college decision, there will be one change in Section II, pages 11-12 of the Rhodes College Handbook. The paragraph presently reads:

"The President of the College may make exceptions to policies and standards set by the administration and Faculty in situations where the President deems them justifiable or necessary. The President is held accountable for such exceptions by the Board of Trustees."

The new paragraph will read:

"The President of the College may make exceptions to policies and standards set by the administration, Faculty and students in situations where the President deems them justifiable or necessary. The President is held accountable for such exceptions by the Board of Trustees."

Dean Shandley concluded his report by stating four issues he felt were overriding at the present time. (1) Improving communication. He stated this was presently being addressed by the "Catalog of Concerns." (2) Housing - to seek to improve both the quality and quantity of housing options available to students. This includes improved off-campus housing options information, possible expansion of the use of the Cabanas and a reexamination of the process of room draw and selection at present. (3) Greek System - need to ensure that the student experience extends beyond the present Greek system. Additional alternatives, both educational and social, need to be offered. (4) Dean Shandley stated that he feels a renewed sense of confrontation and cooperation among the student body which he supports. Rhodes students are not afraid to express concerns but are also willing to cooperate in solving the identified problems. Dean Shandley concluded his remarks by stating everyone working together will make an already great institution even better.

There being no further business, the meeting was adjourned at 3:21 p.m.

April 21, 1988

Memorandum

To: Board of Trustees

Fr: James H. Daughdrill, Jr.

Re: Historically Black Fraternity/Sorority and Related Matters

1.

As you are fully aware, we received a request by the Black Student Association, as a part of their "Proposal for the Improvement of Minority Life at Rhodes," to allow for a traditionally black fraternity and sorority to join our greek system.

The Rhodes Student Assembly, the Administrative Policy Committee of the Faculty, the group working with the "Catalogue of Concerns," and the Task Force that I appointed (with Dean Shandley as Chair), all endorsed the colonization of a traditionally black fraternity or sorority.

I believe that the inclusion of a historically black fraternity and sorority, under certain conditions, would enhance the social and educational opportunities for our students.

The conditions include:

- that the selection process for a black fraternity or sorority follow the same procedures as any other new expansion of the greek system, utilizing the IFC and Panhellenic Councils;
- that the selected chapters would fully participate as members of the IFC and Panhellenic Councils and expected to abide by the respective constitutions, as well as the College regulations for student organizations;
- that the present fraternities and sororities continue actively to recruit and pledge all interested students, regardless of race;
- that the same opportunity to colonize be accorded to non-traditionally-black Greek organizations, that is, with the option to colonize without the necessity of building a lodge;

Given the meeting of these conditions, I feel that the addition of a historically black fraternity and sorority, though perhaps not the ultimate answer for the long term, would be a positive addition to the Rhodes community.

2.

Last year the College invited Kappa Kappa Gamma Sorority to form a chapter, but they declined because of the large investment in a lodge and the possible small number of members.

3.

Because Rhodes is serious about increasing our minority student population, and because we are truly interested in retaining the students that we have attracted to Rhodes, we must provide meaningful experiences inside and outside of the classroom.

THEREFORE, to provide additional options for our students, I recommend:

A. That the College encourage the colonizing of additional Greek chapters by no longer requiring or expecting them to build a lodge;

B. That, where possible, the College offer to lease land on the campus to colonizing Greek organizations who will build lodges consistent with the present lodges, and;

C. That the College offer to repurchase at a fair price and acceptable terms the lodges owned by existing fraternities and sororities (in which event, they would no longer occupy the lodge).

INFORMATION

Regarding Historically Black Fraternity/Sorority

The following are responses to the questions raised concerning the potential colonization of a traditionally black fraternity and sorority and related matters.

1. What are the Rhodes policies and procedures for colonizing a new fraternity or sorority?

The sororities are bound by the guidelines for extension (colonization) established by the National Panhellenic Conference (this is referred to on page 75, Article 8 of the Rhodes Student Handbook.) These agreements are spelled out on pages 58-61 on the NPC Manual and includes criteria for:

- assessing the need
- adding a new chapter (the first step is to consult with the administration)
- order in which potential fraternities should be contacted
- campus visitations
- housing and other campus requirements
- issuing an invitation via College Panhellenic and the administration.

There have been no new fraternities added to Rhodes in over 50 years and no formal policies currently exist for colonization -- either through Rhodes or the National Fraternity Executives Association. It is recommended that the IFC follow the same procedures outlined by the NPC for sororities.

2. What are the criteria and minimum requirements for colonizing?

This is totally dependent on the individual fraternity or sorority. There are no universal standards. However, in consulting with several historically black fraternities and sororities, the minimum requirements do not include housing but do include an initial membership group ranging from 4 to 15.

3. What are the costs to a student in belonging to a fraternity or sorority?

For the present fraternities and sororities at Rhodes the costs vary greatly, ranging from \$25-50 per month. Because the focus of most historically black fraternities and sororities is less social and more service-oriented, the monthly costs may be less.

4. Do any of the nation's top liberal arts colleges have black fraternities and sororities? If yes, what has their experience been?

Wesleyan (CT.) has two predominantly black fraternities and two black sororities. No white students are involved in these organizations.

Tulane University has one black fraternity - Kappa Alpha Psi. Most of their black students interested in fraternities or sororities go off-campus to other colleges in New Orleans. The fraternity "has a very low profile."

Denison College has two historically black groups - one fraternity and one sorority. They both are small, with some white students in each.

Lake Forest College has one local, primarily black fraternity. It is a social/service group that is also coed. It is not a residential group and exists primarily for social purposes. Because it is a local, there is some problems with hazing, particularly with no national organization to oversee it.

5. Would a (historically?, predominantly?, exclusively?) black fraternity and sorority invite all black students to join, or only some of them?

Like any fraternal organization, membership is a selective process. Thus, not all interested students, black or other race, would necessarily get a bid from the chapter.

6. Would a historically black fraternity and sorority both rush and invite white students to join? If yes, could the black organizations continue to meet the special needs of black students? Would black students still be rushed by predominantly white fraternities and sororities?

Yes, they do not discriminate on the basis of race. Depending on the chapter that is selected, they all have some level of non-black student involvement. Because the culture and purpose of the traditionally black fraternities and sororities are so different than the white groups - particularly in relation to community service and scholastic standards - the appeal would still be greater for the black students than the present greek chapters at Rhodes. Black students would still be encouraged to participate in the campus-wide rush, this would only extend their options.

7. Would having a historically black fraternity and sorority provide additional and desirable options for our black students, or would it tend to divide, fragment, and alienate black students?

As requested by the black students in their original list of Minority Issues, the addition of a historically black fraternity and sorority would only add to their options for social life on campus. However, the feeling of alienation by black students not given a bid may increase.

Because any new fraternity or sorority at Rhodes would be expected to take part in the IFC or Panhellenic groups on campus, it should only serve to enhance interaction in a more systematic way than currently exists.

8. Should there be Greek chapters for racial/ethnic minorities other than black students?

If the demand and opportunities existed, we might want to consider that option - at this point we have neither.

9. Would it be a viable alternative to declare BSA to be a fraternity/sorority with representatives on the Interfraternity Council and on Panhellenic?

The goals and purposes of the BSA, open and non-selective to all students, are different in focus than what a fraternity or sorority would have.

The BSA exists "to promote and coordinate the efforts of Black students at Rhodes College." Their purposes are:

- To coordinate and promote the efforts of Black students;
- To work in conjunction with other organizations that have the interest of the Black community at heart;
- To channel communication whereby Black students may participate more in campus social life;
- To bring in exhibitions of Black culture;
- To further understanding of the conflict between the races;
- To recruit and orient new Black students to the College.

As is obvious, the purpose of BSA is more comprehensive and inclusive of all Black students than a fraternity or sorority might be.

10. If this were done, then some fraternities and sororities would have houses, others would not. This would look to visitors like first and second class citizenship (separate and unequal -- the very worst aspects of segregation). How would the College respond to this accusation?

It would be important to offer to any new fraternity or sorority the same option afforded the other chapters currently on campus - College land on which to build a facility if they should choose to. It is also important to be sure that the offer to colonize without building a lodge not be limited to historically black organizations. Because of the size that either of the historically black chapters is likely to be, requiring only 7-12 members to colonize, it is unlikely that they will be able to afford the construction of a new facility. However, the opportunity to do so should exist.

In addition, it will be important to identify a meeting space on campus for the use of all new sororities and fraternities, if at all possible.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - APRIL 22 1988

Members present:

Board: Mr. Jenkins (Chair), Mr. Crabtree, Mr. Bryce
Faculty: Dr. McMahon
Student: Ms. Adams
Staff: Dean Dunathan, Dean Llewellyn, Mrs. Handwerker

The meeting was called to order at 2:30 p.m. by Mr. Jenkins.

The committee asked for an overview of the process leading to tenure and promotion recommendations for Faculty. Dean Llewellyn explained the AAUP requirements, and Dean Dunathan gave a brief summary of his recommendations to the President for Professors Wetzel and Brady. Mr. Crabtree suggested and the committee agreed that it would be helpful for the committee to have in advance of the Spring Board of Trustees Meeting some biographical background (vita, teaching assignments, etc.) about each professor being recommended for tenure and/or promotion. Professor McMahon suggested that it might be informative for Trustee members of the committee to visit the classrooms of those being considered for tenure and/or promotion. Dean Dunathan added that it might be helpful for members of the Board of Trustees to visit classes of all junior faculty in an effort to become better acquainted with them.

The committee received the recommendations of the President that:

Dr. Christopher Wetzel, Assistant Professor of Psychology, be promoted to Associate Professor of Psychology effective with the 1988-89 contract and be granted tenure effective with the 1989-90 contract.

Dr. Jennifer Brady, Assistant Professor of English, be promoted to Associate Professor of English effective with the 1988-89 contract.

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

Dean Dunathan distributed information on new Faculty appointments and briefly discussed each one, highlighting particular areas of interest. The introduction of the newly appointed Arabic professor led to a discussion on the importance of offering Eastern languages as well as classical and romance languages and the relationship of these languages to other disciplines. It was mentioned that the College had just received a grant to help develop the Japanese language program.

Dean Llewellyn distributed a preliminary profile of the Faculty for 1988-89 by department which showed the number of professors on appointment, those teaching full and part-time, those on sabbatical, and those on leave or released time.

Dean Llewellyn explained the origin of the Hill-Mellon Presidential Discretionary Grant and the process by which awardees are selected. He distributed the list of recipients for 1988-89 and noted that of the seven successful proposals, five involved the use of computers in some fashion. Dean Llewellyn described the new agreement which the College recently made with Apple and the establishment of a MacIntosh lab on campus.

Professor Kenneth Williams, chair of the Mathematics Department, gave an overview of his department citing specifically its growth over the last few years. The course offerings of the department were explained with emphasis being put on the development of special courses which could be taken and understood by non majors and majors alike. One specific course mentioned was a non-trigonometry based calculus for which one of the math professors is writing the textbook. He described plans for a conference at Rhodes in 1988-89 on CHAOS.

Dean Dunathan then briefly mentioned four topics not on the agenda:

1. The development of the Rhodes In Europe semester abroad programs.
2. A completed revision by the Faculty Executive Committee of the Faculty Policies and Procedures.
3. The prospect of a new Faculty salary system.
4. The decision by the Dean, Chair of Theatre and Media Arts, and Faculty Executive Committee to drop the media track from that major.

These will be discussed further at the fall meeting.

There being no further business, the meeting was adjourned.

REPORT OF THE COMMITTEE ON FINANCE - APRIL 22, 1988

The meeting of the Committee on Finance was called to order by Mr. S. Herbert Rhea, Chair Pro Tem, at 2:15 on Thursday, April 21, 1988, in the Hill Board Room, Palmer Hall. Other members in attendance were: Mr. Mike McDonnell, Mr. Chuck Orvis, Dean Allen Boone, Mr. Mac McWhirter and Todd Emily. Mr. Rudner, Chair, was not present due to family illness.

Mr. McWhirter reported that the Committee on Investments held their quarterly meeting on Friday, February 19, 1988. Mr. McWhirter presented the results of the BHMS performance for the quarter which showed a 9.2% gain on investments. A report was presented recapping the monthly performance for the period from September 1987, to March 1988. Since September, the portfolio has decreased in market value by \$5,337,065 to a total of \$24,341,666 at March 31, 1988. During the first quarter of 1988, Barrow, Hanley has outperformed the Dow Jones average by 5.7% and the S&P 500 by 3.5%. Other major items of discussion noted on the Investment Committee minutes included a student proposal for total divestment of South Africa related stocks and a desired policy for a South Africa free portfolio. Mr. Rudner accepted the report on behalf of the Committee. The students were advised that at the next Investment Committee meeting their proposal would be reviewed in depth and a recommendation forwarded to the Finance Committee when it convenes again in October 1988.

Dean Boone presented the final draft of the 1988-89 Operating Budget (Attachment 1) for the Committee's approval. Dean Boone explained the major adjustments from the January proposal to be the addition of the Rhodes-In-Europe program, increases in Fringe Benefit and Salary Budgets, and an increase in the Emergency Fund. The cost has been offset by a 1% decrease in selected Non-Salary & Auxiliary Enterprise Budgets, a 1/2% decrease in the Financial Aid Budget (approximately \$25,000), and an increase in Special Studies Income. The Tuition, Room & Board increases approved in January remain the same. The Committee unanimously voted to recommend adoption of the Budget to the Board on Friday.

Dean Boone then presented the 1988 Renovation and Replacement Budget (Attachment #2) to the Committee for approval. Mr. Rhea led a discussion of items submitted for funding and noted that the Budget Team has prioritized this list. The level of funding will depend on the operating surplus for this fiscal year. Highlights of the budget include \$77,000 for the Early Retirement Program, \$70,000 for renovation to Trezevant, \$25,000 for the Evergreen Classroom lease, and \$35,000 for required renovation to the Moore Moore Infirmary. Mr. Rhea mentioned his concern regarding early retirements being funded through Renovation & Replacement rather than as a currently budgeted item. The Committee asked the staff to research the justification for continuing this practice and to make a report by the next meeting. The Committee unanimously voted to recommend adoption of the resolution to the Board as presented.

Mr. McWhirter presented the Current Budget Year-to-Date (Attachment #3) to the Committee. Mr. Rhea inquired as to the forecasted surplus for 1987-88, and Dean Boone informed the Committee that the range of anticipated surplus before R&R expenditures was \$275,000 - \$325,000.

Mr. McWhirter also presented the Report on Insurance and noted the Directors' and Officers' Liability Insurance has recently been renewed at the same coverage as the preceding year. All other coverage remains the same with the exception of an addition to athletic insurance and, also, additional coverage for newly acquired assets.

The Committee discussed the current efforts of a select subcommittee of the Board which is examining the College's financing alternatives, long-term debt structure and funding options.

Mr. Mike McDonnell noted the importance of endowment growth as outlined in the Plan for Excellence draft. The Committee further discussed the capital improvements list and the funding of these projects in relation to endowment growth.

There being no further business, Mr. Rhea dismissed the Committee at 4:10.

ATTACHMENT #1

TO: Committee on Finance
 FROM: James H. Daughdrill, Jr.
 DATE: April 7, 1988
 RE: Final 1988-89 Budget Recommendation

I recommend the following final budget for 1988-89:

	BUDGET 1987-88	BUDGET 1988-89
INCOME:		
Tuition	10,594,584	12,241,820
Fees	551,630	1,052,191
Room & Board	3,546,404	3,778,548
Gifts & Grants	1,779,502	1,902,452
Endowment Income	2,935,000	3,345,054
Other Income	1,700,585	1,722,864
	<hr/>	
Total Income	\$21,107,705	24,042,929
EXPENSE:		
Salaries & Fringe	9,560,658	10,583,288
Non-Salary	11,547,047	13,459,641
	<hr/>	
Total Expense	\$21,107,705	24,042,929

TO: Finance Committee
FROM: James H. Daughdrill, Jr.
DATE: April 7, 1988
RE: Final Budget Proposed Changes

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

1. Addition of Rhodes-In-Europe Program
2. Increases in Fringe Benefit and Salary Budgets
3. 1% decrease in Non-Salary Budgets
4. 1/2% decrease in Financial Aid Budget
5. Increase in Special Studies Income
6. Increase in Emergency Fund

RHODES COLLEGE
BUDGET FOR THE YEAR ENDED 1989

	BUDGET 1987-88	% CHANGE	BUDGET 1988-89
TUITION AND FEES:			
Tuition (98%)	\$10,594,584	15.5%	\$12,241,820
Tuition-Summer School	\$25,000	-60.0%	\$10,000
Tuition/Fees RIE	0.00		\$333,305
Applied Music Fees	\$16,500	21.2%	\$20,000
Special Course Fees	\$6,000	58.3%	\$9,500
Application Fees	\$50,000	44.0%	\$72,000
Extra Hours	\$7,500	-33.3%	\$5,000
Graduation & Misc Fees	\$22,355	-2.3%	\$21,835
Registration & Transcripts	\$10,300	16.5%	\$12,000
Special Studies	\$297,875	44.4%	\$430,050
Preparatory Music	\$114,850	20.6%	\$138,500
TOTAL:	\$11,144,964	19.3%	\$13,294,010
ROOM AND BOARD:			
Room	\$1,954,608	7.2%	\$2,095,818
Board	\$1,591,796	5.7%	\$1,682,730
TOTAL	\$3,546,404	6.5%	\$3,778,548
GIFTS AND GRANTS:			
Church	\$102,300	-21.8%	\$80,000
Athletic Gifts			\$15,000
Annual Support Program	\$1,477,202	12.2%	\$1,657,452
Capital Funds - Unrestricted	\$200,000	-25.0%	\$150,000
TOTAL:	\$1,779,502	6.9%	\$1,902,452
ENDOWMENT INCOME:	\$2,930,000	14.2%	\$3,345,054
OTHER INCOME:			
Theatre	\$16,800	0.0%	\$16,800
Bookstore	\$661,500	12.0%	\$740,920
Interest Income	\$295,490	-3.6%	\$285,000
Swimming Pool	\$30,500	-4.9%	\$29,000
Indirect Cost Recovery	\$21,000	19.4%	\$25,084
Miscellaneous Income	\$60,555	-53.8%	\$28,000
Traffic Fines	\$9,500	57.9%	\$15,000
WLYX	\$9,700	2.1%	\$9,900
Dividends, Royalties, Commission	\$41,500	-47.0%	\$22,000
College Work-Study	\$124,764	0.0%	\$124,764
Athletic Income	\$2,700	-7.4%	\$2,500
ARA/PUB Work-Study	\$1,000	0.0%	\$1,000
Restricted Scholarships	\$204,536	-5.9%	\$192,488
Telephone	\$163,040	-44.8%	\$89,950
Faculty Housing	\$58,000	142.2%	\$140,458
TOTAL:	\$1,700,585	1.3%	\$1,722,864
TOTAL INCOME BUDGET:	\$21,107,705	13.9%	\$24,042,929
BUDGET ASSUMPTIONS:			
Tuition Rate	\$8,580	12.0%	\$9,612
Room Rate	\$1,794	5.0%	\$1,884
Board Rate	\$1,461	5.0%	\$1,534
TOTAL:	\$11,835	10.1%	\$13,030
Fall Enrollment	1260	N/A	1320
Dormitory Occupancy	1095	N/A	1108

	BUDGET 1987-88	% CHANGE	BUDGET 1988-89
EDUCATIONAL AND GENERAL			
INSTRUCTION AND RESEARCH:			
Art	\$12,216	0.9%	\$12,329
Religion	\$7,100	3.6%	\$7,353
English	\$16,807	0.3%	\$16,855
Foreign Language	\$10,912	12.8%	\$12,308
Language Center	\$2,093	4.7%	\$2,191
Music	\$25,144	10.6%	\$27,819
Philosophy	\$2,434	6.8%	\$2,600
McCoy Theatre & Media Arts	\$35,077	1.5%	\$35,595
Search Course	\$6,460	-2.9%	\$6,275
Music Academy	\$7,175	50.9%	\$10,825
Anthropology & Sociology	\$9,500	5.4%	\$10,010
Economics & Business	\$14,638	8.3%	\$15,852
Education	\$3,624	4.6%	\$3,792
History	\$7,391	26.2%	\$9,328
International Studies	\$12,318	10.6%	\$13,622
Political Science	\$8,478	3.3%	\$8,755
Psychology	\$9,208	14.3%	\$10,527
Biology	\$29,425	3.0%	\$30,312
Chemistry	\$26,252	6.3%	\$27,898
Mathematics	\$9,248	23.9%	\$11,454
Physics	\$9,607	-2.2%	\$9,395
Summer School	\$1,550	-51.6%	\$750
Interdisciplinary	\$1,215	-18.9%	\$985
WLYX	\$9,405	4.0%	\$9,781
President's Academic Discretionary Fund	\$36,750	4.8%	\$38,500
SUB-TOTAL	\$314,027	6.7%	\$335,111
Computer Center	\$145,015	6.9%	\$154,954
Faculty Res. & Devel.	\$80,000	25.0%	\$100,000
Kellogg-Food For Thought	\$11,750		
Rhodes In Europe	0.00		\$333,305
TOTAL:	\$550,792	67.6%	\$923,370
LIBRARY:	\$255,866	6.9%	\$273,572
ATHLETICS:	\$250,920	4.7%	\$262,812
STUDENT SERVICES:			
Swimming Pool	\$17,268	12.2%	\$19,370
Counseling Center	\$11,856	9.2%	\$12,947
Social Commissions	\$29,320	8.4%	\$31,779
Admissions	\$282,126	8.0%	\$304,671
Registrar	\$9,278	4.7%	\$9,715
Financial Aid Office	\$17,819	137.2%	\$42,264
Kinney Program	\$3,487	4.3%	\$3,636
Dean Of Students	\$51,155	47.9%	\$75,683
Health Services	\$15,029	37.9%	\$20,731
Student Center	\$2,268	4.3%	\$2,366
Publications Board	\$54,553	14.2%	\$62,274
Student Government	\$6,193	5.0%	\$6,505
Black Student Association	\$2,268	4.9%	\$2,380
TOTAL:	\$502,620	18.2%	\$594,321

RHODES COLLEGE
 NON SALARY EXPENSE DETAIL
 For The Year Ended June 30, 1989

	BUDGET 1987-88	% CHANGE	BUDGET 1988-89
PLANT OPERATIONS & MAINTENANCE			
Administrative Services	\$55,707	0.0%	\$55,707
Housekeeping	\$38,949	8.0%	\$42,065
Security	\$7,256	8.0%	\$7,836
Repairs & Maintenance	\$141,805	8.0%	\$153,150
Utilities	\$310,000	15.1%	\$356,800
Grounds	\$32,245	9.8%	\$35,395
Trucks & Autos	\$0		\$0
Mail Room	\$2,025	60.5%	\$3,250
TOTAL:	\$587,987	11.3%	\$654,203
GENERAL ADMINISTRATION			
Board Meetings	\$16,350	3.1%	\$16,850
President's Office	\$194,082	1.2%	\$196,314
Dean of Acad. Affairs	\$138,572	-7.0%	\$128,873
Provost Office	\$48,651	9.6%	\$53,324
Comptroller's Office	\$68,882	3.0%	\$70,952
Staff Training & Development			\$17,800
Institutional Research	\$6,065	52.9%	\$9,275
TOTAL:	\$472,602	4.4%	\$493,388
GENERAL INSTITUTIONAL			
Development	\$241,491	9.8%	\$265,151
College Relations	\$50,022	3.0%	\$51,523
Public Information	\$94,620	2.7%	\$97,172
Insurance	\$162,646	22.7%	\$199,520
TOTAL:	\$548,779	11.8%	\$613,366
AUXILIARY ENTERPRISES			
Residence Halls	\$337,200	8.0%	\$364,176
Debt Service	\$640,000	45.2%	\$929,000
Food Service	\$1,258,635	7.3%	\$1,350,581
Special Studies	\$222,472	30.0%	\$289,121
Bookstore	\$528,977	5.5%	\$558,225
Faculty Housing	\$46,000	215.9%	\$145,331
Telephone	\$94,847	99.1%	\$188,823
TOTAL:	\$3,128,131	22.3%	\$3,825,257
STUDENT FINANCIAL AID	\$4,585,263	10.5%	\$5,064,717
BUDGET COMMITTEE EMERGENCY FUND	\$42,189	178.7%	\$117,566
RENOVATION & REPLACEMENT (3% Total Budget)	\$632,000	12.4%	\$710,337
TOTAL NON-SALARY BUDGET	\$11,557,149	17.1%	\$13,532,909
TOTAL SALARY BUDGET	\$7,725,301	7.8%	\$8,326,080
TOTAL FRINGE BUDGET	\$1,832,857	19.2%	\$2,183,940
GRAND TOTAL	\$21,107,705	13.9%	\$24,042,929

ATTACHMENT #2

TO: Finance Committee
 FROM: James H. Daughdrill, Jr.
 DATE: April 7, 1988
 RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for Fiscal 1988 are determined, the College is authorized to distribute the surplus funds in the following established priorities:

<u>ITEM</u>	<u>DEPT.</u>	<u>PRIORITY</u>	<u>AMOUNT</u>
Early Retirements	Academics	1	\$77,000
Trezevant Renovations	PPlant	2	70,000
Evergreen Lease	PPlant	3	25,000
Moore Infirmary	PPlant	4	34,700
PKA Renovation	PPlant	5	28,000
Telephone Cable PKA	PPlant	6	9,000
Flatbed Truck	PPlant	7	21,000
Halliburton Cooling Tower	PPlant	8	12,000
Furniture	Special Studies	9	52,945
Office Furniture - 5 Fac. Offices	Academics	10	10,225
Dorm Furniture	PPlant	11	20,000
Computer Terminals - 5 Fac. Offices	Academics	12	16,500
Video Theatre Unit	Dean of Students	13	13,453
Stewart Shower Renovations	PPlant	14	16,000
PC Hardware, Software	Fin. Aid.	15	5,244
Toilets/University	PPlant	16	20,000
5 Macintosh Computers Faculty	Academics	17	14,000
Security Vehicle	PPlant	18	7,000
FJ Air Dampers	PPlant	19	15,000
Laser Printer	President's Office	20	3,500
Social Room Furnishings (2)	Dean of Students	21	24,000
Leaf Collection/Vacuum System	PPlant	22	8,500
Lynx Base	Provost	23	20,000
Architectural Book	College Relations	24	30,000
Boiler - White Residence Hall	PPlant	25	3,500
TOTAL			\$556,567

SUMMARY									
INCOME AND EXPENSE REPORT MARCH 31, 1988									
	1/12	MARCH	9/12 (75.0%)	YEAR TO DATE	ACTUAL /	ANNUAL	1987-88	1986-87	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET /	BUDGET	ACTUAL /	ACTUAL /	
					BUDGET		BUDGET	BUDGET	
INCOME:									
TUITION & FEES	927,234.33	87,050.98	8,345,109.00	10,989,878.01	131.69%	11,126,812.00	98.76%	97.94%	
SPECIAL STUDIES	22,406.67	9,043.62	201,660.00	192,103.19	95.24%	268,880.00	71.44%	354.84%	
INTEREST & OTHER	54,369.17	45,336.59	489,322.50	474,837.25	97.03%	652,430.00	72.77%	84.49%	
ENDOWMENT INCOME	244,583.33	-3,120.09	2,201,250.00	2,775,388.64	126.08%	2,935,000.00	94.56%	105.29%	
ANNUAL SUPPORT PROGRAM	148,291.83	66,589.81	1,334,626.50	1,095,114.08	82.05%	1,779,502.00	61.54%	67.98%	
TOTAL INCOME BUDGET	1,396,885.33	204,900.91	12,571,968.00	15,527,321.17	123.50%	16,762,624.00	92.63%	95.02%	
AUXILIARY ENTERPRISES	370,616.92	29,805.64	3,335,552.25	4,241,859.19	127.17%	4,447,403.00	95.37%	96.02%	
STUDENT AID	10,397.00	18,777.54	93,573.00	120,701.70	128.99%	124,764.00	96.74%	75.28%	
TOTAL INCOME BUDGET	1,777,899.25	253,484.09	16,001,093.25	19,889,882.06	124.30%	21,334,791.00	93.22%	95.73%	
EXPENSE:									
INSTRUCTION & RESEARCH	481,214.77	687,546.59	4,330,932.96	3,930,475.33	90.75%	5,774,577.28	68.06%	64.61%	
ATHLETICS	57,239.21	63,598.42	515,152.91	540,562.25	104.93%	686,870.54	78.69%	78.12%	
LIBRARY	51,373.86	59,809.09	462,364.77	466,412.92	100.87%	616,486.36	75.65%	74.05%	
STUDENT SERVICES	110,697.93	139,096.52	996,281.33	1,018,039.42	102.18%	1,328,375.10	76.63%	73.94%	
PLANT OPER & MAINT	161,822.45	198,310.66	1,456,402.07	1,490,260.67	102.32%	1,941,869.43	76.74%	78.31%	
GENERAL ADMINISTRATION	210,153.78	154,674.96	1,891,383.98	1,995,519.06	105.50%	2,521,845.31	79.12%	80.19%	
TOTAL EXPENSE BUDGET	1,072,502.00	1,303,036.24	9,652,518.02	9,441,269.65	97.81%	12,870,024.02	73.35%	71.79%	
AUXILIARY ENTERPRISES	260,829.04	244,583.14	2,347,461.36	2,513,942.39	107.09%	3,129,948.48	80.31%	90.70%	
SPECIAL STUDIES	29,384.82	29,391.73	266,463.35	268,102.49	93.81%	352,617.80	70.36%	92.17%	
STUDENT AID	345,621.92	1,655.66	3,110,597.25	4,103,845.51	131.93%	4,147,463.00	98.94%	100.15%	
TOTAL EXPENSE BUDGET	1,708,337.78	1,578,666.77	15,375,039.98	16,307,160.04	106.06%	20,500,053.30	79.54%	80.35%	
EXCESS OF INCOME / EXPENSE		-1,325,182.68		3,582,722.02					
BUDG CORR CONTINGENCY	16,894.81	0.00	152,053.28	-800.00	0.52%	202,737.70	0.39%	13.63%	
RENOVATION & REPLACENT	52,666.67	0.00	474,000.00	25,700.00	5.42%	632,000.00	4.06%	0.00%	
TOTAL EXPENSE BUDGET	1,777,899.26	1,578,666.77	16,001,093.26	16,332,060.04	102.06%	21,334,791.00	76.55%	77.96%	
EXCESS OF INCOME / EXPENSE		-1,325,182.68		3,557,822.02					