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## Minutes of the Meeting of Board of Trustees of Rhodes College January 28, 1988

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**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE**

January 28 and 29, 1988

**1-88-1** 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, January 28, 1988 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

Dr. Blount remarked that the dinner honoring President and Mrs. Daughdrill on the occasion of the celebration of their fifteen years with the College and the unveiling of a portrait of Dr. Daughdrill was indeed a special occasion.

Dr. Blount introduced and welcomed Mr. Thomas C. Shandley, Dean of Students, and Mr. N.P. (Mac) McWhirter, Associate Dean of Administrative Services and Comptroller.

The meeting was opened with prayer by Mr. Charles Cobb.

**1-88-2** 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  
Frank M. Mitchener, Jr., '90  
S. Herbert Rhea, '89  
Ray U. Tanner, '88  
William F. Winter, '88

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**HONORARY TRUSTEES**

Mertie Buckman  
Harold Ohlendorf  
Lorna Reimers  
Jeannette Spann

**LIFE TRUSTEES**

Palmer Brown  
Margaret Hyde  
Paul Tudor Jones  
P.K. Seidman

**ELECTED BY TRUSTEES**

Winton M. Blount, '90  
Jack A. Belz, '90  
Neville F. Bryan, '88  
Kenneth F. Clark, Jr., '89  
Charles P. Cobb, '90  
Nancy H. Fulmer, '88  
Robert F. Fogelman, '89  
Michael McDonnell, '90  
W. Neely Mallory, '90  
Joseph Orgill, III, '88  
William B. Rudner, '88  
Ronald Terry, '89  
James A. Thomas III, '88  
Norfleet R. Turner, '88

**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  
Ruthie J. Frierson, '90  
C. Stratton Hill, Jr., '90  
Robert H. Seal, '88  
S. Ray Zbinden, '88

**PRESENT BY INVITATION**

Peggy Arnold  
Allen Boone  
Harmon Dunathan  
Bob Eckert  
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

**1-88-3** The following Trustees were absent:

**SYNOD OF THE MID-SOUTH**

W.L. Davis, '90  
 John Richard de Witt, '89  
 John Hull Dobbs, '90  
 R. Lee Jenkins, '89  
 Frank E. Lankford, '88

**ELECTED BY TRUSTEES**

Dunbar Abston, '90  
 Harry J. Phillips, Sr., '89  
 Joseph Roberts, Jr., '89  
 Spence L. Wilson, '89

**SYNOD OF THE SUN**

A. Scott Kelso, '89

**LIFE TRUSTEES**

Robert D. McCallum  
 Norfleet Turner  
 John W. Wade  
 W.C. Raspberry

**HONORARY TRUSTEES**

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

Edward Jappe  
 John M. McMillan  
 Morrie A. Moss  
 John B. Ricker, Jr.  
 Alvin Wunderlich, Jr.

Mr. Clark declared a quorum was present.

**1-88-4** The Board approved as amended the minutes of the meetings of October 12 and 13, 1987. (Page 63, Exhibit J, contained the names of Karen Leigh Snyder, John Anthony Rose, and Bruce Alan Wallstedt inadvertently picked up from August candidates list.)

**1-88-5** The Board approved the appointment of Dr. Thomas C. Shandley to the Cabinet-level position of Dean of Students, replacing Dean Tansill Hille, who resigned to join her husband who had transferred to Atlanta.

**1-88-6** Dean Dunathan gave a report on his trip to visit colleges and universities in the Soviet Union. He devoted his report to a description of a tour of three Soviet Universities undertaken in November. He had visited the USSR a number of times in the '60's and '70's as a scientist, and in 1986, a group of faculty deans from other liberal arts colleges suggested that Dean Dunathan organize a tour of Soviet Universities for American Academics. That was done with the help of a small foundation grant.

Dean Dunathan briefly described the Soviet education system, the process of admission to Universities, faculty hiring, and the structure of Soviet Universities. He thanked the Trustees for the brief leave given him for this tour. The colleges represented on the tour were: Bates, Bowdoin, Dennison, Bucknell, St. Lawrence, Rollins and Spelman.

**1-88-7** President Daughdrill gave the following report.

He expressed his and Mrs. Daughdrill's appreciation for the recognition they received the previous night on the occasion of the celebration of their fifteen years with Rhodes.

He said one of the high points of his life was to chair the Association of American Colleges meeting in Washington two weeks ago. He said the meeting was well planned, well attended and was well praised. The theme was "The Meanings of success" which has to do with assessment, the measurement of how a college knows when it is doing a good job, that is, how to measure student outcome, and teaching measured in ways that unite students and faculty by focusing on what students learn.

While in Washington he met with the staffers of our Tennessee legislators, two each from the offices of Congressmen Harold Ford, Bill Alexander (Arkansas), Don

Sundquist, and Ed Jones. They are very much interested in what is going on at Rhodes. they encouraged Rhodes to submit a proposal for a building and/or program centered around the key word, "international."

While in Washington several college and/or university presidents including President Daughdrill were invited to meet with the editor of U.S. NEWS AND WORLD REPORT magazine. The presidents expressed concerns about the reporting methods concerning Liberal Arts I Colleges and Liberal Arts II Colleges. The magazine had misrepresented the data to its readership.

President Daughdrill brought to the attention of the Board the letter he had received from Mr. Bill Fogelman, that the Synod of Sun is proposing that they reconsider Rhodes' relationship with the Synod. We are the only institution in that Synod which is outside the geographic bounds of Synod of Sun and related to another Synod. (Letter is filed with original minutes.)

He asked that the following changes be noted in the Board agenda:

(1) Page 3, Student representative to the Enrollment Committee be changed to Tsega Gebreyes;

(2) Page 8, Committee on Development, the recommendation from President Daughdrill to set the level of endowment be postponed;

(3) Page 9, the need to look at the dollar levels of the giving societies in future years so that the purchasing power of those gifts will remain somewhat in the ballpark as they were originally. Thus, President Daughdrill recommended that Mr. Buckman, Chair of the Development Committee, appoint a sub-committee to look at the total question that involves both the endowment levels and the giving group levels, and to make a report to the Board and the subsequent committee;

(4) Page 19, Students and Campus Life Committee agenda, add the recommendation asking the Honor Council and the Social Regulations Council to amend their constitutions according to the recommendation set forth by the College attorneys. (Attachment A, pp. 8-10);

(5) Page 11, Faculty and Educational Program agenda, add recommendation for Board approval for granting of tenure upon appointment to Dr. Kenneth W. Goings, Associate Professor, Department of History, effective in the academic year 1988-89.

-President Daughdrill went over some statistics giving college rankings. (copy filed with original minutes) He feels that Rhodes has made good progress, and asked that the Number One priority for the Faculty and administration be Retention; and the Number One priority of the Board be Endowment. These are the two critical areas where progress must be made if Rhodes is to continue making progress among the top liberal arts colleges in the nation.

1-88-8 Dr. Blount called on Mr. Templeton to give the details for the Board dinner party which was being hosted by Trustees and Spouses in celebration of the completion of the Ten-Year Campaign. The Reception was held in the Orgill Room at 6:30 with dinner following at 7:30 in the West Hall of the Refectory.

1-88-9 At 3:00 p.m. the meeting adjourned to Committee Meetings.

FRIDAY, JANUARY 29, 1988

1-88-10 The Board of Trustees resumed the meeting on Friday, January 29, 1988, at 8:55 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. Frank M. Mitchener, Jr.

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

SYNOD OF THE MID-SOUTH

William H. Bryce, Jr., '89  
Robert H. Buckman, '90  
John R. de Witt, '89  
Frank M. Mitchener, Jr., '90  
Ray U. Tanner, '88

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

HONORARY TRUSTEES

Mertie Buckman  
Lorna Reimers  
Jeannette Spann

LIFE TRUSTEES

Palmer Brown  
Margaret Hyde  
Paul Tudor Jones  
P.K. Seidman

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Jack A. Belz, '90  
Neville F. Bryan, '88  
Kenneth F. Clark, Jr., '89  
Charles P. Cobb, '90  
Nancy H. Fulmer, '88  
Robert F. Fogelman, '89  
Michael McDonnell, '90  
W. Neely Mallory, '90  
Joseph Orgill, III, '88  
William B. Rudner, '88  
Ronald Terry, '89  
James A. Thomas III, '88  
Norfleet R. Turner, '88  
Spence L. Wilson, '89

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Marshall E. McMahon, '88  
Marsha Walton, '89

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James Michael Mangrum  
Eileen F. Ruffin

SYNOD OF THE SUN

John H. Crabtree, '89  
Ruthie J. Frierson, '90  
C. Stratton Hill, Jr. '90  
Robert H. Seal, '88  
S. Ray Zbinden, '88

PRESENT BY INVITATION

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

10-87-11 The following Trustees were absent:

SYNOD OF THE MID-SOUTH

Bruce E. Campbell, Jr., '88  
W. L. Davis, '90  
John Hull Dobbs, '90  
R. Lee Jenkins, '89  
Frank E. Lankford, '88  
S. Herbert Rhea, '89  
William F. Winter, '88

ELECTED BY TRUSTEES

Dunbar Abston, '90  
Harry J. Phillips, Sr., '89  
Joseph Roberts, Jr., '89

SYNOD OF THE SUN

A. Scott Kelso, '89

**LIFE TRUSTEES**

Robert D. McCallum  
Norfleet Turner  
John W. Wade  
W.C. Rasberry

**HONORARY TRUSTEES**

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

Edward Jappe  
John M. McMillan  
Morrie A. Moss  
Harold Ohlendorf  
John B. Ricker, Jr.  
Alvin Wunderlich, Jr.

Mr. Clark declared a quorum was present.

**1-88-12** **REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP** - Mr. Norfleet R. Turner, Chair (Exhibit B, p. 11)

The Board approved the action that Mr. S. Ray Zbinden be nominated to the Synod of the Sun for re-election to the Rhodes Board of Trustees, Class of 1991, and that Mr. Henry Goodrich, former Trustee, be nominated to the Synod of the Sun for election to the Rhodes Board of Trustees, Class of 1991.

**1-88-13** Chair Turner announced that the following honorary degree nominees had accepted and would receive an appropriate degree at commencement:

**DOCTOR OF HUMANITIES**

Ellen Davies-Rodgers.....Memphis, Tennessee  
Educator, Historian, Churchwoman, Civic Leader

P. K. Seidman.....Memphis, Tennessee  
Partner (retired), Seidman and Seidman

**DOCTOR OF DIVINITY**

James Leighton Carter.....New Orleans, Louisiana  
Senior Minister, St. Charles Avenue Presbyterian Church

**DOCTOR OF LETTERS**

Marvin L. Kalb.....Cambridge, Massachusetts  
American Journalist and Author

**1-88-14** According to the college attorneys, Rhodes' Charter and By-Laws need several changes in light of Tennessee's new Nonprofit Corporation Act. Since the original Charter has been amended several times and is cumbersome and convoluted, it is recommended that the Charter be restated in its entirety, rather than amended again. The Restated (proposed) Charter, which was mailed with the January agenda, contains essentially the same information as that of the original Charter, as amended, with the exception of the omission of some language no longer necessary under present law and the addition of those provisions mandated by the new act. The Restated Charter was discussed and will be voted on at the April 1988 Board meeting in accordance with Article IX of the College By-Laws.

**1-88-15** **REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS** - Mrs. Nancy Fulmer, Chair. (Exhibit C, pp. 12-14)

The Board approved the following motion regarding an Architect for Physical Education Facilities Study:

**RESOLVED:** The Committee on Buildings and Grounds authorizes the Dean of Administrative Services to contract with one of the following firms in order of preference:

1. Sasaki Associates, Inc., Watertown, Massachusetts-Dallas, Texas
2. Jones Mah Gaskill Rhodes, Inc., Memphis, Tennessee
3. Hastings-Chivetta Architects, Inc., St. Louis, Missouri

to provide a thorough study and detailed recommendations, including budget estimates, for our Physical Education facilities, buildings and playing fields.

**1-88-16**      **REPORT ON COMMITTEE ON DEVELOPMENT** - Mr. Robert H. Buckman, Chair  
(Exhibit D, pp. 15-17)

The report was received. Mr. Buckman brought to the attention of the Board for consideration the new endowment requirements that are being recommended to help Rhodes attract and keep the best Faculty and students in the 1990's.

Whether or not the level of giving for the Diehl Society and other giving clubs should be increased in order to avoid erosion of the purchasing power of gifts was discussed and will be voted on at a future meeting.

**The Board approved the motion that Rhodes College offer to pay for the writing of any will or codicil that contains Rhodes as a direct beneficiary, up to a limit of \$200 per person.**

**The Board approved the motion that the College begin to plan a retreat to be held in 1989, similar to the one held in 1984 in Point Clear, Alabama.**

**1-88-17**      President Daughdrill asked that the members of the Synod of Sun meet with him during break to discuss Mr. Fogelman's letter.

**1-88-18**      **REPORT OF THE COMMITTEE ON ENROLLMENT** - Mr. Ray Zbinden, Acting Chair. (Exhibit E, pp. 18-20)

The report was received.

**1-88-19**      **REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM** - Mr. John Crabtree, Acting Chair. (Exhibit F, pp. 21-23)

**The Board approved the motion That Dr. Kenneth W. Goings be appointed to the Faculty with the rank of Associate Professor and with tenure effective in the academic year 1988-89.**      *(History)*

**1-88-20**      **REPORT OF THE COMMITTEE ON FINANCE** - Mr. William B. Rudner, Chair.  
(Exhibit G, pp. 24-38)

**The Board approved the motion that the preliminary budget for 1988-89 be adopted with the condition that the College study the relationship between the budget and future tuition increases.. (pp. 33-36)**

**1-88-21**      **REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE** - Mr. Robert H. Seal, Acting Chair. (Exhibit H, pp. 39-40)

**The Board approved the motion to ask the Social Regulations Council, the Honor Council, and the Administration to work together in developing an amendment to their respective Constitutions to address the liability and authority issues raised by the Board and described in the President's memo of January 25, 1988.**

1-88-22

Dr. Blount, under New Business, mentioned that some trustees wondered if a one-day format for Trustee meetings would better serve out-of-town members, with the meeting beginning with a social function the previous night. After discussing pros and cons, it was suggested that a questionnaire be sent to the Trustees.

President Daughdrill commented that the Buckman Hall rendering was a beautiful work of art. The building will be south of Burrow Library and face North Parkway and is referred to as "the signature building," because it will be the one that will be the first introduction to people driving past Rhodes on North Parkway.

President Daughdrill re-emphasized what he feels will be the two things that will be the primary emphases for 1988 to make the biggest gains for Rhodes (1) retention, (Faculty and administration) and (2) endowment (Board of Trustees).

President Daughdrill reported that he and the Synod of Sun Trustees had met and that they plan to mobilize Rhodes alumni in the Synod, especially the ministers, to fight the expulsion of Rhodes from the Synod.

President Daughdrill said that he had been inordinately proud of what Rhodes has accomplished because of the contributions of so very many people. He said that he did not know of a better team in a similar institution anywhere. He especially expressed appreciation to the Board for what they do. He said that it was difficult, if not impossible, to single out a person or small group for a special commendation, but it seemed appropriate at the close of the Ten-Year Capital Campaign that that person be Dean Don Lineback. He and his staff illustrate the increasing quality of ability in leadership, and that there be a special vote of commendation to Dean Lineback.

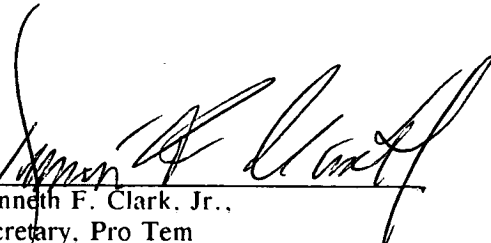
**The Board voted that President Daughdrill write on behalf of the Board, with the approval of the Board Chair, to express appreciation, respect and admiration for what Dean Lineback has done at Rhodes, and that such expression be spread upon the minutes of the Board. (Resolution follows)**

RESOLVED: That the Board of Trustees of Rhodes College records and spreads upon these minutes its deep gratitude to Dean Donald Lineback for his leadership, inspiration, and tireless efforts throughout the 10-Year Campaign. His commitment to Rhodes and to the success of this monumental undertaking is key to the College's having realized more than \$100 million in current and future gifts. For this achievement and for what he means to the life of Rhodes, we express our sincere appreciation."

This resolution of appreciation to Donald June Lineback, Rhodes Dean of Development, was adopted unanimously by the Board of Trustees on January 29, 1988.

1-88-22

The Board went into executive session at 11:20 A.M.

  
Kenneth F. Clark, Jr.,  
Secretary, Pro Tem

To: Students and Campus Life Committee

From: James H. Daughdrill, Jr.

Date: January 25, 1988

Subject: Student and College Liability

In April of 1987 the Committee asked us to look into the question of subjecting students to undue liability exposure and the question of College liability in cases where the Honor Council and the Student Regulations Council had "final" authority regarding disciplining and expulsion.

We had hoped to have a recommendation ready for the October, 1987 meeting of the Board, but because of Dean Hille's leaving and the turnover in student leadership of these organizations, we did not feel that students had been adequately consulted on the matter.

The College attorney reviewed the matter and met with the officers of the Honor Council. Provost Kepple met with the officers of both the Honor Council and SRC.

The recommendation of the College attorney is attached.

Therefore, I recommend that the Board of Trustees ask the two student organizations to so amend their respective constitutions.

LUCIUS E. BURCH, JR.  
 HENRY S. PORTER  
 JAMES F. NEWMAN  
 MAS CATES  
 DUNCAN  
 A. STEMMLER  
 JOSE LATHRAM  
 J. FEIBELMAN  
 DEWITT M. SHY, JR.  
 HENRY P. DOGGRELL  
 R. MICHAEL POTTER  
 JOHN W. CHANDLER, JR.  
 JOHN J. HEFLIN III  
 DAVID J. HARRIS  
 WARNER B. RODDA  
 HOLLY K. LILLARD  
 SAM L. CRAIN, JR.  
 NATHAN A. BICKS  
 STEPHEN O. CRAWLEY  
 SHEILA JORDAN CUNNINGHAM  
 KATHY L. HAYEK

*(X) Mr. Down*  
*(Stapled)*

*Down*  
*Mitchener*  
*Cobb*  
*Kelso*  
*de Witt*  
*Larkford*  
*Seal*  
*Winter*  
*Spann*

LAW OFFICES  
**BURCH, PORTER & JOHNSON**  
 130 NORTH COURT AVENUE  
 MEMPHIS, TENNESSEE 38103  
 TELEPHONE 901-523-2311  
 TELECOPIER 901-523-7140

CHAS. N. BURCH 1-668-1938  
 H. D. MINOR 1-668-1947  
 CLINTON H. MCKAY 1-669-1943  
 JESSE E. JOHNSON, JR. 1-913-1960

5060 POPULAR AVENUE  
 SUITE 411  
 MEMPHIS, TENNESSEE 38110  
 TELEPHONE 901-763-1221  
 TELECOPIER 901-761-9025

December 4, 1987

*Dear Kovach*  
*Mr. John Tully*  
*SRC (copy)*  
*Honor Council Pres.*  
*J. Hail*

*Dr. Iskander*  
*Students*  
*Conrad Lehfeldt*  
*Mike Mangrum*  
*Eileen Ruffin*  
*Jenna Adams*

**HAND-DELIVERED**

*R-*

*From:*  
*JD*  
*Make good to me.*

*Jin,*

*I think this is the*  
*single straight forward*  
*way to handle this.*

*Tom.*  
*Katie Bristol*

Dr. Thomas R. Kepple, Jr.  
 Provost  
 Rhodes College  
 2000 North Parkway  
 Memphis, Tennessee 38112-1690

Dear Dr. Kepple:

Enclosed please find a memorandum setting forth the revision of the Honor Council Constitution that Charlie Newman and I recommend. Please note that we have recommended the same changes in the SRC Constitution, since the SRC follows much the same procedure as the Honor Council.

Please let us know if you have any questions or comments.

Sincerely,

BURCH, PORTER & JOHNSON

*Lisa A. Krupicka*  
 Lisa A. Krupicka

Lisa A. Krupicka

*ppic*

LAK/dm  
 Encls.  
 cc: Charles F. Newman, Esq.

*Krupicka*

I.

HONOR COUNCIL PROCEDURE

I recommend the following change to the Honor Council Constitution under Article IX:

Add a new Section 4, as follows: "The President of the College has the right to review, and to alter, amend, or reverse, any decision affecting the rights of students. The President will exercise that right, with respect to Council decisions, only in exceptional cases."

II.

SOCIAL REGULATIONS COUNCIL (SRC) PROCEDURE

I recommend the following change to the SRC Constitution under Article IX:

Add a new Section 4, as follows: "The President of the College has the right to review, and to alter, amend, or reverse, any decision affecting the rights of students. The President will exercise that right, with respect to Council decisions, only in exceptional cases."

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - January 29, 1988 -  
Mr. Norfleet R. Turner, Chair

The Committee met in Room 201, S. DeWitt Clough Hall.

The meeting was called to order at 3:00 P.M. by Chairman Turner. Present were Trustees Winton M. Blount, Norfleet R. Turner, Neville F. Bryan, Charles P. Cobb, W. Neely Mallory, and Ronald Terry; Life Trustee L. Palmer Brown; Faculty member Tony L. Garner; President Daughdrill; Staff members Loyd C. Templeton, Jr., Helen W. Norman, and Josephine Hall.

The Committee discussed at length candidates to fill the expired terms of Board-elected Trustees for possible election at the April 1988 meeting to the Class of 1991.

The committee voted to recommend to the Board that Mr. S. Ray Zbinden be nominated to the Synod of the Sun for re-election to the Rhodes Board of Trustees, Class of 1991, and that Mr. Henry Goodrich, former Trustee, be nominated to the Synod of the Sun for election to the Rhodes Board of Trustees, Class of 1991.

Chair Turner announced that the following would be awarded honorary doctorates at commencement:

DOCTOR OF HUMANITIES

Ellen Davies-Rodgers.....Memphis, Tennessee  
Educator, Historian, Churchwoman, Civic Leader

P. K. Seidman.....Memphis, Tennessee  
Partner (retired), Seidman and Seidman

DOCTOR OF DIVINITY

James Leighton Carter.....New Orleans, Louisiana  
Senior Minister, St. Charles Avenue Presbyterian Church

DOCTOR OF LETTERS

Marvin L. Kalb.....Cambridge, Massachusetts  
American Journalist and Author

Mr. Turner noted that Mrs. Coretta Scott King was unable to accept her nomination for an honorary degree because of prior commitments.

The Committee discussed the proposed revised College Charter. According to the College attorneys, Rhodes' Charter and By-Laws, in light of Tennessee's new Nonprofit Corporation Act, needs several changes. Since the original Charter has been amended several times and is cumbersome and convoluted, it is recommended that the Charter be restated in its entirety, rather than amended again. The Restated (proposed) Charter, which was mailed with the January agenda, contains essentially the same information as that of the original Charter, as amended, with the exception of the omission of some language no longer necessary under present law and the addition of those provisions mandated by the new act. In accordance with Article IX of the College By-Laws the Restated Charter will be voted on at the April 1988 Board meeting.

REPORT OF THE COMMITTEE ON BUILDINGS & GROUNDS - January 29, 1988

The Committee on Buildings and Grounds met with the Committee on Development in Room 302 S. DeWitt Clough Hall for a presentation by Mr. Metcalf Crump and Mr. Berry Jones, Architects, on Buckman Hall. The meeting was called to order at 3:05 p.m. by Mr. Robert H. Buckman, Chair. Messrs. Crump and Jones gave a detailed review of Buckman Hall, a three-story, 35,000 sq.ft. academic building.

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

Nancy H. Fulmer, Chair  
Lorna A. Reimers  
Mertie Buckman

Kenneth F. Clark, Jr.  
Terry W. Hill  
Mike Mangrum  
E. Dudley Howe, ex officio

Special guests of the Committee were Provost Thomas R. Kepple, Jr., Mr. Charles Gordon, Mr. Metcalf Crump, and Mr. Berry S. Jones.

Messrs. Crump and Jones presented plans for the proposed Briggs Student Center Expansion and Construction. Question was raised by Mr. Mike Mangrum as to whether consideration had been given to expanding the Lynx Lair and its use as a Student gathering place. Mr. Howe explained the two driving forces for the project were the needs to consolidate the Campus postal functions and to expand the College Bookstore. Discussion centered around the need for social, recreational, and study areas for Students. Mr. Charles Gordon explained this question might be better answered during discussion of next Agenda item. Final plans for the Briggs Student Center will be presented at the April 1988 meeting.

Mrs. Fulmer asked Mr. Charles Gordon, Director of Athletics, for his comments on the recommendation by President James H. Daughdrill, Jr. to employ the firm of Sasaki Associates, Inc. for the Physical Education Facilities Study. Mr. Gordon endorsed the proposal and explained this is the result of a thorough study and on campus interviews with four architects. All comments from contractors and end-users pertaining to Sasaki were positive. He also pointed out that a well-planned facility would relieve students' needs for social and recreational areas as well as athletic areas.

Mrs. Fulmer read the following resolution for Architect for Physical Education Facilities Study as recommended by President Daughdrill:

**RESOLVED:** The Committee on Buildings and Grounds authorizes the Dean of Administrative Services to contract with one of the following firms in order of preference:

1. Sasaki Associates, Inc., Watertown, Massachusetts-Dallas, Texas
2. Jones Mah Gaskill Rhodes, Inc., Memphis, Tennessee
3. Hastings-Chivetta Architects, Inc., St. Louis, Missouri

to provide thorough study and detailed recommendations, including budget estimates for our Physical Education facilities, buildings and playing fields.

Motion was made by Mr. Ken Clark that the resolution be approved as read.

Motion was seconded by Mrs. Mertie Buckman.

Mrs. Fulmer asked for the vote.

**VOTE:** Unanimously approved.

Mrs. Fulmer asked Mr. Howe to report on the Fisher Garden project. He presented a working sketch and explained our need to increase seating capacity for high occupancy events. Professor Terry Hill questioned the need for a landscape architect for this specific project. Mr. Howe stated that in conjunction with the Master Plan and following the recommendation of two landscape architects and Professor John Olsen we are saving all trees and moving low plantings to the south and the east to increase seating by approximately 300. Since no trees are involved, he felt this work could be performed in-house. A portion of this work has been completed and the balance will be finished in the spring in time for Graduation Ceremony.

Revisions of the Master Plan as discussed at the October 1987 Board of Trustees meeting were presented by Mr. Howe. Provost Kepple explained our position with the City of Memphis and our request to have the campus rezoned to a "College-University" classification as has been done for Christian Brothers College and Memphis State University. Provost Kepple identified questions raised by our neighbors and indicated the College's willingness to negotiate. Major items have been agreed to in writing and signed by both the College and Vollandine-Evergreen Community Association. Two other neighborhood associations have not signed the agreement. A Memphis City Council member has requested a legal opinion which should clarify our position. Discussion about Board members contacting Council members was raised by Mrs. Fulmer. Provost Kepple said this would be beneficial, and if approval is not granted at the next City Council meeting, the College will employ more aggressive tactics.

Mr. Howe reported the status of the Burrow Library Renovation. Funds are now in place. When plans are reviewed by the Library Committee and revised construction costs received, work can proceed as early as spring 1988 with completion by fall 1988.

Mrs. Fulmer asked for an update on the Williford Expansion, Lynx Sculpture Base and Special Studies Building projects.

As requested by the Committee on Buildings and Grounds during the October 1987 meeting, plans for the fourth floor Williford Expansion have been revised to reflect a more realistic number of bed spaces, improved bath facilities, and the inclusion of some social/study area. Mr. Howe said the project is being considered for construction during the summer of 1989.

Plans for the Lynx Sculpture Base were reviewed. The base is to be located on Frazier Jelke deck at the southwest corner of Rhodes Hall. Mrs. Fulmer questioned whether we had considered slate to match the Diehl Statue Base. It has been recommended by Mr. Met Crump, Architect, to use rubble stone to match the stonework on Frazier Jelke.

Rhodes gains occupancy of the Pi Kappa Alpha Building July 1, 1988. The building will be occupied by Special Studies. No plans for renovation are considered at this time.

Professor Hill requested further discussion concerning the apparent inadequacy of social, recreational and study spaces on campus, particularly in the residence halls. After discussion the Committee felt the need for facts and figures. Professor Hill made the following motion:

"This Committee directs Dudley Howe to determine what the student needs are for study, social and recreational areas on this campus and report our means of addressing those needs by October 1988."

Motion was seconded by Mrs. Lorna Reimers.

**VOTE** - Unanimously approved.

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

REPORT OF THE COMMITTEE ON DEVELOPMENT - January 29, 1988 - Robert H. Buckman, Chair

Mr. Robert H. Buckman called the meeting to order at 3:00 p.m. The following members were present:

Robert H. Buckman, Chair  
Jack A. Belz  
Robert F. Fogelman  
James A. Thomas III '62  
Margaret R. Hyde '34  
P. K. Seidman  
Eileen F. Ruffin '89, Student Representative  
Diane M. Clark, Faculty Representative  
Donald J. Lineback, Staff  
Robert C. Eckert, Staff  
Teresa L. Varnon, Recording Secretary

Special guests: Architects Metcalf Crump and Berry Jones, and Peter Scott '89

The meeting began with a presentation by the architects of plans for Buckman Hall, which will house the departments of International Studies, Economics and Business, Political Science, the Computer Center and an AudioVisual Center. The exterior of the building, to be built south of the Library, is collegiate Gothic; the interior will be flexible in order to allow maximum use in the future, as departmental needs change. This will be a "high-tech" building, which will accommodate the latest in computer and communication advances. To date the College has received \$4 million in gifts and pledges toward the building, which will cost a total of \$7.8 million to build and endow.

Mr. Buckman presented the report on the three campaigns that were completed December 31, 1987:

--The Ten-Year Development Campaign was completed with total commitments of \$100.2 million.

--The Alumni Challenge Campaign, chaired by Margaret Hyde '34 and John Bryan '58, finished at \$9.5 million, including the \$4.0 million challenge grant; this goal was exceeded by \$1.5 million.

--The second phase of the Library Renovation Campaign, chaired by James Thomas '62, was successfully concluded. In the two phases of the campaign a total of \$2.5 million was given to renovate the Library and improve the collections.

Brenda Eckles reported on details of the campaign, using a Fact Book she had compiled. During the Ten-Year Campaign, over \$40 million was added to the endowment. Alumni committed approximately 23% of the campaign total of \$100 million, Trustees committed 24%.

Dean Lineback reported on plans for the evening's celebration dinner honoring benefactors and volunteer leaders of the Ten-Year Campaign, to be attended by 280 honorees.

Mr. Buckman led the discussion on the Endowment and Gift Club Requirements Resolution. The following recommendation of the President was accepted:

In light of Rhodes' opportunities and challenges in the decade ahead, I recommend that the Chair of the Committee on Development appoint a Subcommittee, which is charged with recommending the following to the Committee by October 1988:

What should be appropriate endowment levels for professorships, faculty fellowships and student scholarships in the 1990's? What should be the appropriate membership levels for the Diehl Society and other giving clubs in the 1990's?

Mr. Buckman appointed Miss Margaret R. Hyde '34 to chair the Subcommittee and Mr. P. K. Seidman to serve as Vice-Chair. He stressed the importance of their work as the first step toward ensuring a more adequate endowment as Rhodes approaches its Sesquicentennial in 1998.

Dean Lineback recognized new members of the Charles E. Diehl Society to date this academic year:

Sustainers

Mr. and Mrs. John B. Ricker, Jr. ('38), New York

Patrons

Mr. Bruce G. Allbright III ('74), Fresno, CA

Mr. and Mrs. Kenneth F. Clark, Jr., Memphis, TN

Mr. and Mrs. J. Lester Crain, Jr. ('51), Memphis, TN

Mr. and Mrs. W. L. Davis, Jr., Nashville, TN

Mr. and Mrs. J. L. Jerden ('59), Atlanta, GA

Dr. and Mrs. Harold F. Ohlendorf ('31), Osceola, AR

Mr. and Mrs. Wayne W. Pyeatt, Memphis, TN

Mr. and Mrs. Charles E. Reed ('42), Memphis, TN

Mr. and Mrs. ('75) Don Roman, Atlanta, GA

Mr. and Mrs. ('33) Jack R. Scott, Sarasota, FL

Dr. and Mrs. John J. Shea, Memphis, TN

Mr. and Mrs. John M. Wallace III ('75), Charlotte, NC

Mr. and Mrs. David D. Watts ('63), Los Angeles, CA

Dr. and Mrs. Terry E. Westbrook ('66), McComb, MS

To date, the 62 Charles E. Diehl Society members have committed \$411,717, a 10% increase over last year, thanks to the work of President of the Diehl Society Judith D. Mitchener '56. Three important trends in the Diehl Society are that younger persons are joining, alumni are joining in much larger numbers, and the geographic distribution is growing, with new members on both coasts, thanks to the Diehl Ambassadors and Mr. P. K. Seidman, Ambassador-at-Large.

Mr. Buckman asked Mr. Ken Clark to report on the important Trustee Annual Fund campaign.

Mr. Clark said that he is pleased to report that to date Trustees have committed a total of \$249,257 toward a goal this year of \$336,000. This means that \$87,000 is still needed in order for the Trustees to do their part to balance the College's budget.

He felt confident of about \$59,000 in new commitments, but urged those who have not made a gift this year to dig a bit deeper to cover the full \$87,000 and reach the Trustee's goal.

He thanked all the Trustees who worked with him on this campaign so diligently, and he especially thanked Trustees for their strong and generous support of Rhodes in so many ways.

Mr. Robert Eckert reported on Planned Giving. Heritage Society Membership, which recognized planned gifts to Rhodes, has tripled its membership since 1986: currently there

are 195 alumni and friends in this Society. In addition there are about 50 individuals who have not accepted membership in the Society.

The following motion was passed:

That Rhodes College offer to pay for the writing of any will or codicil that contains Rhodes as a direct beneficiary, up to a limit of \$200 per person.

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

**REPORT OF THE COMMITTEE ON ENROLLMENT - JANUARY 29, 1988** - Mr. S. Ray Zbinden, Acting Chair

The Committee on Enrollment was called to order at 2:35 p.m. by Acting Chair Ray Zbinden with the following members in attendance: Ms. Ruthie Frierson, Ms. Tsega Gebreyes, Dr. Stratton Hill, Dean Sally Thomason, Dr. Marsha Walton, and Dean Dave Wottle. Ms. Tsega Gebreyes was introduced as the new student representative to the committee replacing Kristin Dwelle.

Mr. Zbinden began by asking the committee members for comments on the Admissions Policies and Procedures Manual. Several questions were raised and answered about the minimum guidelines for admission to Rhodes and how the admission decisions were made. There was also a discussion on the use of subjective criteria in the decision making process and the possible future use and importance of alumni interviews.

The comment was made that we need more diversity on campus and better retention. Dean Wottle then discussed the College's efforts to recruit more black students. Dr. Hill, Dr. Walton, and Ms. Frierson mentioned the need for more black faculty members and for a support group or person on campus for our black students.

The motion was made by Dr. Hill, seconded by Ms. Frierson, and passed unanimously that:

"the Chairperson of the Faculty Committee on Admissions and Financial Aid be the faculty member of the Board Committee on Enrollment beginning in 1988-89".  
(Motion withdrawn after full discussion at Plenary session.)

**ADMISSIONS REPORT**

Dean Wottle reviewed the results of our Early Decision plan. The number of applications under the plan were lower this year than last year (88 vs. 114) but still the second largest number ever received by the College. As a result, fewer students were accepted (53 vs. 85 last year) and fewer paid their enrollment deposit (45 vs. 71 last year). The academic quality of the Early Decision applicants was also disappointing, although the quality of those students accepted under the plan was comparable to last year.

As of January 27, the number of regular decision applications was exactly equal to last year's number of 1,309. However, since the deadline for receiving applications from Bellingrath and Hyde nominees was moved up two weeks to January 15, it is difficult to know exactly where we stand in terms of application numbers. The encouraging news is that the quality of the regular decision applicant pool is outstanding. The GPA average is 3.72 compared to 3.39 last year at this time, the SAT composite average is 1173 vs. 1134 last year and the ACT composite average is 27 compared to 26 a year ago.

More students than ever before were nominated for the Bellingrath and Hyde Scholarships. Seven hundred forty seven students were nominated compared to 729 last year with 554 applying so far this year compared to a total of 574 applications last year.

**FINANCIAL AID REPORT**

Dean Wottle proceeded to discuss the financial aid program. He indicated that Rhodes' students' default rate is between 4.1% and 4.9%. A significant portion of those students in default are students who did not complete a degree program at Rhodes. All students in default were written in December and urged to contact their lender in order to cure the

default.

The budget compromise between the President and the Congress in December significantly reduced the expected adverse effects of funding for federal financial aid programs. No difficulty is anticipated in meeting the financial needs of students for 1988-89. During the month of February the College will be converting to a contract arrangement with First Wachovia Student Financial Services, Inc., to do billing, collecting, and accounting services on the Perkins Loan Program.

The student employment program at Rhodes will probably be under increased pressure to provide more funds to students through either increased hours or increased wage per hour. This will occur because of the treatment of student earnings in the Congressional Methodology of determining financial need. Cost of attendance is now at a level that will require significant student debt for many students. The ceilings on federal and state grant programs and available institutional grant funds leave little alternative to increased student loans. The average GSL debt of students graduating this spring is \$8,824. This figure will probably increase rapidly from now on unless the College is willing and able to provide increased grant support as the College's costs increase. It was noted that our students average debt is about \$150 less than the average debt of all private, liberal arts college students.

#### **COMMITTEE ON BLACK STUDENT RECRUITMENT REPORT**

A new Minority Student Task Force, under the chairmanship of Provost Tom Kepple, has been established and will study all aspects of black student life on campus, not just student recruitment. As a result, the committee felt it appropriate to discontinue its efforts and submit a report on its actions to date to the Committee on Enrollment.

A tentative draft of the committee's final report has been written and will be distributed this week to committee members for their comments. The report will then be given to the Committee on Enrollment in April.

#### **SPECIAL STUDIES REPORT**

Dean Sally Thomason reported the final figures for the 1987 Fall enrollment in Special Studies. There were 381 students in 24 classes. The one day Continuing Legal Education Forum on Legal Ethics drew 68 participants, mostly from Memphis but a number of lawyers came from West Tennessee, Mississippi, and Arkansas.

The speakers for the C. Whitney Brown Management Training Seminar on February 25, are Fred Smith and three of his management team from Federal Express; Robert Hernandez, Martha Thomas, and Steve Rutherford. Tickets were sold out as of last Monday, a month before the Seminar! There are 16 sponsors for the event at \$1,000 each. Proceeds will endow a full scholarship to Rhodes for a member of the Memphis Boys Club. It was suggested that the seminar be held at the Peabody since 200 more people could attend.

An increasing number of inquiries about the Adult Degree Program have been received. Most of the individuals who wish to come to Rhodes in this program need financial assistance. The Day Foundation has given the College a two-to-one \$10,000 Challenge Grant which will make available additional scholarship monies.

Thomas Teasley, Associate Dean of Special Studies, reported on the winter/spring non-credit offerings of the Meeman Center for Special Studies. The term which began on January 26, with the joint under-graduate and special studies course "1968: The Way We

Were", led by Dr. Grant Hammond, Chair of the Rhodes International Studies Department, offers 51 courses by 36 faculty and nine guest lecturers. This is an increase from 30 offered in the fall term and 28 offered a year ago. Mr. Teasley mentioned several of the courses offered during the semester. In addition, two trips are offered, one is a repeat of last year's successful journey to the Alabama Shakespeare Festival; the other is an eleven-day trip to England focusing on its theater and including the final European performance of the Rhodes Singers this year.

Mr. Teasley also discussed the summer plans for use of the Rhodes campus. In addition to its Summer School and the Special Studies non-credit class offerings, which continue through the summer, the Meeman Center will sponsor the following summer programs in 1988: The Institute for Executive Leadership will have its first summer retreat for alumni on June 10 - 12; Elderhostel will once again be offered at Rhodes from June 12 - 18 (courses offered will be Southern Literature, Music, and Memphis in the Civil War); the Rhodes Summer Resident High School Scholars Program takes place from June 19 - 30, a Master Teachers Institute for high school mathematics teachers funded by the Woodrow Wilson Foundation will be held from June 20-25. From July 16 to 24, the first Rhodes Primary Arts Management Institute will take place. This Institute, funded in part by a grant from the National Endowment for the Arts, is designed to offer local arts agency personnel, who have been working in the field for from one to four years, an opportunity to have an intensive learning experience in various phases of arts management and leadership.

Among the guest conferences scheduled to take place on the Rhodes campus this summer are: a High School Cheerleaders Camp, The Memphis Cenacle Retreat League, a two-week Montessorri workshop, two one-week First Tennessee Bank Management Training Seminars (residential), the Baptist Founders Conference, Mike Clary's Football Camp, Leadership Memphis, and other one-day meetings.

Dr. Walton also mentioned that participants in REAP (Rhodes Educational Alternative Program) will be on campus this summer.

There being no further business, the meeting was adjourned at 4:35 p.m.

**REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM** - January 29, 1988 -  
Mr. John Crabtree, Acting Chair.

Members present: Mr. Crabtree, acting chair; Mr. Orgill; Mr. Bryce; Mr. Ohlendorf; Mr. Mitchener.

Faculty present: Dr. McMahon; Prof. Garner, as an invited guest.

Students present: Ms. Adams.

Mr. Crabtree, appointed acting chair in the absence of Mr. Lee Jenkins, called the meeting to order at 2:40 P.M.

Dean Dunathan reviewed the Faculty recruitment for 1988-89. (A summary is attached for the official minutes of the Board.) Sixteen positions within the Faculty are affected by some form of change ranging from replacement resulting from retirement to replacement for a leave of absence. Four positions are new appointments to the Faculty for 1988-89. A brief discussion of the "selling points" on behalf of the College followed.

The Dean was asked to review in a summary fashion departmental strengths and the efforts currently underway to improve the academic programs of the College. Dean Dunathan noted the need to ensure the appropriate mix of Faculty and number of students studying in a discipline for the "health" of a department. Adjustments in Faculty appointments and less reliance on part-time Faculty were cited as obvious ways of improving academic programs among others.

The Dean introduced the President's recommendation that Dr. Kenneth Goings, candidate for a position in the Department of History, be granted tenure at the time of appointment. (A copy of Dr. Goings' curriculum vitae is filed with original minutes.) The Dean outlined Dr. Goings' qualifications. The motion to approve the President's recommendation was made, seconded, and passed.

**The Committee recommends to the Board of Trustees the following action:**

**That Dr. Kenneth W. Goings be appointed to the Faculty with the rank of Associate Professor and with tenure effective in the academic year 1988-89.**

The early sabbatical program was discussed: 1988-89 will be the second year in which this program will operate. Three Faculty members have been selected for these advanced sabbaticals of one academic semester: Dr. Morris (Religion); Dr. Marshall (English); Dr. Stanley (International Studies). Part-time replacements will be appointed to supplement the teaching in the department affected.

Dean Dunathan presented new curricular developments at the College. A new semester abroad program will be initiated in July of 1988. The program will be housed at Rhodes for four weeks and at Oxford, England, for seven weeks. Two faculty members from Rhodes and six Oxford tutors will conduct the program. Travel on the continent for four weeks will follow the "classroom" experiences. Dr. Clifton is the Rhodes coordinator for the program. This is a Rhodes program with credit earned directly applicable for a Rhodes degree.

The College has also become associated with five other colleges for a program in Jerusalem in 1988-89.

The course "1968--The Way We Were" was discussed. The course focusses attention on the events of 1968 that were formative for the period that followed, including the Tet Offensive of the Vietnam War, the Kennedy and King assassinations.

Prof. Tony Garner, Chair of the Department of Theatre and Media Arts, was invited to give an overview of the curriculum developments in the department. He reviewed both the Faculty growth and the curriculum expansion over the past eight years. He made special note of the introduction of the internship program. This year the department began the repertory format for the production of plays; seven plays will be produced in 1987-88.

The Committee affirmed that the Deans should continue to invite presentations from department chairs at each meeting. The intent is to learn how departments have modified curriculum and courses in light of calendar and degree requirement changes.

Dean Llewellyn presented several reports on matters in which the Committee had previously expressed interest. The change in daily class schedule for 1988-89 was noted. Additional regularly defined class periods will offer greater flexibility for class schedules. The analysis of "average class size" (17.1 in first semester) and "student experienced class size" (25.8 in first semester) was reviewed. The relationship to the student/faculty ratio was examined. Profiles for average salaries for Faculty were presented, along with comparisons with the College's goal for Faculty salaries. There was a brief discussion of exactly how the College's goal for Faculty salaries should be defined.

Mr. Crabtree called for new business and further discussion. None appearing the meeting was adjourned at 4:20 P.M.

Recruitment, 1987-88  
Rhodes College

**Department:**                      **Type of Position:**

=====

Anthropology-	
Sociology	Full-time replacement (tenure-track)
Art	Sabbatical replacement
Biology	Leave of absence replacement
Biology	Leave of absence replacement
Business	
Administration	Full-time, upgrade position (tenure-track)
Business	
Administration	Full-time, change from part-time (nontenured)
Economics	Full-time, new appointment (tenure-track)
English	Full-time, replacement (tenure-track)
English	Full-time, new appointment (tenure-track)
English	Leave of absence replacement
Foreign Languages	Full-time, replacement (nontenured)
History	Full-time, replacement (tenure-track)
History	Full-time, replacement (tenure-track)
History	Full-time, new appointment (tenure-track)
International	
Studies	Full-time, new appointment (tenure-track)
Mathematics and	
Computer Science	Full-time, replacement (tenure-track)
Political Science	Full-time, replacement (tenure-track)
Psychology	Full-time, replacement (tenure-track)
Religion	Sabbatical replacement
Religion	Full-time, replacement (nontenured)

TOTAL = 20 positions

**REPORT OF THE COMMITTEE ON FINANCE - JANUARY 29, 1988 - Mr. William B. Rudner, Chair**

Mr. Rudner convened the meeting of the Committee on Finance at 3:05 in the Hill Board Room of Palmer Hall. Other members in attendance were: Mr. Bruce Campbell, Mr. Michael McDonnell, Mr. Herbert Rhea, Mr. Ray U. Tanner, Mr. Allen Boone, Mr. Chuck Orvis, Mr. N. P. McWhirter and Mr. Todd Emily.

Mr. Rudner welcomed Mr. McWhirter to the College as the new Associate Dean of Administrative Services and Comptroller.

Dean Boone gave a report on the Current Budget Year-to-Date (Attachment #1) with a chart (Attachment #2) depicting comparison of income/expense since FY84. The operating results to date reflect \$5.2 million in income over expense. Dean Boone explained that operating expenses were running slightly higher due to the change in the Calendar requiring earlier commencement of classes.

Mr. McWhirter distributed the Cash Management Report (Attachment #3). He noted the current yield is 7.62% with an average life of 4.29 months. Mr. Rhea commented that this yield is in keeping with Rhodes' conservative investment policy.

Mr. McWhirter also reviewed the Real Estate Report (Attachment #4) with the Committee. He stated that the properties being held by the College are the same as those reported in January 1987, with the exception of those condominiums purchased in the Parkway House complex. The budget reflects the purchase of 17 units in the past 18 months. Presently all Parkway House units are occupied. Mr. Rudner told the Committee that plans for the sale of Spann Island have been delayed until a more practical sale agreement can be negotiated.

Dean Boone presented the 1988-89 Preliminary Budget (Attachment #5). The budget is based on a FTE of 1320 as compared with actual FTE for the current fiscal year of 1260. Dean Boone explained that the proposed increases in Tuition, Room and Board (12%, 5%, 5% respectively) reflect increases in the quality of Student Services, Instruction and Research, Financial Aid, the on-going expense of expanding College facilities and other costs associated with the Plan for Excellence. Dean Boone noted that the overall fee increase for 1988-89 is 10.1%. He also discussed other highlights of this budget which include:

1. 11.3% increase in Plant Operations and Maintenance
2. 17.6% increase in Student Services
3. 10.7% increase in Instruction and Research.
4. 11.0% increase in Financial Aid
5. 51.4% increase in Debt Service
6. New positions which include:
  - 4 new faculty positions
  - 1 new housekeeper
  - 1 new sports director

Dean Boone distributed a schedule detailing the tuition of private colleges which are somewhat similar to Rhodes (Attachment #6).

A motion was made by Mr. Rhea to recommend the adoption of the Preliminary Budget to the Board of Trustees, with the condition that the College study the relationship between the budget and future tuition increases. It was seconded by Mr. Tanner and unanimously passed.

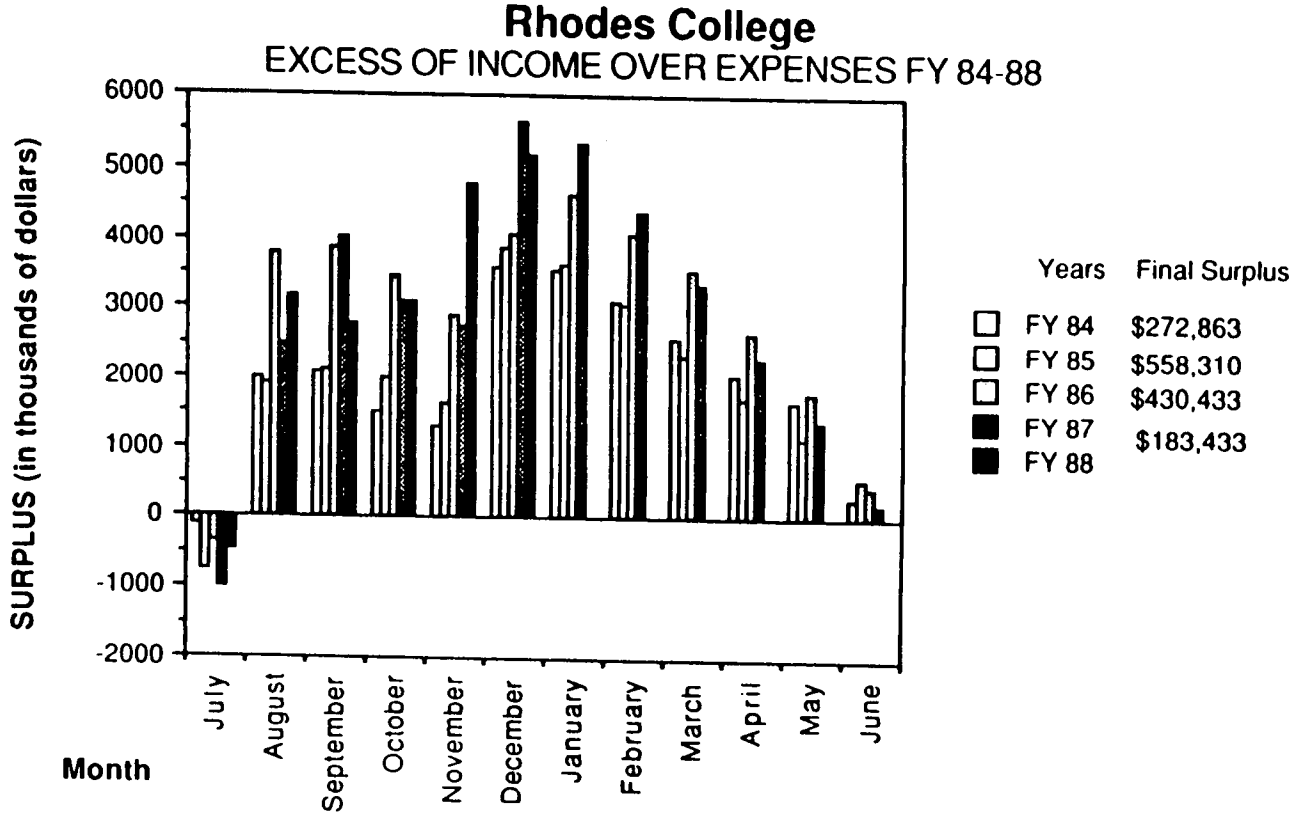
Mr. Rudner discussed the need to perform a long term Capital Planning and Funding Analysis and requested a report be presented at the April Board meeting.

There being no further business, the meeting was adjourned by Mr. Rudner at 4:40 p.m.

ATTACHMENT #1	INCOME AND EXPENSE REPORT	DECEMBER 31, 1987	1987-88	1986-87				
	1/12 BUDGET	DECEMBER ACTUAL	6/12( 50.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1987-88 ACTUAL/ BUDGET	1986-87 ACTUAL BUDGET
<b>INCOME:</b>								
TUITION & FEES	927,234.33	295,998.07	5,563,406.00	10,046,142.35	130.57%	11,126,812.00	20.28%	20.92%
SPECIAL STUDIES	22,406.67	7,977.31	134,440.00	112,429.19	33.62%	268,390.00	41.81%	193.34%
INTEREST & OTHER	54,369.17	49,772.45	326,215.00	319,891.22	98.06%	652,430.00	49.03%	54.74%
ENDOWMENT INCOME	244,583.33	1,165,007.76	1,467,500.00	2,626,774.65	178.99%	2,935,000.00	39.49%	100.93%
ANNUAL SUPPORT PROGRAM	148,291.93	277,815.46	889,751.00	729,414.38	81.97%	1,779,502.00	40.98%	42.53%
TOTAL INCOME BUDGET	1,396,385.33	1,786,571.05	8,391,312.00	13,834,651.79	165.06%	16,762,624.00	32.53%	35.73%
AUXILIARY ENTERPRISES	370,616.92	118,372.43	2,223,701.50	3,824,518.00	171.99%	4,447,403.00	35.99%	37.60%
STUDENT AID	10,397.00	11,057.19	62,382.00	75,988.16	121.91%	124,764.00	60.90%	50.47%
TOTAL INCOME BUDGET	1,777,899.25	1,916,000.67	10,667,395.50	17,735,157.95	166.25%	21,334,791.00	83.12%	85.79%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	481,106.44	475,243.28	2,886,638.64	2,338,986.25	31.02%	5,773,277.28	40.51%	39.71%
ATHLETICS	57,197.55	64,532.78	343,185.27	379,539.67	110.59%	686,370.54	55.29%	52.92%
LIBRARY	51,373.86	45,570.20	308,243.18	343,251.04	111.35%	616,486.36	55.67%	53.10%
STUDENT SERVICES	110,015.73	130,392.32	660,094.40	690,372.91	104.58%	1,320,189.80	52.29%	49.37%
PLANT OPER & MAINT	161,603.64	179,021.13	969,621.84	1,032,443.23	106.47%	1,939,243.69	53.23%	54.17%
GENERAL ADMINISTRATION	209,429.01	313,757.01	1,256,574.03	1,636,129.58	130.20%	2,513,148.06	65.10%	51.51%
TOTAL EXPENSE BUDGET	1,070,726.23	1,208,516.72	6,424,357.36	6,420,722.68	99.94%	12,848,714.72	49.97%	45.45%
AUXILIARY ENTERPRISES	260,829.04	288,323.97	1,564,974.24	1,868,859.52	119.41%	3,129,948.49	59.70%	51.07%
SPECIAL STUDIES	29,384.82	29,347.09	176,308.90	173,935.39	98.55%	352,617.80	49.32%	54.38%
STUDENT AID	345,938.58	182.58	2,075,631.50	4,090,209.77	197.05%	4,151,263.00	98.52%	100.33%
TOTAL EXPENSE BUDGET	1,706,878.67	1,526,370.36	10,241,272.00	12,553,726.36	122.57%	20,482,544.00	61.28%	57.75%
EXCESS OF INCOME / EXPENSE		389,630.31		5,191,431.59				
BUDG COMM CONTINGENCY	18,353.92	0.00	110,123.50	-4,800.00	4.35%	220,247.00	2.17%	5.53%
RENOVATION & REPLACENT	52,666.67	0.00	316,000.00	25,700.00	8.13%	632,000.00	4.06%	0.00%
TOTAL EXPENSE BUDGET	1,777,899.26	1,526,370.36	10,667,395.50	12,574,624.36	117.87%	21,334,791.00	58.93%	55.38%
EXCESS OF INCOME / EXPENSE		389,630.31		5,160,531.59				

GENERAL NOTES - ACADEMIC YEAR STARTED 3 WEEKS EARLIER THIS YEAR  
 INCOME POSTED THROUGH DECEMBER 31 & EXPENSES THROUGH JANUARY 15

ATTACHMENT #2



ATTACHMENT #3

MONEY MARKET PORTFOLIO AS OF 31-Dec-87

BOOK VALUE(Incl. SBA): \$6,779,028.15  
 SBA LOAN BOOK VALUE: \$101,869.74  
 INTEREST RECEIVABLE: \$152,313.96  
 PREMIUM/DISCOUNT AMORTIZATION: (\$2,950.90)  
 UNAMORTIZED DISCOUNT/PREMIUM: (\$16,983.79)  
 CURRENT YIELD: 7.62%  
 AVERAGE LIFE: 4.29 Months

INVESTMENT	INV. CODE	ORDER NO.	FACE AMOUNT	COST	BOOK VALUE	DISCOUNT/PREMIUM	INTEREST @ MAT/CPN	MATURITY DATE	PURCHASE DATE	NEXT CPN DATE	TODAYS DATE	COUPON RATE	REY	CURRENT YIELD	BANK/BROKER	SFKP CUSTODY					
REPO	1	88630	\$660,000.00	\$660,000.00	\$660,000.00	\$0.00	\$467.50	04-Jan-88	31-Dec-87		31-Dec-87		6.38%	\$42,075.00	NBC	NBC					
FED FARM CREDIT BANK DISC	2	88622	\$600,000.00	\$597,566.66	\$597,566.66	\$0.00	\$2,433.74	07-Jan-88	18-Dec-87		31-Dec-87		7.43%	\$44,411.15	NBC	NBC					
FED FARM CREDIT BANK DISC	2	88512	\$1,000,000.00	\$962,687.50	\$962,687.50	\$0.00	\$37,312.50	19-Feb-88	04-Aug-87		31-Dec-87		7.09%	\$68,235.29	UP	UP					
MANUFACTURERS HANDOVER BA	2	88571	\$201,450.00	\$194,436.74	\$194,436.74	\$0.00	\$7,013.26	14-Mar-88	15-Oct-87		31-Dec-87		8.30%	\$16,138.25	NBC	NBC					
MANUFACTURERS HANDOVER BA	2	88570	\$171,449.10	\$165,203.59	\$165,203.59	\$0.00	\$6,245.51	21-Mar-88	15-Oct-87		31-Dec-87		8.30%	\$13,711.90	NBC	NBC					
FED FARM CREDIT BANK DISC	2	87452	\$1,000,000.00	\$930,818.61	\$930,818.61	\$0.00	\$69,181.39	15-Apr-88	22-May-87		31-Dec-87		8.10%	\$75,391.84	FTB	FTB					
US T-NOTES	3	86101	\$35,000.00	\$30,275.00	\$34,203.72	\$4,725.00	\$1,443.75	15-May-88	28-Feb-86	15-May-88	31-Dec-87	8.25%	8.25%	\$2,497.69	FTB	FTB					
CD-LAMAR SVGS, DALLAS, TX	2	88598	\$95,877.03	\$95,877.03	\$95,877.03	\$0.00	\$4,122.97	17-May-88	19-Nov-87		31-Dec-87		8.72%	\$8,360.48	FTB	FTB					
CD-SITY S&L, SAN ANGELO	2	88600	\$95,877.03	\$95,877.03	\$95,877.03	\$0.00	\$4,122.97	17-May-88	19-Nov-87		31-Dec-87		8.72%	\$8,360.48	FTB	FTB					
CD-KILLEEN S&L, TX	2	88596	\$95,877.03	\$95,877.03	\$95,877.03	\$0.00	\$4,122.97	17-May-88	19-Nov-87		31-Dec-87		8.72%	\$8,360.48	FTB	FTB					
CD-CHAMPION, HOUSTON, TX	2	88597	\$95,877.03	\$95,877.03	\$95,877.03	\$0.00	\$4,122.97	17-May-88	19-Nov-87		31-Dec-87		8.72%	\$8,360.48	FTB	FTB					
CD-TESORO S&L, SAN AMT.	2	88599	\$95,877.03	\$95,877.03	\$95,877.03	\$0.00	\$4,122.97	17-May-88	19-Nov-87		31-Dec-87		8.72%	\$8,360.48	FTB	FTB					
FED FARM CREDIT DISC	2	87476	\$1,000,000.00	\$934,083.33	\$934,083.33	\$0.00	\$65,916.67	27-May-88	23-Jun-87		31-Dec-87		7.47%	\$69,769.30	FTB	FTB					
FED FARM CREDIT BANKS	3	88527	\$1,000,000.00	\$1,006,093.75	\$1,003,192.96	(\$6,093.75)	\$40,000.00	01-Jun-88	14-Aug-87	01-Jun-88	31-Dec-87	8.00%	7.18%	\$72,213.60	NBC	NBC					
FEDERAL FARM CREDIT BANKS	3	88602	\$500,000.00	\$517,187.50	\$515,083.96	(\$17,187.50)	\$28,750.00	20-Oct-88	20-Nov-87	20-Apr-88	31-Dec-87	11.50%	7.53%	\$38,954.56	NBC	NBC					
US T-NOTES	3	86103	\$50,000.00	\$50,000.00	\$50,000.00	\$0.00	\$3,656.25	15-Jan-89	28-Feb-86	15-Jan-88	31-Dec-87	14.63%	14.63%	\$7,312.50	FTB	FTB					
US T-NOTES	3	86104	\$150,000.00	\$150,843.75	\$150,496.20	(\$843.75)	\$8,062.50	15-Aug-90	28-Feb-86	15-Feb-88	31-Dec-87	10.75%	10.75%	\$16,215.70	FTB	FTB					
					\$0.00	\$0.00	\$0.00	01-Dec-85	01-Dec-85		31-Dec-87		0.00%	\$0.00							
-----																					
														\$6,847,284.25	\$6,678,581.58	\$6,677,158.41	(\$19,400.00)				\$508,729.16

COMPARATIVE RATES:  
 90 DAY T-BILL 5.69%  
 90 DAY CD 7.05%

## ATTACHMENT #4

PROPERTY STATUS REPORT

Property Being Held as of January 1, 1988

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Phillippi	Phillippi, WV	\$4,000	1965	59.5 acres. This piece of property has been income producing for us with sales of timber and minimal royalty payments (coal).
Thorn	1. Houston, TX 2. Houston, TX	6,000 total	1967 1973	7.20% of a 12.5% undivided interest. 3.83% of a 12.5% undivided interest. Currently leased with option to purchase.
Picard	Ridgeway Road Memphis, TN	\$1	1979	14.326 acres under TVA easement. Potential sale if property next to it is developed.
Moore	Cherokee Village, AR	7,000	1978	One undeveloped lot in a vacation village.
T. White	Neely Road Memphis, TN	80,842	1980-4	Total of 60% undivided interest in 36 acres Zoned multi-family residential.
Hunter	Cherokee	4,500	1980	One undeveloped lot in a vacation village.
Gooch	182 E. H. Crump Memphis, TN	9,431	1980	16.67% interest in a long term net ground lease (year 2011) of an 86 unit Travel Lodge motel that produces an income of \$816.72 per year. 7 1/2% overage payments on gross income over \$137,600.
Montesi	5014 Poplar Memphis, TN	763,500	1981	50% interest in Montesi building. Net lease with options until 2013. Rhodes interest is 6 acres.

## PROPERTY STATUS REPORT (CONT'D)

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Retained Life Estate 1	70378 Pecos Drive Riverside, CA	105,000	1981	10% interest.
Spann Island	Near Luxora, AR	750,000	1983	100% interest given as the asset in a unitrust currently being marketed. Value reduced from original \$1,000,000 appraisal.
Winchester Sq. Townhouses	4819 Winchester Sq. St. on Outland, 1 block east of Perkins	33,767	1985	1/10th interest in a 5.2037% interest in this property.
Rancho Mirage, CA		35,000	1985	10% undivided interest in property.
Person Ave.	Memphis, TN	86,250	1986	1/9 undivided interest in 32.4 acres of undeveloped light industrial property near the Defense Depot.
Packer	Stone County AR	18,000	1985	Ninety acre tract of undeveloped land currently listed with realtor.
Houts	Cherokee Village, AR	56,844	1986	Three story, two bedroom, furnished condominium.
Picard, Halle, Poppenheimer	Millbranch/Holmes	111,824	1986	50,827 sq. ft. Frontage on Holmes Rd. zoned C-L commercial.

## PROPERTY STATUS REPORT (CONT'D)

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Picard, Halle, Poppenheimer	Southaven, Desoto County, Mississippi	293,176	1986	9.6 acres undeveloped. Partially wooded area zoned C-3 commercial. Property is bisected by Texas Gas Transmission Easement and has no road frontage.
Parkway House	Unit #101	71,169	1987	Two bedroom unfurnished unit with 1,183 square feet. Cost=\$70,215
Parkway House	Unit #105	44,579	1986	One bedroom unfurnished unit with 741 square feet. Cost=\$48,000 Gift=\$5,000
Parkway House	Unit #108	69,244	1986	Two bedroom unfurnished unit with 1,151 square feet. Cost=\$70,000 Gift=\$7,000
Parkway House	Unit #111	52,339	1987	One bedroom unfurnished unit with 870 square feet. Cost=\$53,000
Parkway House	Unit #208	69,244	1986	Two bedroom unfurnished unit with 1,151 square feet. Cost=\$70,500 Gift=\$5,000
Parkway House	Unit #311	52,339	1986	One bedroom furnished unit obtained for assuming a \$14,331, 8 3/4% mortgage and a 10%, \$43,850 single life mortgage. 870 square feet.
Parkway House	Unit #504	83,863	1986	Three bedroom unfurnished unit with 1,394 square feet. Cost=\$89,500 Gift=\$10,000
Parkway House	Unit #604	83,862	1987	Three bedroom unfurnished unit with 1,394 square feet. Cost=\$89,500 Gift=\$10,000
Parkway House	Unit #605	44,579	1985	One bedroom furnished unit obtained for \$30,000 cash and a 8%, \$15,000 single life annuity. 741 square feet. Cost=\$45,000 Gift=\$15,000

PROPERTY STATUS REPORT (CONT'D)

<u>Property</u>	<u>Location</u>	<u>Estimated Value</u>	<u>Year Received</u>	<u>Status</u>
Parkway House	Unit #711	52,339	1987	One bedroom unfurnished unit with 870 square feet. Cost=\$53,000
Parkway House	Unit #808	69,244	1986	Two bedroom unfurnished unit with 1,151 square feet. Cost=\$70,000 Gift=\$5,000
Parkway House	Unit #904	83,863	1983	Three bedroom furnished unit used as distinguished visiting faculty housing. 1,394 square feet. Cost=\$71,000
Parkway House	Unit #906	86,510	1986	Two bedroom unfurnished unit with 1,438 square feet. Cost=\$78,000 Gift=\$8,000
Parkway House	Unit #910	70,387	1986	Two bedroom unfurnished unit with 1,170 square feet. Cost=\$70,000 Gift=\$5,000
Parkway House	Unit #911	65,935	1987	One and 1/2 bedroom unfurnished unit with 1,096 square feet. Cost=\$64,000
Parkway House	Unit #1004	83,863	1987	Three bedroom unfurnished unit with 1,394 square feet. Cost=\$89,500 Gift=\$9,500
Parkway House	Unit #1005	45,541	1987	One bedroom furnished unit with 757 square feet. Cost=\$49,500
Parkway House	Unit #1010	70,387	1986	Two bedroom unfurnished unit with 1,170 square feet. Cost=\$65,000
Parkway House	Unit #1011	52,339	1986	One bedroom unfurnished unit with 870 square feet. Cost=\$50,000
Parkway House	Unit #1103	68,221	1986	Two bedroom unfurnished unit with 1,134 square feet. Cost=\$72,500
Parkway House	Unit #1105	45,540	1987	One bedroom furnished unit with 757 square feet. Cost=\$40,000

TO: Finance Committee  
 FROM: James H. Daughdrill, Jr.  
 DATE: January 15, 1988  
 SUBJECT: Preliminary Budget Recommendation

I recommend the following preliminary budget for 1988-89

	ACTUAL 1986-87	BUDGET 1987-88	BUDGET 1988-89
<b>INCOME:</b>			
Tuition	\$ 9,104,636	10,594,584	12,241,820
Fees	440,015	550,380	672,635
Room & Board	3,422,871	3,546,404	3,775,916
Gifts & Grants	1,672,275	1,764,502	1,902,452
Endowment Income	2,561,253	2,930,000	3,345,054
Other Income	1,514,965	1,660,335	1,722,864
	<hr/>		
Total Income	\$ 18,716,015	21,046,205	23,660,741
<b>EXPENSE:</b>			
Salaries & Fringe	8,554,485	9,503,907	10,410,998
Non-Salary	10,161,530	11,542,298	13,249,743
	<hr/>		
Total Expense	\$ 18,716,015	21,046,205	23,660,741

RHODES COLLEGE  
BUDGET FOR THE YEAR ENDED 1989

	BUDGET 1987-88	% CHANGE	BUDGET 1988-89
<b>TUITION AND FEES:</b>			
Tuition (98%)	\$10,594,584	15.5%	\$12,241,820
Tuition-Summer School	\$25,000	-60.0%	\$10,000
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	33.7%	\$398,300
Preparatory Music	\$114,850	8.0%	\$124,000
TOTAL:	\$11,144,964	15.9%	\$12,914,455
<b>ROOM AND BOARD:</b>			
Room	\$1,954,608	6.7%	\$2,085,593
Board	\$1,591,796	6.2%	\$1,690,324
TOTAL	\$3,546,404	6.5%	\$3,775,916
<b>GIFTS AND GRANTS:</b>			
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
<b>ENDOWMENT INCOME:</b>	\$2,930,000	14.2%	\$3,345,054
<b>OTHER INCOME:</b>			
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
<b>TOTAL INCOME BUDGET:</b>	\$21,107,705	12.1%	\$23,660,741
<b>BUDGET ASSUMPTIONS:</b>			
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	1113

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

	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	69.0%	\$12,125
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	 7.1%	 \$336,411
 Computer Center	 \$145,015	 7.9%	 \$156,519
Faculty Res. & Devel.	\$80,000	46.3%	\$117,000
Kellogg-Food For Thought	\$11,750		
 TOTAL:	 \$550,792	 10.7%	 \$609,930
 LIBRARY:	 \$255,866	 8.0%	 \$276,335
 ATHLETICS:	 \$250,920	 5.8%	 \$265,466
 STUDENT SERVICES:			
Swimming Pool	\$17,268	13.2%	\$19,550
Counseling Center	\$11,856	10.2%	\$13,067
Social Commissions	\$29,320	9.4%	\$32,079
Admissions	\$282,126	9.1%	\$307,732
Registrar	\$9,278	6.0%	\$9,835
Financial Aid Office	\$17,819	139.5%	\$42,684
Kinney Program	\$3,487	6.0%	\$3,696
Dean Of Students	\$51,155	31.9%	\$67,463
Health Services	\$15,029	39.1%	\$20,911
Student Center	\$2,268	5.4%	\$2,390
Publications Board	\$54,553	15.3%	\$62,874
Student Government	\$6,193	6.0%	\$6,565
Black Student Association	\$2,268	6.0%	\$2,404
TOTAL:	\$502,620	17.6%	\$591,250

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

	BUDGET 1987-88	% CHANGE	BUDGET 1988-89
<b>PLANT OPERATIONS &amp; MAINTENANCE</b>			
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
<b>GENERAL ADMINISTRATION</b>			
Board Meetings	\$16,350	4.0%	\$17,000
President's Office	\$194,082	2.2%	\$198,308
Dean of Acad. Affairs	\$138,572	-3.8%	\$133,335
Provost Office	\$48,651	10.7%	\$53,877
Comptroller's Office	\$68,882	4.0%	\$71,650
Staff Training & Development			\$18,000
Institutional Research	\$6,065	4.3%	\$6,325
TOTAL:	\$472,602	5.5%	\$498,495
<b>GENERAL INSTITUTIONAL</b>			
Development	\$241,491	12.3%	\$271,151
College Relations	\$50,022	4.0%	\$52,023
Public Information	\$94,620	3.7%	\$98,154
Insurance	\$162,646	22.7%	\$199,520
TOTAL:	\$548,779	13.1%	\$620,848
<b>AUXILIARY ENTERPRISES</b>			
Residence Halls	\$337,200	8.0%	\$364,176
Debt Service	\$640,000	51.4%	\$969,000
Food Service	\$1,258,635	7.7%	\$1,356,081
Special Studies	\$222,472	31.3%	\$292,041
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	23.8%	\$3,873,677
STUDENT FINANCIAL AID	\$4,585,263	11.0%	\$5,089,717
BUDGET COMMITTEE EMERGENCY FUND	\$42,189	42.2%	\$60,000
RENOVATION & REPLACEMENT (3% Total Budget)	\$632,000	12.3%	\$709,822
TOTAL NON-SALARY BUDGET	\$11,557,149	14.6%	\$13,249,743
TOTAL SALARY BUDGET	\$7,725,301	7.5%	\$8,301,193
TOTAL FRINGE BUDGET	\$1,832,857	15.1%	\$2,109,805
GRAND TOTAL	\$21,107,705	12.1%	\$23,660,741

## ATTACHMENT #6

## A list of Private Colleges Nationally Similar to Rhodes

	College	86-87 Tuition	87-88 Tuition	\$ Change	% Change
Alabama	Birmingham Southern	\$6,270	\$6,700	\$430	6.9%
Arkansas	Hendrix College	\$4,598	\$5,010	\$412	9.0%
California	Pomona(4)	\$10,690	\$11,120	\$430	4.0%
Connecticut	Trinity(4)	\$11,030	\$12,010	\$980	8.9%
Florida	Eckerd College(3)	\$8,220	\$8,865	\$645	7.8%
	Rollins College	\$8,841	\$10,005	\$1,164	13.2%
	Stetson University	\$6,350	\$7,010	\$660	10.4%
Georgia	Agnes Scott College	\$7,890	\$8,440	\$550	7.0%
	Emory University	\$9,370	\$10,190	\$820	8.8%
Illinois	Illinois College(2)(3)	\$4,250	\$4,600	\$350	8.2%
	Lake forest College(3)	\$9,965	\$10,745	\$780	7.8%
	Principia College	\$7,962	\$8,748	\$786	9.9%
	Wheaton College	\$6,652	\$7,256	\$604	9.1%
Indiana	Earlham College(1)	\$8,820	\$9,696	\$876	9.9%
	Hanover College(3)	\$4,680	\$4,980	\$300	6.4%
	Rose-Hulman College(2)	\$7,365	\$8,025	\$660	9.0%
	Wabash College	\$7,000	\$7,545	\$545	7.8%
Iowa	Coe College(3)	\$6,620	\$7,290	\$670	10.1%
	Grinnell College(4)	\$9,158	\$9,922	\$764	8.3%
Kentucky	Centre College(2)(3)	\$7,000	\$7,550	\$550	7.9%
Louisiana	Tulane University	\$10,080	\$11,280	\$1,200	11.9%
Maine	Bowdoin College	\$10,760	\$11,615	\$855	7.9%
Maryland	Goucher College	\$8,955	\$9,530	\$575	6.4%
Massachusetts	Amherst(4)	\$11,141	\$12,160	\$1,019	9.1%
	Smith College	\$10,667	\$11,260	\$593	5.6%
	Williams(4)	\$10,933	\$11,782	\$849	7.8%
Michigan	Adrian College	\$6,526	\$7,036	\$510	7.8%
	Alma College(3)	\$7,550	\$8,026	\$476	6.3%
	Hillsdale College	\$6,870	\$7,410	\$540	7.9%
	Kalamazoo College(1)	\$8,400	\$8,988	\$588	7.0%
Minnesota	Carleton College(4)	\$10,250	\$11,015	\$765	7.5%
	Gustavus Adolphus	\$7,850	\$8,425	\$575	7.3%
	Macalester College(1)(3)	\$8,925	\$9,730	\$805	9.0%
Mississippi	Millsaps	\$6,035	\$6,625	\$590	9.8%
Missouri	Washington University	\$10,572	\$11,512	\$940	8.9%
	Westminster College(3)	\$5,600	\$6,100	\$500	8.9%
New Jersey	Princeton University	\$11,780	\$12,550	\$770	6.5%
New York	Colgate University	\$10,680	\$11,395	\$715	6.7%
	Elmira College	\$7,350	\$7,600	\$250	3.4%
	Hamilton College	\$10,900	\$11,700	\$800	7.3%
	Hartwick College	\$8,700	\$9,450	\$750	8.6%
	Hobart College	\$10,670	\$11,450	\$780	7.3%
North Carolina	Davidson College(1)(3)(4)	\$8,380	\$9,405	\$1,025	12.2%
	Duke University	\$9,485	\$10,320	\$835	8.8%
	Guilford College	\$6,060	\$6,958	\$898	14.8%
	Queens College(3)	\$5,650	\$6,150	\$500	8.8%
	Saint Andrews(3)	\$6,154	\$6,575	\$421	6.8%
	Salem College	\$6,200	\$6,920	\$720	11.6%
	Wake Forest(1)	\$6,600	\$7,250	\$650	9.8%
Ohio	College of Wooster	\$9,220	\$9,840	\$620	6.7%
	Denison University	\$9,600	\$10,440	\$840	8.8%
	Kenyon	\$10,352	\$11,017	\$665	6.4%
	Muskingum College(3)	\$8,100	\$8,655	\$555	6.9%
	Oberlin(4)	\$11,007	\$11,864	\$857	7.8%
	Ohio Wesleyan	\$8,525	\$9,200	\$675	7.9%
	Wittenberg University	\$9,143	\$9,855	\$712	7.8%

## A list of Private Colleges Nationally Similar to Rhodes

Oregon	Pacific University	\$7,310	\$7,835	\$525	7.2%
	Reed(4)	\$9,960	\$10,600	\$640	6.4%
Pennsylvania	Allegheny College	\$8,655	\$9,575	\$920	10.6%
	Chatham College	\$7,440	\$8,000	\$560	7.5%
	Dickinson College	\$10,285	\$11,335	\$1,050	10.2%
	Franklin & Marshall Colleg	\$10,200	\$11,400	\$1,200	11.8%
	Gettysburg College	\$9,425	\$10,840	\$1,415	15.0%
	Haverford College	\$10,950	\$11,600	\$650	5.9%
	Lafayette College(3)	\$9,950	\$10,850	\$900	9.0%
	Swarthmore(4)	\$11,350	\$12,150	\$800	7.0%
	Washington & Jefferson	\$8,220	\$8,740	\$520	6.3%
	Westminster College(3)	\$6,480	\$7,090	\$610	9.4%
South Carolina	Presbyterian(3)	\$6,257	\$6,757	\$500	8.0%
Tennessee	CBC	\$4,850	\$5,290	\$440	9.1%
	Rhodes College	\$7,660	\$8,580	\$920	12.0%
	University of the South(2)	\$9,285	\$10,080	\$795	8.6%
	Vanderbilt	\$9,675	\$10,725	\$1,050	10.9%
Texas	Austin College(3)	\$5,995	\$6,475	\$480	8.0%
	Rice University	\$4,620	\$5,150	\$530	11.5%
	Southern Methodist Univ.	\$7,879	\$8,392	\$513	6.5%
	Trinity University(3)	\$7,060	\$7,670	\$610	8.6%
Virginia	Hampden-Sydney College(3)	\$8,305	\$8,950	\$645	7.8%
	Hollins College	\$8,350	\$8,600	\$250	3.0%
	Washington & Lee Univ.	\$7,660	\$8,400	\$740	9.7%
West Virginia	Bethany College	\$7,820	\$8,470	\$650	8.3%
Wisconsin	Carroll College(3)	\$7,670	\$8,120	\$450	5.9%

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AVERAGE TUITION	\$8,314	\$9,006	\$692	8.3%
RHODES TUITION	\$7,660	\$8,580	\$920	12.0%
\$ Below Average	\$654	\$426		
% of Average Tuition	92.1%	95.3%		
Sample Size	82	82		

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(1)	Outstanding Church Related Colleges	\$8,225	\$9,014	\$789	9.6%
(2)	College Athletic Conference Members	\$6,975	\$7,564	\$589	8.4%
(3)	Presbyterian Colleges	\$7,141	\$7,729	\$589	8.2%
(4)	Outstanding National Liberal Arts Colleges	\$10,390	\$11,203	\$813	7.8%

REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - January 29, 1988

The Committee on Student and Campus Life was called to order by Acting Chairman Robert H. Seal at 3:05 p.m. in Room 300 of S. De Witt Clough Hall on campus. Other members in attendance were: Trustees William F. Winter, Jeannette Spann; Professor Wasfy Iskander; Student Conrad Lehfeltdt; Ex-Officio members Tom Shandley, and Ron Kovach; Provost Tom Kepple. Present by invitation: Betsy Hamilton, Libby Robertson.

The following members were absent: Trustees Scott Kelso, John Richard de Witt, E. A. Alburty, Emily Alburty.

Acting Chair Robert Seal announced the election of Thomas C. Shandley as the new Dean of Students of Rhodes College and extended a warm welcome to Dean Shandley.

Provost Kepple discussed the possibility of adding a historically black sorority and fraternity to Rhodes College. This proposal is in response to a request initiated by the Black Student Association who feel that discriminatory policies exist in the present sororities and fraternities. Tom Shandley and Ron Kovach will meet to review and discuss the merits and consequences of this proposal and will make a recommendation at the next Board of Trustees meeting on April 30, 1988.

Provost Kepple discussed the proposed constitution changes for the Social Regulations Council and Honor Council. The proposed change would give the President of the College the final authority to rule on or overturn a decision of the Social Regulations Council and Honor Council that results in the expulsion of a student and a consequent appeal by that student to the Administration.

Conrad Lehfeltdt reported that the Social Regulations Council and Honor Council are concerned about having their power usurped by the Administration and stated that a majority of the Student Body feels that the present system is sound, thorough, and extremely adequate. Betsy Hamilton added that the Councils are concerned about losing their credibility when their painstaking decisions could be overturned by the President. In response to a question of the legal liability of the College and the Student Council members, Provost Kepple reported that this proposal would offer added protection to the students who serve on the Councils in the event of a lawsuit initiated because of their decision. The College administration would support and defend both the President and the Student Council members in this event. Professor Wasfy Iskander asked that both Councils consider the merits and the added protection that this proposal would offer.

**Mr. Winter made the following motion: That the Board of Trustees ask the students, the Social Regulations Council, the Honor Council, and the Administration to work together in developing an amendment to their respective Constitutions to address the liability and authority issues raised by the Board as described in the President's memo of January 25th, 1988.**

Dean Kovach provided an update on the Sorority, Kappa Kappa Gamma. On January 19, 1988, Kappa Kappa Gamma withdrew its bid to have a chapter on the Rhodes campus. Reasons cited were: a low number of interested people, lack of adequate housing for the sorority, and a weak fund-raising climate. Dean Shandley, Dean Kovach, and Ms. Chickey, Director of Student Activities will meet Monday, February 1, 1988 to discuss the recruitment of other Chapters to the Rhodes Campus.

Ms. Betsy Hamilton, President of the Student Government Association, presented an update

on the activities of the Student Government Association. The Association is considering a revision of its constitution: the major idea being a consolidation of elections instead of the present two elections. The Association will also make recommendations to the Dean of Students office on the proposal to add Black Sororities and Fraternities. The Student Government Association had put the "Catalog of Ranked Student Priorities" on hold until the arrival of Dean Shandley but will now be working on a spring completion date. The Association welcomes Dean Shandley as the new Dean of Students and is very glad to have a full staff in the Dean of Students office.

Dr. Libby Robertson, Personal Counselor for Rhodes College, discussed the Student Workshops that are presented by the Center for Counseling and Career Services. One workshop per month is usually planned. Topics are chosen from the suggested or expressed needs of students and from issues that address the developmental needs of students of this age group. Topics are educational, remedial, or concern the personal growth and development of the student. Examples of educational topics are: "Alcohol and Drug Awareness", "Crime and Rape Prevention", "Time Management", and "Aids Education". Examples of remedial topics are: "Stress Management", "Understanding Depression and Suicide", and "Procrastination". Examples of Personal Growth and Development topics are: "Leadership Skills Development", "Issues of Transition for Incoming Freshmen and Outgoing Seniors", "How to Fight Fair with Your Partner", and "Relationships & Sexuality: A Male's Perspective".

Dean Shandley expressed his delight regarding his appointment at Rhodes and outlined his future goals for the College.

- \* Expansion of the Kinney Program to include every student on campus to have some experience in service to the community.
- \* Implement Career Planning for freshmen and sophomore students in order to avoid "Senior Panic".
- \* The addition of a new person to serve as intramural sports director to increase student participation and involvement in intercollegiate athletics. All students should have the opportunity to develop their physical as well as mental and spiritual beings.
- \* Promote research to find out the levels of student satisfaction and interest in our services and campus environment.
- \* Dean of Students office is committed to work to improve student retention through: orientation, tutoring, meaningful activities, sense of family, promoting increased opportunities for interactions between faculty and staff, promoting cultural diversity.
- \* Obligation of a liberal arts college - particularly one that attracts quality of students that Rhodes attracts - to prepare those students for positions of leadership in our communities, our states and our nation. Implement a process to pursue the intentional creation of those opportunities for the students.
- \* Finally, to gain National reputation through staff presentations at regional and national conferences on the programs that we are proud of and feel will contribute to the student affairs profession.

There being no further business, the meeting was adjourned at 4:12 p.m.