

MINUTES OF BOARD OF TRUSTEES RHODES COLLEGE

October 19 and 20, 1989

10-89-1 The regular meeting of the Board of Trustees of Rhodes College was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus, at 1:00 P.M., Thursday, October 19, 1989 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

The meeting was opened with prayer by Dr. Joseph Roberts.

Dr. Blount introduced and welcomed the following new trustees and staff member:

Synod elected trustees:

Tennessee; Dr. K.C. Ptomey, Jr., Senior Minister, Westminster Presbyterian Church, Nashville,
Dr. Bland W. Cannon, President of Associated Health Consultants, Inc. in Memphis;
Dr. Billy M. Hightower, Cardiovascular Surgeon in Mobile, Alabama;
Mrs. Mary Elizabeth Walker, church and civic leader, and returning trustee, Dr. Henry
B. Strock, Jr., Senior Minister, Idlewild Presbyterian Church in Memphis.

Board elected trustees:

Minnesota; Mr. Robert W. Amis, Chairman Emeritus of Advance Acceptance Corporation, Wayzata,
Mr. William J. Michaelcheck, Senior Managing Director and member of the Executive
Committee of Bear Stearns & Co. in New York;
Mr. L. Frank Moore, businessman, church and civic leader in Shreveport, Louisiana;
Mr. David D. Watts, Partner in the Los Angeles law firm of O'Melveny & Myers.

Faculty trustee:

Department. Dr. Robert Lee Entzminger, T.K. Young Professor of English, and chair of the English

Student trustees:

Ms. Kearsten Angel, senior political science major of Ocala, Florida;
Ms. Tsega Gebreyes, senior majoring both in economics and international studies,
citizen of Ethiopia by birth and now lives in Germantown, Tennessee;
Ms. Margaret Pomphrey, senior biology major from Mayhew, Mississippi.

Staff:

Ms. Paula Jacobson, upon her promotion to Director of Development. She had served as
Director of Annual Giving since 1987.

10-89-2 The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present
were:

SYNOD OF LIVING WATERS

Robert H. Buckman, '90
Bland W. Cannon, '91
Billy M. Hightower, '92
Frank M. Mitchener, Jr., '90
James H. Prentiss, '90
K. C. Ptomey, Jr., '91
Henry B. Strock, Jr., '92
Ray U. Tanner, '91
Mary Elizabeth Walker, '92

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

ELECTED BY TRUSTEES

Dunbar Abston, '90
Robert W. Amis, '90
Jack A. Belz, '90
Winton M. Blount, '90
Neville F. Bryan, '91
William H. Bryce, Jr., '92
Kenneth F. Clark, Jr., '92
Charles P. Cobb, '90
Ruthie J. Frierson, '90
Nancy H. Fulmer, '91
Henry Goodrich, '91
C. Stratton Hill, Jr., '90
Nancy Huggins, '91

Michael McDonnell, '90
William J. Michaelcheck, '92
L. Frank Moore, '92
Harry J. Phillips, Sr., '92
S. Herbert Rhea, '92
Joseph L. Roberts, Jr., '92
James A. Thomas III, '91
David D. Watts, '92
Spence L. Wilson, '92
S. Ray Zbinden, '91

FACULTY TRUSTEES

Terry W. Hill, '90
F. Michael McLain, '91
Robert Entzminger, '92

STUDENT TRUSTEES

Kearsten C. Angel
Tsega Gebreyes
Margaret A. Pomphrey

HONORARY TRUSTEES

Alvin Wunderlich

LIFE TRUSTEES

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

GUESTS

Sybil R. Todd

PRESENT BY INVITATION

Peggy Arnold
Allen Boone
Harmon Dunathan
Sherry Fields
Brian Foshee
Josephine Hall
Paula Jacobson
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 LIVING WATERS

W. L. Davis, '90
William F. Winter, '91

LIFE TRUSTEES

Palmer Brown
John W. Wade
William C. Rasberry

HONORARY TRUSTEES

Emily Alburty
E.A. Alburty
Mertie Buckman
Thomas B. Davis
Edward Jappe
John M. McMillan
Morrie A. Moss
Harold F. Ohlendorf
Lorna Reimers
John B. Ricker, Jr.
Jeannette Spann

ELECTED BY TRUSTEES

Edgar H. Bailey, '91
Bruce E. Campbell, Jr., '91
W. Neely Mallory, '90
Joseph Orgill, III, '91
Vicki G. Roman, '91
Ronald Terry, '92

Mr. Clark declared a quorum was present. (See Exhibit A, p. 10 for committee list)

10-89-3 The Board approved the minutes of the April 13 and 14, 1989 meeting as mailed.

The Board ratified as mailed the minutes of the Executive Committee's called meeting of August 7, 1989.

10-89-4 The Board approved the By-Laws amendment, Article III, Sections 4 and 5. (Exhibit B, p. 11)

10-89-5 The Board approved the By-Laws amendment, Article IV, Section 2. (Exhibit C, p. 12)

10-89-6 The Dean of Students discussed ways to increase student responsibility at Rhodes.
Topics covered were:

- A. the planning of the student leadership retreat to focus on student responsibility;
- B. the development of a student code of conduct, in cooperation with SRC and Student Assembly;
- C. the initiation of "town meetings" in our residence halls between the students and the Division of Student Affairs staff that will promote interaction concerning increasing student responsibility;
- D. the establishment of "rules of conduct" specific to each residence hall above and beyond a college wide code;
- E. the revision of the current policies on alcohol, illegal drugs and social events that reflect current laws, the purpose of Rhodes and the increased responsibility by the students;
- F. to work with the Social Regulations Council and Interfraternity/Panhellenic Judicial Councils in making these adjudicating councils work more effectively.

10-89-7 President Daughdrill gave the following bulletin-board-type report:

This year has been referred to as the year of student responsibility. Those who were on the Board last year remember that we had a year of intense and thorough reviews to find out what the problems of students are and what can be done about them, and then I made a report to the Board and faculty designating this year as the year of student responsibility. Reports will be made to the Board on this subject by the president of the Student Assembly at the Student and Campus Life Committee, both at this meeting and at the April meeting.

I do not have a formal President's report. I would like to take this opportunity to provide a kind of bulletin board of things that are of interest and things I think the Board should know about. First, remember there is no January Board meeting this year. We will have the Board retreat, beginning February 5, but we will not have all the members of all the committees. The only thing that we know of that we must have Board approval on to carry on the business of the College is the budget, and we propose that the finance committee meet in January to hear the recommendation of the administration of the College on the budget for 1990-91. After their approval of that, then they will go to the Executive Committee. Mr. Chairman and Mr. Secretary, I do not believe that needs a resolution from the Board to authorize that process, I believe that by the By-laws, the Executive Committee is empowered to act in behalf of the Board until the April meeting. The reason it is needed in January is so we have been authorized to issue faculty contracts the last day of February.

At your places are several items. A bound copy of the Self-Study report. This is a good opportunity to do a systematic study. Also at your place is a report from Dean Dunathan, in lieu of his verbal report -- accomplishments and professional development of the faculty.

We have an ACE Fellow serving at Rhodes this year. ACE is American Council on Education. It is the umbrella organization of all of the higher education smaller groups who represent all 3500 universities and colleges in the United States. The Fellows Program is a very successful and outstanding one. It is a sabbatical for some of the most able administrators in the nation. This year we had over 400 applications to become an ACE Fellow. From that group 30 ACE Fellows were selected. Those 30 were then given an opportunity to choose where they would like to go. We were very fortunate to have an outstanding person selected as an ACE Fellow who in turn chose Rhodes. I'd like to ask her to say a few words. Dr. Sybil Todd is a member of the faculty at the University of Virginia and is Associate Dean of Students at the U.VA and we are honored to have her this year as an ACE Fellow.

10-89-8 President Daughdrill introduced Dr. Sybil R. Todd, American Council on Education Visiting Fellow.

Dr. Todd told the Board that she planned to do her Fellowship at another college until she visited Rhodes and fell in love with the place and was so impressed by the leadership of President Daughdrill and the Administrative Cabinet. She emphasized to the Board the quality of leadership Rhodes has. She said she is enjoying her work here and was looking forward to the remainder of her tenure here.

President Daughdrill said that Dr. Todd was coordinating the work for the Board Retreat.

10-89-9 President Daughdrill introduced Ms. Helen Norman, who in turn passed out copies of this year's issue of U.S. NEWS BEST COLLEGES.

She said that a picture is worth a thousand words, but a picture and a thousand words are worth a great deal. About a week and a half ago U.S. NEWS came out with their annual best colleges issue. In it were the 32 "up and coming" colleges and universities around the country. Rhodes is one of 6 national liberal arts colleges on that list. In the new issue of AMERICA'S BEST COLLEGES there is a three page article on four of those 32 colleges and Rhodes is one of the four selected. (Exhibit D pp. 13-16 [filed with official minutes])

10-89-10 At 1:50 the meeting adjourned to committee meetings.


Kenneth F. Clark, Jr., Secretary

FRIDAY, OCTOBER 20, 1989

10-89-11 The Board of Trustees resumed the meeting on Friday, October 20, 1989, at 8:30 A.M. in the Edmund Orgill Room on campus.

The meeting was called to order by the Chair.

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

Dr. Blount thanked President and Mrs. Daughdrill and Dean Dunathan for the lovely dinner provided for the trustees at the Hunt and Polo Club on the previous night.

Secretary Clark called the roll. Members present were:

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Robert H. Buckman, '90
Bland W. Cannon, '91
Billy M. Hightower, '92
Frank M. Mitchener, Jr., '90
James H. Prentiss, '90
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Alvin Wunderlich

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Josephine Hall
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Don Lineback
Bob Llewellyn
Mac McWhirter
Helen Norman
Tom Shandley
Loyd Templeton
Sally Thomason
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C. Stratton Hill, Jr., '90
W. Neely Mallory, '90
Joseph Orgill, III, '91
Vicki G. Roman, '91
Ronald Terry, '92

Mr. Clark declared a quorum was present.

10-89-12 Dr. Blount presented an Association of Governing Boards citation to Mr. Herbert Rhea.

an award for "Distinguished Service in Trusteeship" which honors significant contributions to higher education within the uniquely American tradition of voluntary trusteeship.

10-89-13 Dr. Blount made the following announcement regarding the Board Retreat:

"The Board Retreat of February 5 through 8, 1990 is going to have real historic importance. It won't be "business as usual." Those of you who attended the last one, in 1984, know what I mean.

"We all know that Rhodes is recognized nationally as a college on the move. But I'm not sure we know where we want it to go and how best to take it there. That is what the Retreat is all about.

"As the first step toward the Retreat, we have commissioned a study among Board members. It will help determine the steps we must take to build on our strengths and to define Rhodes' most distinguishing characteristic.

"The study will be conducted by Doug Alexander, President of Alexander O'Neill Haas & Martin in Atlanta. He will ask for your perception of Rhodes' most distinctive characteristic -- in business we call it a "niche." Doug will also seek your recommendations for the best means to develop this characteristic, and he will attempt to determine individual interest in the process.

"Doug was selected last spring from a nationwide field to be our consultant on Development as we head into the 90's. Doug's clients include Emory University and Clemson.

"The results of our study will form the background for a report to be sent to you in January. This will help you prepare for the Retreat.

"We have asked Doug to talk privately with each Trustee, and I want to ask for your assistance in helping him meet the logistical challenge of talking with each of you.

"Thank you in advance for your cooperation, your time, and your candid counsel.

"Doug, would you like to say a word about the study?"

Mr. Alexander's remarks:

"As was stated we do a lot of work with higher education. I developed the five laws of higher education that I would like to share with you. They are especially appropriate to this situation. The first law is that all institutions strive for excellence, prestige, and national recognition. At every college you talk to, they would say that is what they want. The second law is there is no end to the number of great ideas on how to achieve this recognition. The third law is that educational institutions raise all the money that they can. The fourth law is that they spend all the money that they raise. Therefore, law number five is institutions must invest this money in some type of centers, which may be buildings, to insure the best stewardship of those funds invested. I think that is where Rhodes is today. You have done a wonderful, magnificent job in the last few years. You are now in the process of developing this strategic plan. A strategic plan is not planning - it is decision making. That's what the retreat is about that you are going to have in February. Our role in that is to take an inventory of the strengths of Rhodes, based on what can be the characteristics to reach your ambitions for national recognition and prestige. I look forward to talking with you personally or some of you on the telephone between now and hopefully the middle of December to get your personal perceptions and views of where the College should go so that we can put that together. We will be calling to make arrangements to talk with you."

10-89-14 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. James A. Thomas, III, Chair
(Exhibit E., pp 17-18)
Committee report received.

10-89-15 REPORT OF THE AUDIT COMMITTEE - Mr. P. K. Seidman, Acting Chair (Exhibit F., pp 19-20)

The Board approved the following resolution regarding the issue of borrowing from

endowment funds:**RESOLUTION**

- (1) The loan made from the Endowment Fund during the year ended June 30, 1987 for purchase of a building in amount of \$1,503,982.00, and the basis for the rate of interest later established by the Board of Trustees, be treated as a fait accompli and not be disturbed.
- (2) In the future, any borrowing from the Endowment Fund for any College expense, however meritorious, must first be approved by the Board of Trustees, the Finance Committee, and the Audit Committee (presumably after consultation with the auditors).

It is of course understood that, in accordance with the By-Laws, the final decision in this and all other matters is vested in the Board of Trustees.

10-89-16 The Board approved that the firm of Ernst and Young be retained as the College Auditors.

10-89-17 The Board approved that the firm of Ernst and Young be authorized to proceed with an annual financial aid audit.

10-89-18 **REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Henry Goodrich, Chair (Exhibit G., pp. 21-23)**

Mr. Goodrich reported that Mr. R. Lee Jenkins had resigned due to business and personal reasons. His vacancy, along with the two trustees who will be completing their terms this year will have to be filled in the Synod of Living Waters category. Also, there is one Board elected trustee completing his term and an open slot which has not been filled since increasing the number of Board members to 42. Names of nominees will be presented for election to the Board at the April meeting.

10-89-19 The Board approved the listing of nominees for Honorary Degrees as presented by Mr. Goodrich with no more than four degrees to be given at Commencement 1990 and possibly one or two during the year, and authorized President Daughdrill to issue the invitations. The Board was reminded that the listing should be kept confidential until the official announcement is made by the College in the spring.

10-89-20 The Board approved that Mr. Frank Norfleet be elected an Honorary Trustee.

10-89-21 The Board approved the following dates for the 1990-91 Board meetings:
October 25 and 26, 1990 - January 17 and 18, 1991 - April 18 and 19, 1991

10-89-22 The Board approved for adoption the amendments to the Faculty Policies and Procedures as found in Exhibit G., pp. 22-23 of these minutes.

10-89-23 **REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Harry J. Phillips, Sr., Chair (Exhibit H., p 24)**

Committee report received.

10-89-24 **REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. Ray U. Tanner, Chair, (Exhibit J., pp 25-26)**

Committee report received.

10-89-25 **REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. Dunbar Abston, Jr., Chair (Exhibit K., pp 27-47 [pages 29-47 filed with official minutes])**

Committee report received.

10-89-26 The Board approved the following resolution:

Whereas, Academic minors may be established but not required, Departments wishing to offer minors must submit the proposed curriculum to the Curriculum Committee for approval.

Resolved: That minors within academic departments at Rhodes be established.

10-89-27 The Board approved the following resolution subject to the reservations and concerns expressed by the Committee:

Resolved: That the Curriculum Committee consider proposals to establish Interdisciplinary Programs and recommend specific programs to the faculty, subject to the Dean of Academic Affairs considering the Committee's reservations and supplying the Committee with more information before the February Board Retreat, and that any such program be a pilot program of three years and that the Dean of Academic Affairs check with other institutions that have programs such as these in place to learn of the implications of their experience.

10-89-28 The Board approved the promotion of Professor Horst Dinkelacker from Associate Professor to full Professor retroactive to August 1, 1989.

10-89-29 REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Chair (Exhibit L., pp 48-57)

The Board approved the following resolution:

RESOLVED That the Board of Trustees rescinds the action taken at the October 1987 meeting and replaces it with the following:

The Board authorizes the College to begin the construction of Buckman Hall with an anticipated groundbreaking in the spring of 1990 based on the acceptance of the stock redemption plan by Bulab Holdings, Inc.

10-89-30 REPORT OF THE COMMITTEE ON INVESTMENTS - Mr. Michael McDonnell, Chair. (Exhibit M., p 58)

Committee report received.

10-89-31 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. Kenneth F. Clark, Jr., Chair. (Exhibit N., pp 59-61)

Committee report received.

Mr. Clark made the following remarks after giving the committee report.

"Finally, I want to focus on one subject of which I was only vaguely aware when I was on the Building and Grounds Committee.

"Yesterday the Committee on Students and Campus Life made a walking tour of our gym. I have to tell you, it was like having a time capsule opened before my eyes. When the doors of the gymnasium were opened to us, we went back in time to the 40s and 50s. We desperately need to do major renovation and provide new facilities.

"We are living in a time when wholeness of body and mind is clearly the focus of every educational institution that I know of. The mature, adult population of this country has already seized upon the combination of sound intellect and fit bodies. Yet our facilities are outdated. We are clearly way behind our competition. I've been told Davidson is just ending a \$15 million campaign and opening its new facility. Sewanee is underway. Every college with which we compete has new facilities in the wellness and fitness area. We simply have to begin that project as soon as possible.

"Had all of you on the Board walked through the gym with us yesterday, you would share our concern. We sell this campus, and we apparently have done a good job of it with U.S. News and World Report, but no reporter or photographer could have ventured past the north side of the tennis courts and written the report that has been written about this college. Somehow

we have hidden from them the deep and dark deficiency on this campus. I'm really not trying to be funny; I am very serious.

"I am disappointed and disillusioned by what we are offering our students out there. I'm not even sure the building is real safe. We have doors that the Director of Athletics said, 'We kick open at the end of basketball games;' we have balcony rails that may not meet today's code standards, and we don't allow children in the balcony for fear they will fall off.

"We are dealing with more than just physical deficiencies to be patched, repaired and upgraded with perhaps a few hundred thousand dollars. It's the idea that we have an "orphan" out on the "north forty" of this campus, and if we are dedicated to stimulating sound minds and bodies for our students, our faculty, and our staff, we must plan a comprehensive facility for fitness and wellness and get moving.

"That is the conclusion that others on the Committee share with me. We have a bad situation out there and we need to do something about it. I fear that if some of our applicants take a look at where they will be given an opportunity to work out or participate in recreation or athletics, they might want to take a look at a college with a better facility.

"This concludes my report, but I would say it was a sobering meeting, and I hope that my report is sobering as well."

10-89-32 President Daughdrill made the following closing remarks:

"The next time this Board meets on the campus we expect Buckman Hall to be under construction. That is going to make a tremendous difference! It will be the flagship building on campus facing North Parkway and will be about the size of Palmer Hall. Several departments will have a fine new facility, and several other departments will be helped by vacancies that will be created as people move into the new building.

"As to the capital needs for the College, three major thrusts are emerging. These are no surprise to you, but let me identify them a little more sharply and emphasize each one.

"First, we have been told by consultants that in order to move from where Rhodes is now to be a preeminent college of the liberal arts and sciences, one of the main things we need is called a niche. That marketing term is not a very comfortable one for academe, but everyone understands what you mean when you say reputations are not built on generalities, they are built on specifics that are memorable. The opportunity that most forcefully presents itself at Rhodes is the key word "international." The world has become a global market and the global village that Marshall McLuen forecast 20 years ago. Rhodes has particular strength, an almost unique strength, among colleges in this area. Our departments of International Studies, Economics and Business Administration, and Political Science, supported by very strong foreign language departments, have a fine opportunity by coming together in Buckman Hall. This coming together can provide a major focus of the College because of the timeliness of international commerce and political economy. Support for that thrust will be needed to attract the faculty and provide facilities for an international program. So, one major thrust is an international focus.

"The second major thrust, as Ken Clark pointed out, is to provide fitness/wellness facilities. Ken and the members of his committee did not overstate the need. Truly, it is as if you are one campus when you are on the interior part of the campus. Then, as you move north, it is as if you drop down in quality to a much lower level.

"Students who come to Rhodes have opportunities to go to many other institutions. Davidson College will dedicate the Baker Center in a few weeks; Sewanee has just announced they will build a fitness/wellness center. I don't know of many public or private schools whose physical education facilities are as limited as Rhodes. So the fitness/wellness facility is the second major thrust.

"The third major thrust is faculty support. You have probably read that beginning in the 1990's there will be terrific competition for faculty. We probably will not have very much difficulty in attracting Ph.D.'s to Rhodes if we just take whoever comes. But the competition for the very best will be tremendous. We want to have attractive salaries and provisions for their research, whatever it takes to attract those who will build the reputation of the

College. Needs include endowment for Chairs, endowment for faculty development, research and publication, for facilities.

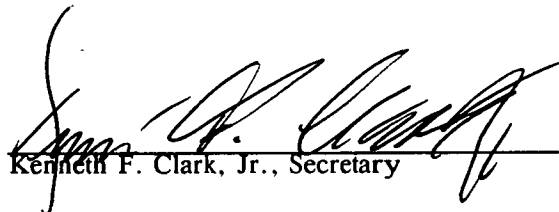
"In mentioning these three major thrusts--international, fitness/wellness and faculty support--I have conspicuously omitted the need for residence halls. Why? My thinking is that we might be able to finance these through another bond issue because of the growing strength of our endowment and the overall strength of the College. However, if we are not able to make an additional bond issue for a residence hall, then that would become a fourth thrust for capital needs of the College.

"On another subject, some of the outstanding efforts that have been monumental in helping lift the College are in the area of physical plant. In the last year tremendous progress has been made: in response time when repairs are needed in serving students; in readying the dormitories for students in the fall; and in the development of Stewart Hall this past summer. Much of that is due to the difference that Mr. Brian Foshee has made in his leadership in the physical plant area. I'm sure you've had similar experiences in your business when a person assumes a new responsibility. You don't know what leadership is--maybe it is getting out of the way; saying we trust these people to do their best. Maybe it is recognizing others when they do their best, and reprimanding them when they don't. Whatever it is, Brian Foshee has it, and I would like to ask you to join me in expressing our thanks to him.

"I am also very optimistic about the leadership that is emerging in the area of student responsibility. This is the topic not only on this campus. I share the concern and indeed some of the alarm expressed here, but I have been proud of the leadership that is emerging. Several of you asked if students have the maturity to self regulate in the area of socially offensive behavior. I believe they do. We do not plan to take administrative initiative. Rather, we want to see whether or not that can emerge in the student body. I believe it will. Dean Shandley coordinated a retreat at Camp Pinecrest about three weeks ago. Our student leaders were not talking to us about what we want; they were talking to each other about what they want. I hope we can preserve the ideal of student self governance not only in the honor code, but also in what kind of community we want to be. I think you would be very pleased and proud of the way students are accepting leadership and responsibility for saying what kind of community they want to have. I am optimistic about that and I believe that the reports that will be made to you in February and in April will be good ones."

10-89-33 Degrees conferred on May 7, 1989 and August 15, 1989. (Exhibit O, pp 62-67) (See action of Board 79-4-12)

10-89-31 The meeting went into executive session at 11:00 A.M.



Kenneth F. Clark, Jr., Secretary

Exhibit A**BOARD OF TRUSTEES COMMITTEES FOR 1989-90****Board Dir. & Leadership**

*Henry Goodrich, Chr.
Robert H. Buckman
*Winton M. Blount
*Charles P. Cobb
*Frank M. Mitchener, Jr.

L. Palmer Brown
Robert D. McCallum

Faculty Member

Ben W. Bolch

Student Member**Staff(Non-Voting)**

Loyd C. Templeton, Jr.
Helen W. Norman

Buildings & Grounds

*Harry J. Phillips, Sr., Chr.
Edgar H. Bailey
Neville F. Bryan
Joseph Roberts, Jr.
Mary Elizabeth Walker

Mertie Buckman
Edward Jappe
Lorna A. Reimers

#Terry W. Hill

#Margaret A. Pomphrey

Brian E. Foshee

Development

*James A. Thomas III, Chr.
Jack A. Belz
William J. Michaelcheck
James H. Prentiss
David D. Watts
Spence L. Wilson
S. Ray Zbinden

Margaret R. Hyde
P.K. Seidman
Alvin Wunderlich, Jr.

#Robert Entzminger

Veronica G. Lawson

Donald J. Lineback
Paula S. Jacobson

Enrollment

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Ruthie J. Frierson
L. Frank Moore
William F. Winter
K. C. Ptomey, Jr.

John M. McMillan
William C. Rasberry

David Jeter

Stephen R. Hambuchen

David J. Wottle
Sally Thomason

Fac. & Educ. Program

*Dunbar Abston, Jr. Chr.
Bland W. Cannon
C. Stratton Hill, Jr.
*Joseph Orgill III
Billy M. Hightower

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

Kenneth W. Goings

Graham S. Butler

Harmon C. Dunathan
Robert R. Llewellyn

Finance

*S. Herbert Rhea, Chr.
Robert W. Amis
Bruce E. Campbell, Jr.
Nancy Huggins
*W. Neely Mallory
Michael McDonnell

Thomas B. Davis
Morrie A. Moss
John B. Ricker, Jr.

John M. Planchon

#Tsega Gebreyes

J. Allen Boone
N. P. McWhirter

Students & Campus Life

*Kenneth F. Clark, Jr., Chr.
W. L. Davis, Jr.
William H. Bryce, Jr.
Vicki G. Roman
Henry B. Strock, Jr.
Ronald Terry

E.A. Alburty
Emily Alburty
Jeannette Spann

#F. Michael McLain

#Kearsten C. Angel

Thomas C. Shandley
Ronald J. Kovach

Investment

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

Robert D. McCallum
Ralph C. Hon

Douglas K. Southard

J. Allen Boone
N. P. McWhirter

Audit

L. Palmer Brown, Chr.
Edgar H. Bailey

P.K. Seidman
Spence L. Wilson

Rebecca Sue Legge

N. P. McWhirter

*Winton M. Blount, ex officio, all committees
*Executive Committee Member

*James H. Daughdrill, Jr., ex officio, all committees
#Elected by Faculty or Students

Oct. 1989. Bd. 7

Exhibit B.

BY-LAWS AMENDMENT, ARTICLE III, SECTIONS 4 AND 5:

At present there are two limitations on maximum terms of service on the Board of Trustees. One is the maximum of nine years of service on the Board; the other is the maximum of six years of service as Chair of the Board.

Both of these limitations are reasonable. A problem can occur, however, when a new Chair is to be elected. The Board cannot elect a Chair from those in their second or third three-year term as Trustees and still have the Chair serve for a full term of six years. The dilemma of having either 1.) a short-term Chair, on the one hand, or 2.) limiting the selection of Chair to one-third of the Trustees, on the other hand, is an unforeseen and unnecessary dilemma.

To alleviate this problem I recommend the adoption of the following additions (underlined) to the By-Laws of the College:

Article III, Section 4

Number and Terms of Members Elected by the Board. There shall be thirty (30) Trustees elected by the Board of Trustees, including an adequate number of alumni of the College. They shall be elected at any regular or special meeting by a majority vote of the Board from among those persons nominated by the Committee on Board Directions and Leadership, and shall assume office beginning with the fall meeting of the Board, and serve for a term of three (3) years or until their successors are elected and qualified. Except for the Chair of the Board, they may not be elected for more than three (3) consecutive three-year terms. At least twelve (12) months must have elapsed before any Board-elected Trustee having served three consecutive three-year terms may be elected for another such term.

Article III, Section 5

Number and Terms of Members Elected by Synod. There shall be twelve (12) Trustees elected by the Synod of Living Waters of the Presbyterian Church, U.S.A., only upon nomination by the Rhodes Board of Trustees. The Synod of Living Waters shall elect four (4) members each year for a term of three (3) years. Such members shall assume office beginning with the fall meeting of the Board. Except for the Chair of the Board, they may not be elected for more than three (3) consecutive three-year terms. At least twelve (12) months must have elapsed before any Synod elected Trustee having served three consecutive three-year terms may be elected for another such term.

Exhibit C.

BY-LAWS AMENDMENT, ARTICLE IV, SECTION 2:

TO: Members of Rhodes College Board of Trustees
FROM: James H. Daughdrill, Jr.
DATE: October 9, 1989
RE: By-Laws Amendment

During the past year, it has become apparent that some matters require immediate action of the Executive Committee between scheduled Board meetings. Recent examples of these actions are the refinancing of the 1984 Bond issue and the redemption of the Bulab stock.

The College legal counsel has recommended changes which would clarify the authority of the Executive Committee and would omit the cumbersome requirement of unanimous written consent on actions taken at such meeting.

The recommendations for changes to the By-Laws are as follows:

Article VI: Board Committees. Section 2. Executive Committee

From:

... The Executive Committee shall report all its interim actions in writing at the next regular meeting of the Board for approval. Whenever possible, reports from the Executive Committee should be sent in writing at least ten (10) days prior to Board meetings.

To:

... The Executive Committee shall report all its actions in writing to the Board at the next regular meeting.

From:

Conference telephone meetings shall be permissible only in clear emergencies, but any actions taken thereby shall be ratified by a majority of the members of the Executive Committee at the next stated meeting.

Whenever the Executive Committee is required or permitted to take action by vote, such action may be taken without a meeting on written consent of the Executive Committee, which consent shall set forth the action so taken and shall be signed by all of the members of the Executive Committee entitled to vote thereon.

To:

Conference telephone meetings are permitted.

Whenever the Executive Committee is required or permitted to take action by vote, such action may be taken at any called meeting, including by telephone conference, or without a meeting upon the written consent of its members.

U.S. News
& WORLD REPORT

A M E R I C A ' S BEST COLLEGES

1 9 9 0

VITAL STATISTICS

Test scores, acceptance rates,
tuition and expenses for more
than 1,350 colleges

ADVICE

How to choose the right
college, get through the
admissions process and pay
for your education

PLUS

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UP & COMERS

CLIMBING TOWARD EXCELLENCE

Innovations and improvements are putting these schools on a track to the top

In the groves of academia, nothing grows or changes more slowly than academic reputations. Campus images may lag behind the campus realities by years, even decades. Yet, not even the glacierlike world of higher education remains totally static. This year, for the first time, *America's Best Colleges* asked college presidents and administrators to identify the country's up-and-coming schools, those institutions whose images may not yet have caught up to their quality. Here is a close look at four of those schools. Although each started from a different rung on the educational ladder, all were propelled upward by the same spark: Money.

It was only 25 years ago that the University of California at San Diego admitted its first class, 181 students. Today, UCSD is a sprawling campus of 14,100

undergraduates and 2,700 graduate students renowned for its outstanding faculty and scientific research. This growing campus by the sea is beginning in many ways to rival the older, richer and more famous branches of the University of California at Berkeley and Los Angeles.

The roots of UCSD's rise to prominence can be traced to 1903, when biologist William Ritter established what eventually was to become the prestigious Scripps Institution of Oceanography. Perched on the Pacific bluffs of La Jolla just north of San Diego, Scripps gradually expanded the scope of its research, and began luring many of the nation's leading oceanographers, attracted both by the quality of its science and the magnificence of its location. After governing Scripps for a half-century, the California Board of Regents decided in 1960 to

Exhibit D

make the institute the cornerstone of a new, full-fledged unit of the state university system. The move guaranteed bountiful funding from Sacramento. The newly created UCSD also began with advantages inherited from Scripps: A strong tradition of scientific research and the core of a top-notch faculty.

But UCSD did not stop there. Building upon the Scripps base, during the past quarter-century UCSD has assembled a powerhouse faculty that includes six Nobel laureates and no fewer than 50 members of the prestigious National Academy of Sciences. The chancellor at UCSD, Richard Atkinson, is a former director of the National Science Foundation. With such faculty stars in residence, tens of millions of research dollars began flowing to San Diego. This, in turn, led to the establishment of several world-renowned research institutes at UCSD, including the Center for Magnetic Recording Research and the Center for Astrophysics and Space Sciences.

"The research climate establishes an ethos for the community that spills into undergraduate education," says Joseph Watson, vice chancellor of student affairs. "It sets the tone of the campus as highly scholarly." Though UCSD offers 93 undergraduate majors, almost a quarter of its students major in engineering or biology, and even more spend no class hours working in UCSD laboratories on its many research projects.

With this kind of active interest in



PAUL DAGYS

Deep pockets: Thanks to a large grant, Rhodes College can give out merit scholarships to more than one third of its freshmen

science, it is not surprising that despite its young age, UCSD ranks first among public universities both in the percentage of undergraduates who go on to medical schools and who eventually earn Ph.D's. But the school also takes pride in the fact that its students, almost all of whom are native Californians, play hard as well as work hard. Watson says that despite the heavy classroom and studying loads, three fifths of students take advantage of the salubrious San Diego climate and participate in intramural sports ranging from rugby to volleyball.

If UCSD was fortunate in inheriting an ongoing scientific tradition, Emory University had the luck of location. Another up-and-comer in the national-university category, Emory happens to be situated in Atlanta, also the hometown of one America's most quintessentially successful business enterprises: The Coca-Cola Company. The 153-year-old university traces its changing fortunes to a single gift of \$105 million in Coke stock, the largest individual college bequest in the nation's history. The legacy, which has generated more than \$100 million in revenue, was bestowed in 1979 by Robert Woodruff, the longtime president and chairman of Coke. Thanks to Woodruff's gift and careful planning, Emory President James Laney was able to turn a middle-rank regional institution into what is fast becoming an important national university.

First, Laney asked a panel of educators from other schools for their recommendations for dealing with his unusual problem: Spending money, not raising it. Then, with their suggestions in hand, he poured the revenue generated by the Woodruff bequest into faculty salaries and endowed professorships, scholarships and funding for new construction on Emory's Italian Renaissance-style campus north of downtown Atlanta. In the past six years, Emory has built a new recreation center, a new student center, two new dormitories for 800 students, a refurbished teaching museum of art and archaeology, and a \$40-million molecular biology research laboratory. With better professors teaching better students in better facilities, the school's reputation soon improved, as well.

Atlanta's booming economy also contributed to Emory's rise, as did the election of a former Georgia governor as U.S. President. After Jimmy Carter left the

White House in 1981, he decided to locate his presidential library and public-policy center adjacent to the Emory campus. Many of the center's resident scholars hold dual appointments at the university. Carter himself spends two or three days a month on campus with students. "He's been an extraordinary stimulation here," says Laney, "And the Carter Center has brought us a great deal of national and international attention."

That the university's fortunes are still rising is evident from Emory's numbers. Applications are up more than 70 percent since 1982; the average grade-point average of entering freshmen is up from 3.25 to 3.5, and the school is drawing increasing numbers of students from

outside the Southeast. Altogether, this makes for a statistical snapshot of an up-and-coming national university.

It was a hefty gift that also sparked the rise of Rhodes College in Memphis, Tenn., an up-and-coming national liberal-arts college. The money came from the Bellingrath-Morse Foundation of Mobile, Ala., which for several decades has earmarked a percent-

age of its annual income to Rhodes. In 1981, changes in the foundation's finances dramatically increased its yearly contribution to Southwestern College at Memphis, the little-known school of 1,350 students outside Memphis that would become Rhodes College in 1984. Rhodes used the almost \$2 million annual windfall from the foundation to create merit-based scholarships that bolstered the caliber of its students and, in the process, its national reputation as well. Today, 40 percent of Rhodes freshmen receive merit awards, some of them equal to the \$14,500 total cost of tuition and room and board. The scholarships, "primed the pump of admissions," says David Wottle, the former Olympic runner who is now Rhodes's admissions dean.

The pump primed, Rhodes launched a marketing campaign to attract a national audience of students, using as selling points its scholarships as well as its stunning campus: All of its 34 buildings are built in collegiate neo-Gothic style and 12 are on the National Register of Historic Places. Academically, Rhodes boasted about an international-studies program that ranked the Memphis school among the national leaders in the number of international-studies majors awarded diplomas each year. The col-

'We've raised a heck
of a lot of money.
Centre has a
level of resources
unthinkable
10 years ago.'

Michael Adams
president, Centre College

SCHOOLS ON THE RISE

In the U.S. News reputational survey, these colleges and universities were most often named as "up-and-comers"

NATIONAL UNIVERSITIES

Arizona State University
Carnegie Mellon University, Pa.
Emory University, Ga.
Rutgers, State University of New Jersey, New Brunswick campus
University of Arizona
University of California at San Diego

NATIONAL LIBERAL-ARTS COLLEGES

Centre College, Ky.
Colorado College
Drew University, N.J.
Earlham College, Ind.
Macalester College, Minn.
Rhodes College, Tenn.

REGIONAL COLLEGES

NORTH

Towson State University, Md.
University of Hartford, Conn.

SOUTH

College of Charleston, S.C.
Georgia Southern College
Kennesaw State College, Ga.
Samford University, Ala.
University of North Carolina at Asheville

MIDWEST

Buena Vista College, Iowa
College of Saint Thomas, Minn.

WEST

San Diego State University, Calif.
University of Nevada at Las Vegas
Western Washington University

REGIONAL LIBERAL ARTS

NORTH

Bradford College, Mass.
Trinity College, D.C.

SOUTH

Huntingdon College, Ala.
Roanoke College, Va.

MIDWEST

Alverno College, Wis.
Simpson College, Iowa

WEST

Grand Canyon College, Ariz.
Oklahoma Baptist College

Note: Listings are based on a survey of 3,879 college presidents, deans and admissions officers at 1,294 four-year colleges. Respondents were asked to choose five "up-and-coming" schools, in their own academic category, based on "recent educational innovations and improvements." Six winning schools were chosen in the national categories; two were chosen in each of eight regional categories. However, more schools were listed in categories with ties. Schools are listed alphabetically.
Source: U.S. News & World Report 1989 Study of Colleges and Universities

lege also stressed its students' strong commitment to community service. Organized by the Kinney Program, a 31-year-old student organization, a third of Rhodes's students volunteer in local Memphis soup kitchens, tutor junior-high students and work on construction projects that include low-income housing in Memphis and a community center in Mexico. "Volunteerism is part of the student culture here," says Thomas Shandley, dean of student affairs.

To further promote itself nationally, the college began soliciting a larger universe of students with newly redesigned recruiting brochures and other publications. Further symbolizing its break with the past, in 1984 the college, operated since 1855 by the Presbyterian Church, changed its name from Southwestern to Rhodes, after Peyton Rhodes, a former president. The original name was "an impediment," says Rhodes President James Daughdrill. "It gave many people the impression that we were a public university and not a private liberal-arts college."

Daughdrill, a former businessman and Presbyterian Church official who became president in 1973, made upgrading the faculty a high priority. First, he had to unclog a tenure system that left fewer than 16 places on the 84-member faculty subject to quick replacement. Daughdrill forced a change in the system that allowed deans more freedom to hire and to retire. Then, he instituted a rigorous system of evaluation of faculty by students designed to strengthen teaching standards. "Reducing the percentage of tenured faculty has meant we can hire more energetic young faculty members," says Daughdrill.

All this produced changes that the Bellingrath-Morse Foundation must have had in mind when it decided to share its income with Rhodes in the 1950's. Applications have tripled since 1982; average freshman SAT scores have jumped from 1100 to 1181 in the same period, and the school today attracts two thirds of its 1,350 students from out of state. Comparing where Rhodes was back in the early 1980's and where it is today, Daughdrill sums up the change

rather simply but pointedly: "The intellectual mix is richer."

In contrast to Rhodes and Emory, Kentucky's Centre College was not propelled forward by a financial windfall, but by the faith and energies of its trustees and administrators, who first committed themselves to achieving a national reputation, and then sought the necessary funds. Until the '80s, Centre

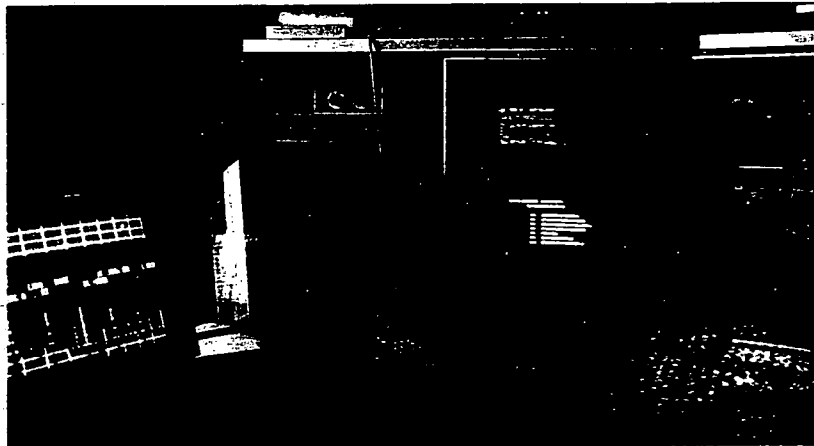
brochures and publications, and when gifts came in, hand-written thank-you notes flowed out. Many alumni were honored with appointments to recruitment, fund-raising and student-life committees that kept them in contact with the college. The campaign was so successful that by 1984, a greater percentage of Centre alumni contributed to their alma mater than did graduates of any other school.

Two years later, Centre's 75.1 percent participation rate for alumni giving set an all-time national record and tripled the college's participation rate the previous decade. Translated into dollars, the increased number of givers now provides \$1.6 million for the college budget each year, compared with only \$300,000 before the new development plan.

In college development, just as in business development, success breeds success. Centre trumpeted its record in raising funds from its graduates to win substantial grants from non-alumni, including a \$3.5-million gift from the Olin Foundation for a new physical-science building completed in 1986. Then, in 1987, it launched a capital campaign that reached its original \$33 million goal within 10 months, requiring the setting of a new and certain-to-be surpassed goal of \$38 million. "We've raised a heck of a lot of money," says Michael Adams, who, last April, became Centre's 19th president. "Centre has a level of resources unthinkable 10 years ago." Indeed, with an endowment of \$47 million, Centre now ranks among the top 50 colleges and universities in the nation in en-

dowment per student.

Centre's new-found wealth has allowed the college to set its tuition at \$8,590, several thousand dollars lower than those of its major competitors. It has also enabled Centre to pay the higher salaries needed to recruit able, young professors. "We're at a great advantage," says Thomas McKune, director of admissions. The bigger budget has also paid for an expanded marketing campaign that produced a boom in applications, an increase in entrance-test scores and a rise in the share of freshmen in the top 10 percent of their high-school classes. The marketing, says Adams, "has paid off." □



Top tech. Science rules at the University of California at San Diego



Centre College. It's known for more than football these days

was a regional liberal-arts college with a modest, \$18-million endowment. It was better known for the unusual former nickname of its football team—"The Prayin' Colonels"—than for its educational achievements. But in 1984, Centre's trustees adopted a lengthy plan for academically upgrading the college that was drafted by a panel of faculty members and administrators.

With the plan as a road map, Centre, located 35 miles south of Lexington in the rural community of Danville, then turned to its 7,500 alumni in pursuit of seed money. They were aggressively pitched with phone calls and a flood of attractive

Exhibit E

REPORT OF THE COMMITTEE ON DEVELOPMENT - October 20, 1989

Chair James A. Thomas called the meeting to order at 2:00 p.m.

Those members present were:

James A. Thomas III '62
Jack A. Belz
Robert L. Entzminger
Margaret R. Hyde '34
Paula S. Jacobson
Veronica G. Lawson '91
Donald J. Lineback
William J. Michaelcheck '69
James H. Prentiss
P. K. Seidman
David D. Watts '63
Spence L. Wilson
Alvin Wunderlich, Jr. '39
S. Ray Zbinden '60

ANNUAL FUND

Ms. Paula Jacobson showed the committee a bronze plaque recognizing the work of Al Wunderlich of the Class of 1939. Mr. Wunderlich challenged his classmates to make a special gift for their 50th Reunion. Their giving increased from about \$8,000 to over \$50,000, and 74% of the class gave to the annual fund. This was the largest gift in size and participation in the history of the College. The plaque will be placed at the base of a window in West Dining Hall.

Ms. Jacobson noted that the Class of '74 is already making plans to break this record and have its own plaque next year.

Mr. William Michaelcheck, National Chair of last year's annual fund, reported a total of \$1.7 million in unrestricted gifts was received during 1988-89, a 10.8% increase from the previous year. The largest percentage increase came from Trustees, who gave \$383,453, a 20% increase, followed by alumni, who gave \$669,470, an 18% increase. Alumni participation reached 41.6%, which is a new record at Rhodes. The Diehl Society raised \$610,491 a 20.1% increase and the Red & Black Society received \$261,486 a 18.2% increase.

Mr. David Watts, National Chair of the Annual Fund for this year, reported that the goal for the year is 10% higher than last year, for a total of \$1,850,000 in unrestricted gifts and 46% in alumni participation. He noted that gifts under \$1,000 are being recognized by the Loyalty Club, which replaces the Anniversary and Tower Clubs. Unrestricted gifts are encouraged at all levels, including \$36 which is how much it costs to purchase and process one library book, or \$754, which is the cost of keeping the lights on in Burrow Library for a month.

P.K. Seidman reported on the Trustee Campaign for this year:

"The goal for the 1989-90 Trustee Campaign is \$500,000, which reflects a 30% increase. I believe this increase is achievable for three reasons:

"First, the size of the Board has increased by over 10%.

"Second, a number of people have moved from the Alumni Division into the Trustee Division this year, including several Diehl Society members. This tends to lower the goal in the Alumni Division and raise it in the Trustee Division.

Exhibit E

"And finally, I believe we have a commitment to be the leaders in giving to Rhodes.

"To date, our campaign is 10% ahead in receipts, but 40% behind last year at this time in total pledges. I want to thank those of you who have already given, and especially those who increased your gifts.

"If you haven't given, I strongly urge you to consider your gift carefully and to pledge as much as you possibly can. You will show your commitment to strengthen Rhodes, and I think you will feel good about being a leader in this campaign."

Dean Don Lineback reported on the Rhodes Science Initiative, a \$3.5 million campaign to strengthen the sciences. Over \$2 million has been committed to date, mostly from the Plough Foundation and foundations in California, Florida and Michigan. Of that amount \$925,000 is in the form of grants to be received if alumni and friends give a total of \$1.5 million in life-income trusts or outright gifts by September 1, 1990. What is especially significant in this campaign is that Rhodes is being recognized nationwide as a leader in pre-medicine and health-related fields.

There is progress to report on establishing endowed faculty positions. He told of a special gift from Mertie and Bob Buckman honoring P.K. Seidman. They have established the P.K. Seidman Professorship of Political Economy. You will hear more about this professorship later.

In addition an anonymous friend of the College, thanks to the good work of a Trustee, has established a trust that, after 15 years, will create a fully endowed professorship of \$1.5 million in Chemistry, Economics or Business Administration. Professorships are still being sought in numerous departments, and gifts to support current faculty positions will be matched by the College's endowment.

Finally, in the Buckman Hall campaign, there is \$7.7 million of the \$9 million needed to construct and endow the building. Task Force I, chaired by Mr. P.K. Seidman, has raised over \$7.5 million toward its goal of \$8 million. They were given a special boost by an anonymous friend of the College who will make a cash gift this fall of \$1.5 million. The Alumni Task Force, which Mr. Jimmy Collier and Dean Lineback co-chair, has just begun its phase of the campaign. Just over \$100,000 toward the goal of \$1 million has been raised and they are in the process of building a challenge grant for the remainder. Any help the trustees can give them in this campaign will be greatly appreciated.

Ms. Jacobson reported that the positions of Director of the Annual Fund and Director of Special Gifts are open and that filling them is her top priority.

Mr. Doug Alexander and the firm of Alexander O'Neill Haas & Martin from Atlanta has been retained as the Development consultant. He will be contacting trustees to survey their perception of Rhodes' strengths and the direction it should take in the years ahead.

The meeting was adjourned at 3:00 p.m.

Exhibit F

REPORT OF THE COMMITTEE ON AUDIT - October 20, 1989

The meeting of the Committee on Audit was held in the Hill Board Room of Palmer Hall at 10:00 a.m. on Tuesday, October 17, 1989. Those members of the committee present included Mr. Palmer Brown, Chair; Mr. Edgar Bailey, Mr. P.K. Seidman, Dean J. Allen Boone, and Mr. N. P. McWhirter. Mr. Bill Drummond and Mr. Jeff Chitwood represented Ernst and Young in presenting the audit report.

Mr. Brown convened the meeting with opening remarks concerning the trend toward increased responsibility and liability for members of volunteer oversight committees such as the Audit Committee. There was general concurrence by all members present that committee members should take an active role in policy development.

The first item of discussion was the presentation by Mr. Drummond of the preliminary draft of the audited financial statements for the year ending June 30, 1989. Mr. Drummond noted that the College continues to receive an "unqualified" opinion. Items noted within the text of the audit report are summarized as follows:

- 1) Total assets of the College grew significantly during the year, to a total of \$133,052,921, an increase of \$11,538,451 over the prior year. This is primarily attributable to the performance of the endowment portfolio, with a net reinvested growth of \$8,676,924 to \$76,143,299 (12.86%). Additionally, the fund balance of current unrestricted increased \$596,021 due to operating results of the FY 1988-89 budget.
- 2) Tuition and fees were up 11.8% over the prior year.
- 3) The increase in endowment resulted primarily from gifts of \$1,036,186 and from market gains of \$7,586,791.
- 4) In Note D, it was pointed out by Mr. Drummond that the 1984 bond issue had been refinanced with Series 1989 bonds in the amount of \$3,580,000. Also, subsequent to the year end, Manufacturers Hanover Trust Company has been replaced as the letter of credit facility on the 1985 bond issue by National Westminster Bank PLC, which carries an AAA rating.

The discussion of the Committee turned to the endowment allocation formula utilized in calculating the funds to be transferred to the College's annual operating budget. Note A of the audit report notes that "the College allocates a part of earnings... computed on a defined formula authorized by the Board of Trustees". This formula uses the average market value of the two preceding years as a computation base and therefore should factor out periodic short term market fluctuations. However, the Committee felt that the Administration should be alert to any possible use of principal should the stock market have a sustained decline.

The audit report was accepted by the Committee.

Mr. Brown asked Mr. Drummond to review significant audit findings and items forthcoming in the management letter. Mr. Drummond responded that there was only one item he wished to address. The Endowment fund holds a receivable from unrestricted funds in the amount of approximately \$1,850,000 and that these funds are not earning interest. Mr. McWhirter stated that these funds would be moved to the Rhodes Share account and would receive market rate interest. A resolution was passed by the Committee recommending that all interfund amounts bear interest in the future at a rate determined by the Committee on Investments.

It was further reported by Mr. Drummond that all items of the prior year's management letter had been substantially completed.

Mr. Brown discussed the issue of borrowing from endowment funds, and after discussion, the following resolution was passed unanimously:

RESOLUTION

- (1) The loan made from the Endowment Fund during the year ended June 30, 1987 for purchase of a building in amount of \$1,503,982.00, and the basis for the rate of interest later established by the Board of Trustees, be treated as

Exhibit F

a fait accompli and not be disturbed.

- (2) In the future, any borrowing from the Endowment Funds for any College expense, however meritorious, must first be approved by the Board of Trustees, the Finance Committee, and the Audit Committee (presumably after consultation with the auditors).**

It is of course understood that, in accordance with the By-Laws, the final decision in this and all other matters is vested in the Board of Trustees.

This resolution is recommended to the Board of Trustees for approval.

Mr. Drummond presented the fee proposal for FY 1989-90 and was excused so that the Committee could discuss the retention of Ernst and Young as auditors. **This matter was discussed and it was recommended by the Committee that Ernst and Young be retained as auditors for the current fiscal year.**

In discussing new business, Mr. McWhirter asked the Committee to consider the need for annual financial aid audits. While the federal statutes only require an audit every two years, the growth in the College's financial aid and accreditation requirements for annual review indicate a need to move in this direction. The Committee, after discussion of this item, **unanimously approved and authorized the College to proceed with an annual financial aid audit.**

There being no further business the meeting was adjourned.

Exhibit G**REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - October 20, 1989**

Members present: Mr. Henry Goodrich, Chair; Mr. Robert H. Buckman, Dr. Winton M. Blount, Mr. Charles P. Cobb, Mr. Frank M. Mitchener, Jr., Mr. Robert D. McCallum, President Daughdrill. Faculty member: Dr. Ben W. Bolch. Staff members: Dr. Sybil R. Todd, Mr. Loyd C. Templeton, Jr., Ms. Helen W. Norman, Ms. Josephine B. Hall.

Absent members: Mr. L. Palmer Brown

Mr. Goodrich reported that Mr. R. Lee Jenkins had resigned due to business and personal reasons. His vacancy, along with the two trustees who will be completing their terms this year, will have to be filled in the Synod of Living Waters category. Also there is one Board-elected trustee completing his term and an open slot which has not been filled since increasing the number of Board members to 42. Names of nominees will be presented for election to the Board at the April meeting.

The Committee discussed prospective trustee candidates for both Synod-elected and Board-elected positions and determined a rank order for approaching nominees:

The Committee recommends to the Board for approval the listing of nominees for Honorary Degrees as presented by Mr. Goodrich; with no more than four degrees be given at Commencement, and possibly one or two during the year, and that President Daughdrill be authorized to issue the invitations to the honorees. The Board was reminded that the listing should be kept confidential until the official announcement is made by the College in the spring.

The Committee recommends to the Board that Mr. Frank Norfleet, a long-time leader in the business community of Memphis be elected an Honorary Trustee. He has served on the boards of GKN Autoparts International, Holly Farms, CSX Corporation in Richmond, Virginia, former chair of the Mid-South Medical Center Council; former member of Shelby County Court; former president of the Memphis Chamber of Commerce and Future Memphis. At Rhodes he serves as a member of the Buckman Hall Task Force.

The Committee recommends to the Board for approval the following dates for the 1990-91 Board meeting: October 25 and 26, 1990; January 17 and 18, 1991; April 18 and 19, 1991

The Committee recommends to the Board for approval amendments to "Faculty Policies and Procedures"--I. Appendix A. (Exhibit G p. 22)

The Committee recommends to the Board for approval amendments to "Faculty Policies and Procedures"--II. AFFIRMATIVE ACTION, XV. AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY. (Exhibit G p. 23)

Mr. Goodrich reminded the committee that at the April meeting of the Board, the administration had been asked to re-examine the College's tuition remission plan to see if it is in conformity with all recently enacted federal regulations. This is being done by the College attorney, Dean Allen Boone and the Fringe Benefits Committee. Their findings and recommendations are not complete at this point but will be reported to this committee as soon as President Daughdrill receives and approves them.

The Committee adjourned at 4:00 P.M.

Exhibit G

Attachment A

AMENDMENTS TO FACULTY POLICIES AND PROCEDURES :

(Action deferred from 4/89 to 10/89 Trustees meeting. See item 4-89-13))

I recommend for adoption the following amendments to the Faculty Policies and Procedures:

I. APPENDIX A

OLD VERSION:

APPENDIX A. -- RULES AND PROCEDURES OF THE FACULTY

NEW VERSION:

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

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OLD VERSION:

Appendix A., paragraph 2:

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

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

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

NEW VERSION:

Appendix A., paragraph 2, substitute:

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

Exhibit G

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

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

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

II. AFFIRMATIVE ACTION

OLD VERSION:

XV. AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY:

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

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

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

NEW VERSION:

XV. AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY substitute:

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

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

The Committee adjourned at 4:00 P.M.

Exhibit H

REPORT OF THE COMMITTEE ON BUILDINGS & GROUNDS - October 20, 1989

The meeting was convened in Room 307 of S. De Witt Clough Hall at 2:00 p.m. by Mr. Harry J. Phillips, Sr., Chair. Those in attendance were:

Harry J. Phillips, Sr., Chair
Joseph Roberts, Jr.
Terry W. Hill

Neville F. Bryan
Mary Elizabeth Walker
Margaret A. Pomphrey
Brian E. Foshee, ex officio

Mr. Metcalf Crump and Mr. Dennis King, Architects with The Crump Firm, Inc., were also in attendance.

Mr. Phillips opened the meeting by asking members to introduce themselves, then asked Mr. Brian Foshee to proceed with the Review of Summer Projects.

Mr. Foshee stated that a very productive summer was experienced with in-house maintenance and Renovation and Replacement projects. All buildings were cleaned, inspected and preventive maintenance performed. There were a total of thirteen Renovation and Replacement projects funded; eight have been completed, three are in progress, and two are scheduled for completion spring 1990.

Mr. Foshee discussed the renovation of Stewart Hall. The project was successfully completed one week ahead of schedule and within budget. Current residents and their parents have offered many favorable comments regarding the renovation.

Mrs. Neville Bryan raised the question of how the Rhodes Campus would survive an earthquake. After a short discussion a request was made that Mr. Foshee research this issue with appropriate agencies and report his findings to this committee at the April meeting.

Mr. Metcalf Crump, Architect, displayed drawings of the proposed Buckman Hall. He stated that the 35,000 sq. ft. 3-story building will contain seventeen classrooms, two computer labs, a language lab and three lecture halls. Final construction documents are being reviewed and will be available to contractors by December 1989. Construction is expected to begin March 1990 with completion scheduled for summer 1991.

Mr. Foshee invited the committee to tour Stewart Hall and Williford Social Room.

There being no further business the meeting adjourned at 3:00 p.m.

Exhibit J**REPORT OF THE COMMITTEE ON ENROLLMENT - October 20, 1989**

The Committee on Enrollment was called to order at 2:07 p.m. by Chairman Ray Tanner with the following members in attendance: Ms. Ruthie Frierson, Ms. Nancy Fulmer, Mr. Steve Hambuchen, Dr. David Jeter, Mr. Frank Moore, Dr. K.C. Ptomey, Jr., Dean Sally Thomason, Mr. Art Weeden and Dean Dave Wottle.

Chairman Tanner opened the meeting by welcoming the committee, with a special welcome to the new members. He then asked Dean Wottle to give the admissions report.

ADMISSIONS REPORT

Dean Wottle indicated that 1988-89 was yet another banner year in admissions. While many selective colleges realized a decrease in student inquiries and applications, Rhodes experienced a record number of students asking for information about the College as well as an increase in the number of applicants. Student inquiries increased 22% from 12,821 to a record 15,695, and applications rose over 4% from 1,961 to 2,053, our second highest number ever. The acceptance rate of applicants was 66 percent compared to 64 percent last year. The entering class was the second largest class ever, numbering 394. Use of the wait list was less this year than in the two previous years with 63 students being offered admission from the wait list this year compared to 90 and 89 the last two years respectively.

Academically, the average freshman ranked in the top 11% of their graduating class, earned a 3.51 grade point average, had a 1203 composite score on the SAT and a 27 composite score on the ACT. Dean Wottle noted that the SAT composite score of 1203 does not include five special admit students. This policy of excluding a small number of special admits from the SAT mean score is in line with the policies used by most of our competitors.

Almost nine percent of the freshman class were minorities, with five percent black student representation. Dean Wottle noted that black student enrollment on campus currently numbers 69, which is an all-time high and represents five percent of the student body. Thus, the Board dictated goal of 5% black representation on campus by 1990 has been achieved.

A new program of offering January admission to wait listed students not accepted for the fall semester was implemented this summer. Currently 28 students have indicated an interest in enrolling at Rhodes at the beginning of the second semester although Dean Wottle indicated that he anticipates only about half that number will actually enroll in January. A short discussion followed about their transition into the Rhodes community.

Dean Wottle mentioned that, compared to last year at this time, the Admissions Office is almost 2,000 inquiries ahead of last year's record pace.

FINANCIAL AID REPORT

Art Weeden, Director of Financial Aid, reported that his office finished the year within the designated financial aid budget and, at the same time, continued the Rhodes policy of meeting 100% of the demonstrated need of all students. He also indicated that the budget for the current year was adequate to meet the needs of our student population.

Mr. Weeden then reviewed and explained a summary report of the total financial aid expenditures and commitments for the 1989-90 fiscal year. Rhodes students will benefit from 8 million dollars in financial aid funds from all sources in the 89-90 academic year.

Changes in the 1990-91 delivery system and their implications for Rhodes were discussed. Also, the Federal financial aid scenario was projected through 1992-93. A discussion of the potential effects on Rhodes followed. It was pointed out that it is very unlikely that there will be any increase in Federal dollars in the next several years. The Higher Education Amendments are scheduled for re-authorization by Congress in 1991 and the fate of student aid as we know it is at risk.

Exhibit J

Dean Thomason made special note of the fact that Art Weeden is presently serving as President-Elect of the Tennessee Association of Student Financial Aid Administrators, thereby not only offering financial aid leadership to Rhodes but to his profession as well.

SPECIAL STUDIES REPORT

Dean Thomason began her report by giving a brief overview of Special Studies for the benefit of the new members of the Committee.

Reporting on Special Studies activities for the past year she noted that there were approximately 2,000 registrants in Special Studies programs and an additional 4,700 individuals attending meetings and conferences which were contracted through Special Studies, for a total number of 6,700 people in the 1988-89 fiscal year. The income for the past year was \$430,517.44.

Reporting on the Division's financial performance per the Special Studies Agreement it was noted that the budgeted deficit for Special Studies for the year '88-89 was \$75,157. The year end deficit for Special Studies for the year '88-89 was \$45,917 before allowance of \$24,900 for reimbursed expenses for the Seidman Program and Summer Scholars (a total of \$24,900), which means that Special Studies showed a final deficit of \$21,017--a good step towards breaking even by 1991. \$54,140, the difference between the budgeted deficit and the actual final deficit, is the amount to be credited to the Special Studies Reserve Fund for the year 88-89.

Tom Teasley, Associate Dean of Special Studies, resigned from the College at the end of June and has taken a position as Director of Development for the Luther Burbank Center for the Performing Arts in Santa Rosa, California. With Mr. Teasley's departure, there was a complete analysis of staff responsibilities and the Division was reorganized, eliminating the position of Associate Dean and dividing the operational responsibilities between a Director of Marketing - Debbie Schadt, a Director of Programs - Kim Chickey, and a Director of Conference Services - Charlie Nelson.

Dean Thomason reported that Summer Conferences went smoothly with a total of 2,086 guests on campus, ranging from two weeks of Elderhostel to three weeks of Ballet Camp. Programs of this type are attracting visitors from across the nation. A report listing all activities was distributed.

In the Adult Degree Program this fall there are 15 students in the first year--8 of whom are receiving financial aid and 2 Rhodes tuition remission, 6 students second year--all receiving financial aid, and 3 students third year--2 financial aid and 1 Rhodes tuition remission, for a total of 24 in the Adult Degree Program. A biographical sketch of this year's Adult Degree class was distributed to give the committee a better idea of the type of student who is returning to College. It was noted that national statistics show that as of this year over 50% of the nation's college students are over the age of 24 and most of them attending on a part-time basis.

The H.W. Durham Foundation is supporting Special Studies this year by providing a \$21,000 grant to underwrite the administrative costs of Elderhostel for the next three years. Also, the Foundation has established a Durham Scholars fund with a \$64,552 grant to the College. Each year a five year \$2,500 grant will be awarded to two qualified applicants over 50 years of age, who will be designated as Durham Scholars.

219 students are enrolled this semester in not-for-credit classes offered by Special Studies. The Institute for Executive Leadership has twenty participants in the '89-90 class.

Dr. Jeter gave special recognition to Dean Sally Thomason and Ms. Debbie Schadt for their commitment to education and the outstanding job they have done in developing Special Studies at Rhodes.

There being no further business, the meeting was adjourned at 4:05 p.m.

Exhibit K

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - October 19, 1989

Members present:

Board: Mr. Dunbar Abston, Jr. (chair), Dr. Bland W. Cannon, Dr. Billy M. Hightower, Dr. C. Stratton Hill, Jr.

Faculty: Professor Kenneth Goings

Student: Mr. Butler

Staff: Dean Harmon Dunathan, Dean Robert R. Llewellyn

Mr. Abston called the meeting to order and welcomed everyone. Since the committee is composed of new members this year, Mr. Abston asked committee members to introduce and to give a bit of information about themselves.

Mr. Abston recognized Dean Llewellyn who distributed two reports [reports are filed with official minutes] which detailed the status of the faculty: a report on the faculty and a salary report. These reports will be included in the Board minutes. Dean Llewellyn explained each report specifically calling attention to the last page of the report on the faculty which notes the tenure percentages: 52.1% for tenured faculty in tenurable positions and 41.7% for tenured faculty in continuing and part-time FTE faculty appointments.

The faculty salary report indicated the progress Rhodes College is making in bringing its salaries at all levels closer to the goals which the College has established.

Dean Dunathan distributed a list of new faculty for 1989-90 which included biographical information on each person. Also distributed was information detailing the status of faculty position requests by departments, and it was explained how those decisions are made.

Dean Dunathan then distributed a fall semester class enrollment report which compares class sizes and percentages of students enrolled in classes of a specific size.

After a full discussion the committee acted on the recommendation from the President that:

Academic minors be established but not required. Departments wishing to offer minors must submit the proposed curriculum to the Curriculum Committee for approval.

The Committee recommends approval of the establishment of minors within academic departments at Rhodes.

After further discussion the committee acted on the recommendation from the President that:

The Curriculum Committee consider proposals to establish Interdisciplinary Programs and recommend specific programs to the faculty.

The Committee recommends approval of the establishment of interdisciplinary programs.

However, the Committee asked that the Dean of Academic Affairs consider the committee's reservations and supply the committee with more information before the February Board Retreat. The Committee recommends any such program be a pilot program of three years and that the Dean of Academic Affairs check with other institutions that have programs such as these in place to learn of the implications of their experience.

After discussion the committee acted on the recommendation from the President that:

Associate Professor Horst Dinkelacker be promoted to Full Professor and that promotion will be retroactive to his 1989-90 contract.

The Committee recommends approval of this promotion effective beginning in the current academic year.

Exhibit K

Dean Llewellyn mentioned that the SACS Self-Study Committee would be on campus November 13-16 and that the chairman of that committee, who has been on campus just recently, stated that there will be some recommendations from the committee to which Rhodes will be expected to respond. Board members may be contacted by members of the visiting committee to discuss the self-study process.

Dean Dunathan reported that the SCUU consortium has been dissolved and a now much stronger consortium, the Associated Colleges of the South, has been formed. The new ACS consortium consists of nine colleges: Birmingham-Southern, Centenary, Centre, Millsaps, Rhodes, The University of the South from the old SCUU consortium and new additions Furman, Morehouse, and the University of Richmond. ACS is in the process of hiring a president, and the consortium will be headquartered in Atlanta.

It was also noted by Dean Dunathan that British Studies at Oxford, a former program of SCUU which was returned to Rhodes College after the dissolution of SCUU, is now European Studies and will be shared with the University of the South.

Dean Dunathan stated that WLYX hopes to achieve a relationship with another radio station but is being frustrated in this attempt because Memphis Public Library has challenged Rhodes' FCC License.

Mr. Abston asked for new business and stated that as new chair of this committee for him to be as effective as possible at the February Board Retreat he would need input from all members of the committee and would put this information in outline form and distribute it to the committee before the winter retreat.

There being no further business the meeting was adjourned.

Report on the Faculty, October 1989

Rhodes College

REPORT ON THE FACULTY, OCTOBER 1989

Academic Year: 1989-1990
Rhodes College

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LEGEND:

T:	Tenured appointment	Sabb-F,S:	Sabbatical leave (with semesters)
N:	Non-tenured appointment	LOA-F,S:	Leave of absence (with semesters)
R:	Replacement appointment (R(O) repl for open psn; R(L) repl for leave psn)		
P:	Probationary appointment (with probationary year)	(#.##):	Part-time F.T.E.
*	Chairperson of department		

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Anthropology/Sociology

*Associate Professor J. Peter Ekstrom, Ph.D.	T	
Assistant Professor Susan Dobyns, Ph.D.	R(L)	
Assistant Professor Susan M. Kus, Ph.D.	P-5	LOA, Sabb-F, S
Assistant Professor Thomas G. McGowan, Ph.D.	P-2	

Part-time officers of instruction:

Instructor Diane G. Sachs, M.A. (0.67)

Art

*Professor Lawrence K. Anthony, M.F.A	T
Assistant Professor James C. Thompson, Ph.D.	R(O)
OPEN POSITION -- Art History	P-0

Part-time officers of instruction:

Associate Professor Ralph Lieberman, Ph.D.	(0.50)
Moss Visiting Associate Professor of Art History, fall semester	
Instructor Martha Christian, B.F.A.	(0.33)
Instructor Betty M. Gilow, B.F.A.	(0.67)
Instructor Julia E. Graham, B.F.A.	(0.33)
Instructor James F. Williamson, M.Arch.	(0.33)

Report on the Faculty, October 1989**Biology**

Associate Professor Terry W. Hill, Ph.D.	T
Associate Professor Bobby R. Jones, Ph.D.	T
Associate Professor David H. Kesler, Ph.D.	T
*Associate Professor John S. Olsen, Ph.D.	T
Assistant Professor Alan P. Jaslow, Ph.D.	P-6
Assistant Professor Carolyn R. Jaslow, Ph.D.	R(0)
Assistant Professor Gary J. Lindquester, Ph.D.	P-2
Assistant Professor Charles L. Stinemetz, Ph.D.	P-1
OPEN POSITION -- Physiology	P-0

Business Administration

Associate Professor Rebecca S. Legge, Ph.D.	T	
Ernst and Whinney Fellow in Business Administration		
*Associate Professor John M. Planchon, Ph.D.	P-7	
Assistant Professor Steven C. Arendall, Ph.D.	R(0)	
Assistant Professor Pamela Church, Ph.D.	P-2	
Assistant Professor Douglas K. Southard, D.B.A.	N	LOA-F, S
OPEN POSITION -- Management	P-0	

Part-time officers of instruction:

Instructor C. Brad Foster, J.D.	(0.17)
Instructor Deborah N. Pittman, M.S.	(0.67)

Chemistry

Professor Harmon C. Dunathan, Ph.D.	A
Dean of Academic Affairs	
Professor Richard D. Gilliom, Ph.D.	T
Professor Helmuth M. Gilow, Ph.D.	T
Professor Robert G. Mortimer, Ph.D.	T
*Associate Professor David Y. Jeter, Ph.D.	T
Assistant Professor Kevin M. Ogle, Ph.D.	P-3

Part-time officers of instruction:

Professor William L. Byrne, Ph.D.	(0.33)
Professor Harold Lyons, Ph.D.	(0.50)
Director, Schering-Plough Summer Science Research Program (F.T.E. teach. 0.17)	
Assistant Professor Harlie A. Parish, Ph.D.	(0.00)
Assistant Professor for Research	

Report on the Faculty, October 1989Economics

Professor Ben W. Bolch, Ph.D.	T
Professor Wasfy B. Iskander, Ph.D.	T
Professor Marshall E. McMahon, Ph.D.	T
Associate Professor Charles C. Orvis, Ph.D.	T
Assistant Professor Joyce P. Jacobsen, M.Sc.	P-2
Ph.D. candidate, Stanford University	

Education

*Associate Professor Gail C. McClay, Ph.D.	T
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English

Professor Yerger H. Clifton, Ph.D.	T
Dean of British Studies at Oxford and Director of European Studies Program (0.17 FTE teaching)	
Professor William L. Daniels, Ph.D.	T
*Professor Robert L. Entzminger, Ph.D.	T
T. K. Young Professor of English Literature	
Associate Professor Jennifer Brady, Ph.D.	P-6
Assistant Professor Edward H. Allen, Ph.D.	R(O)
Assistant Professor John Bensko, Ph.D.	P-5
Assistant Professor Robert H. Byer, Ph.D.	P-1
Assistant Professor Vanessa Dickerson, Ph.D.	P-2
Assistant Professor Elizabeth H. Kamhi, Ph.D.	N
Assistant Professor Cynthia Marshall, Ph.D.	P-5
Assistant Professor Sandra McEntire, Ph.D.	P-2
OPEN POSITION -- Creative Writing	P-0

Part-time officers of instruction:

Instructor Lisa Hickman, M.A.	(0.67)
Instructor Kathleen Laakso, M.A.	(0.67)
Instructor Charles C. Wilkinson, M.A.	(0.67)

Report on the Faculty, October 1989

Exhibit K
Rhodes CollegeForeign Languages and Literatures

Professor William T. Jolly, Ph.D.	T	
Professor Donald W. Tucker, Ph.D.	T	
Associate Professor Johann Bruhwiler, Ph.D.	T	
*Associate Professor Horst R. Dinkelacker, Ph.D.	T	
Associate Professor James M. Vest, Ph.D.	T	
Assistant Professor Mickle D. Ledgerwood, Ph.D.	P-4	
Assistant Professor Adelaida Lopez, Ph.D.	P-6	
Assistant Professor Valerie Z. Nollan, Ph.D.	P-4	
Assistant Professor James A. Wren, M.A.	N	Sabb-F
Ph.D. candidate, University of Washington		
Assistant Professor Katheryn L. Wright, Ph.D.	P-3	
Instructor Christina Brescia, M.A.	N	
Instructor Clarice Doucette, M.A.	N	
Ph.D. candidate, Washington University		
Instructor Sabah Ghandour, M.A.	N	
Ph.D. candidate, University of California, LA		

Part-time officers of instruction:

Assistant Professor Angela B. Mutzi, Ph.D.	(0.50)
Instructor Catherine Allamandi, Lic.	(0.17)
Instructor Eugenia F. Caseria	(0.33)
Instructor James Kuang-Tsai Kao, M.A.	(0.33)
Instructor Lee Maliniak, M.A.	(0.33)
Instructor Tamara Miller	(0.17)
Instructor Rose L. Mosby, M.A.	(0.50)
Instructor Monika Nenon, M.A.	(0.67)
Instructor Gaylon V. Owens, M.A.	(0.17)
Instructor Mary S. Quinlan, B.A.	(0.67)

GeologyPart-time officers of instruction:

Instructor Carol L. Ekstrom, M.S.	(0.50)
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Report on the Faculty, October 1989

Rhodes College

History

Professor Douglas W. Hatfield, Ph.D.	T	
J.J. McComb Professor of History		
Director, SEARCH for Values program		
Associate Professor Kenneth W. Goings, Ph.D.	T	
Associate Professor James C. Lanier, Ph.D.	T	
Assistant Professor Carol Devens, Ph.D.	P-4	
Assistant Professor Michael R. Drompp, Ph.D.	P-1	
Assistant Professor Andrew Hurley, Ph.D.	R(L)	
Assistant Professor Carolyn P. Schriber, Ph.D.	P-1	
Assistant Professor Michael Shirley, Ph.D.	P-4	
Assistant Professor Lynn B. Zastoupil, Ph.D.	P-2	

Sabb-F

Interdisciplinary HumanitiesPart-time officers of instruction:

Assistant Professor Robert M. Watson, Ph.D.	(0.33)
Instructor Stuart G. Baskin, Th.M.	(0.33)
Instructor Jesse Garner, M.A.	(0.33)

International Studies

*Professor John F. Copper, Ph.D.	T	
Stanley J. Buckman Distinguished Professor		
of International Studies (0.67 FTE teaching)		
Professor Alan N. Sabrosky, Ph.D.	R(L)	
Associate Professor Grant T. Hammond, Ph.D.	P-7	
Assistant Professor Linda Chen, Ph.D.	P-3	
Assistant Professor Andrew A. Michta, Ph.D.	P-2	
Assistant Professor Bruce E. Stanley, Ph.D.	P-6	

LOA-2yrs.

Report on the Faculty, October 1989Mathematics and Computer Science

Professor Marshall P. Jones, Ph.D.	T
*Professor G. Kenneth Williams, Ph.D.	T
E. C. Ellett Professor of Mathematics	
TPI-Shoney's Professor of Mathematics	
Assistant Professor Thomas H. Barr, Ph.D.	P-6
Assistant Professor William S. Boyd, Ph.D.	P-5
Assistant Professor Steve Gadbois, Ph.D.	P-5
Assistant Professor Terri E. Lindquister, Ph.D.	P-2

Music

Professor Charles L. Mosby, M.M.	T
*Associate Professor Diane M. Clark, D.A.	T
Associate Professor David Ramsey, S.M.M.	N
College Organist	
Assistant Professor Thomas E. Bryant, D.M.	N

Part-time officers of instruction:

Assistant Professor Jack Abell, M.M.	(0.00)
Coordinator of Music Ensembles	
Instructor Patricia A. Gray, Ph.D.	(0.33)
Instructor Charlotte McLain, M.M.	(0.50)
Director of the Music Library	

Philosophy

Professor James W. Jobes, Ph.D.	T
*Professor William L. Lacy, Ph.D.	T
First Tennessee Bank Professor of Philosophy	
Associate Professor Robert R. Llewellyn, Ph.D.	T
Associate Dean of Academic Affairs	
(0.33 FTE teaching)	

Part-time officers of instruction:

Instructor Doug Corbitt, M.A.	(0.33)
Ph.D. candidate, University of Chicago	

Report on the Faculty, October 1989

Rhodes College

Physics

Professor Jack H. Taylor, Ph.D.	T	
Associate Professor Edward A. Barnhardt, M.A.	T	
Associate Professor Frederic R. Stauffer, M.S.	T	LOA-S
*Associate Professor John L. Streete, Ph.D.	T	

Political Science

Associate Professor Michael P. Kirby, Ph.D.	T
*Associate Professor Marcus D. Pohlmann, Ph.D.	P-7
Assistant Professor Daniel Cullen, Ph.D.	P-2
Instructor Larry M. Hall, M.A.	N
Ph.D. candidate, University of Tennessee	

Psychology

*Professor Herbert W. Smith, Ph.D.	T	
Associate Professor F. Thomas Cloar, Ph.D.	T	
Associate Professor Marsha D. Walton, Ph.D.	T	
Associate Professor Christopher G. Wetzell, Ph.D.	T	Sabb-F, S
Assistant Professor Bette J. Ackerman, Ph.D.	P-2	
Assistant Professor L. Charles Lemond, Ph.D.	A	
Director of the Computer Center		
Assistant Professor Lois Smith, Ph.D.	R(L)	
Assistant Professor Robert J. Strandburg, Ph.D.	P-2	

Part-time officers of instruction:

Professor Allen O. Battle, Ph.D.	(0.33)
Professor James Posner, Ph.D.	(0.17)
Instructor Sherry L. Turner, M.S.	(0.17)
Ph.D. candidate, University of Illinois	
Hearst Minority Faculty Fellow	

Report on the Faculty, October 1989**Religious Studies**

Professor Richard A. Batey, Ph.D. W. J. Millard Professor of Religious Studies	T	LOA-P
Professor Milton P. Brown, Ph.D. Albert Bruce Curry Professor of Religious Studies	T	Sabb-S
Professor F. Michael McLain, Ph.D. R. A. Webb Professor of Religious Studies	T	
*Professor Robert G. Patterson, Ph.D. Director, LIFE THEN & NOW program	T	
Associate Professor Steven L. McKenzie, Th.D.	P-7	Sabb-S
Assistant Professor Valarie Z. Morris, Ph.D.	P-5	
Instructor Will Deming, Ph.D.	R(L)	
Instructor Steve Haynes, M.Div.	R(L)	
Ph.D. candidate, Emory University		
OPEN POSITION -- New Testament Studies	P-0	

Part-time officers of instruction:

Professor Fred W. Neal, Ph.D.	(0.33)
Professor Rabbi James A. Wax, M.H.L.	(0.17)
Sponsored in part by the Jewish Chautauqua Society	
Assistant Professor Mark Muesse, Ph.D.	(0.50)
Instructor Ruskin Falls, M.A.	(0.50)
Ph.D. candidate, Vanderbilt University	
Instructor Valentine N. Handwerker, S.T.D.	(0.17)

Theatre and Media Arts

*Associate Professor Tony L. Garner, M.M.	T
Assistant Professor Frank G. Bradley, Ph.D.	P-1
Instructor Laura Canon, M.F.A.	N
Instructor Julia Ewing, M.A.	N
Instructor Catherine McGee, M.A.	P-4
Ph.D. candidate, Pennsylvania State University	

Part-time officers of instruction:

Instructor Tony Isbell, M.A.	(0.17)
Instructor Terry Scott, M.F.A.	(0.33)

Report on the Faculty, October 1989

Rhodes College

Summary of Profile of the Faculty, 1989-90

	Professor	Associate	Assistant	Instructor	Totals
Full-time, teaching:	25	29	38	7	99
Full-time, admin.:	1	1	1	0	3
Full-time, replace.:	1	0	7	2	10
Full-time, men:	27	25	27	3	82
Full-time, women:	0	5	19	6	30
Tenured, full-time:	25	24	0	na	49
Tenured, men:	25	20	0	na	45
Tenured, women:	0	4	0	na	4
Part-time,	6	1	5	30	42
F.T.E., teaching:	1.50	.50	1.33	12.18	15.51
F.T.E., admin.:	.33				.33
Total in rank:	33	31	51	39	154

Report on the Faculty, October 1989

Rhodes College

Summary for the Faculty

Full-time, continuing appointments:	99
Full-time, administration:	3
Full-time, replacement appointments:	10
Full-time, men:	82 (73.2%)
Full-time, women:	30 (26.8%)
On sabbatical leave:	3.50 F.T.E.
On leave of absence	
or release time:	7.50 F.T.E.
Released to admin.	
w/o teaching:	2.00 F.T.E.
Total full-time	
F.T.E. teaching:	(99.00)

Tenured, full-time:	49
Tenured, full-time, men:	45
Tenured, full-time, women:	4

Non-tenured/non-probationary:	11
-------------------------------	----

OPEN POSITIONS (P-0 psns):	5
Art	1
Biology	1
Business Administration	1
English	1
Religious Studies	1

Probationary Faculty:	
1st year (P-1 psns)	5
2nd year (P-2 psns)	12
3rd year (P-3 psns)	3
4th year (P-4 psns)	5
5th year (P-5 psns)	6
6th year (P-6 psns)	5
7th year (P-7 psns)	4

TOTAL Probationary Faculty:	40
-----------------------------	----

Part-time, teaching, (F.T.E.):	42 (15.51)
Part-time, admin., (F.T.E.):	.33

=====	
TOTAL F.T.E. teaching:	(114.51)
=====	

TOTAL, full-time and part-time	
faculty (on appointment):	154 individuals

=====	
TOTAL TENURED, OPEN, PROBATIONARY,	
AND NON-TENURED FACULTY POSITIONS:	105 positions
=====	

Report on the Faculty, October 1989

Tenure Percentage Report:

A. Tenured Faculty	49	
-----	=	----- = 52.1 %
Tenured and tenurable faculty positions	94	
Probationary Faculty	40	
-----	=	----- = 42.6 %
Tenured and tenurable faculty positions	94	
Open tenurable positions	5	
-----	=	----- = 5.3 %
Tenured and tenurable faculty positions	94	
 B. Tenured Faculty	49	
-----	=	----- = 41.7 %
Continuing + part-time FTE faculty appointments (99 + 3 + 15.51)	117.51	

Date Prepared: October 5, 1989

AVERAGE FACULTY SALARIES, 1988-89 (1)

** Salaries, 1989-90
 ** (not AAUP figures)

AAUP DATA: (2)

RANK [Compensation]	RHODES COLLEGE 1988-89	CATEGORY IIB Averages (3)	CATEGORY IIB 80th perc'tile	COLLEGE GOAL 10%abv.80th%tile	COMPARISON COLLEGES	**RHODES COLLEGE **1989-90	% INCR. FM 88-89
Professor	43,300	40,410	43,400	47,740	50,073	** 47,051	8.66
Comp.	56,200	49,950	53,800			** 59,284	
Associate	34,500	32,570	35,300	38,830	37,631	** 36,931	7.05
Comp.	45,700	40,110	43,900			** 46,533	
Assistant	28,000	26,940	28,900	31,790	30,115	** 29,740	6.21
Comp.	33,700	32,880	35,500			** 37,472	
Instructor	NA	22,150	24,800	27,280	NA	** 23,374	
Comp.	NA	26,720	30,100			** 29,451	
AVERAGES	33,900	32,030			39,476	** 35,182	3.78
Comp.	43,000	39,360				** 44,329	

Notes:

1. Compensation figures are total compensation: salary plus fringe benefits. For 1989-90, compensation is (126% X salary) Figures for 1989-90 are preliminary calculations. AAUP data for 1989-90 will be available March-April 1990.
2. Figures are as reported in the AAUP report, "The Annual Report on the Economic Status of the Profession 1988-1989." Report published in the March-April 1989 issue of ACADEME.
3. AAUP category IIB includes General Baccalaureate Institutions--institutions characterized by a primary emphasis on general undergraduate baccalaureate-level education and by the fact that they are not significantly engaged in post-baccalaureate education.

NEW FULLTIME FACULTY 1989-90**TENURE TRACK**

* **BETTE ACKERMAN** - will continue in the Psychology Department as Assistant Professor. Dr. Ackerman received her B.A. from Florida Presbyterian College, her M.A. and her Ph.D. from the University of Florida. Dr. Ackerman is a member of the American Psychological Association, has had numerous papers published in American and International Journals and is well known for her work in quantitative methods: particularly in experiment design and statistical treatment of data. Before coming to Rhodes in 1987, Dr. Ackerman taught at Duke University and the University of Florida and was a Program Evaluator at the Department of Health Services Administration, Graduate School of Public Health, University of Pittsburgh.

FRANK G. BRADLEY - will join the Theatre and Media Arts Department as Assistant Professor. Professor Bradley received his B.A. from the University of North Carolina, his M.A. from Indiana University and expects to receive his Ph.D. in May 1989 from Cornell University. The topic of Professor Bradley's dissertation is "The Collapse of Dialogue and the Phenomenon of Social Drama: Ten American Plays of the Twenties and Thirties." Mr. Bradley has broad experience in directing plays, managerial/administrative experience and will be the first trained theatre historian in the Theatre and Media Arts Department.

ROBERT H. BYER - will join the English Department as Assistant Professor. Dr. Byer received his B.A. from Harvard University graduating magna cum laude, his M.A. and his Ph.D. from Yale University. Dr. Byer was awarded a Yale University Fellowship, 1970-74, the Fulbright Junior Lectureship (University of Rouen, France) and the NEH Summer Seminar. Dr. Byer comes to us with extensive teaching experience having previously taught at Occidental College, Pomona College, USC, University of Rouen, France and Yale University. Dr. Byer's field of interest is American Literature and American Studies.

MICHAEL R. DROMPP - will join the History Department as Assistant Professor. Dr. Drompp, a member of Phi Beta Kappa, received his B.A. in History and Chinese, his M.A. and his Ph.D. from Indiana University, Bloomington. Before coming to Rhodes, Dr. Drompp was the Director of Pacific Rim/Asia Study-Travel Program and Assistant Professor of Asian Studies at the University of Puget Sound. With interest in Asian Studies high and bolstered by the I.S. and Language curriculum; Dr. Drompp's specialty - Central Asia - will fit well with our Japanese, Chinese and Indian offerings. Dr. Drompp was awarded the NDEA Title IV Fellowship in Turkic Languages for 3 years and the National Resource Summer Fellowship for 2 years.

* **GARY J. LINDQUESTER** - will continue in the Biology Department as Assistant Professor. Dr. Lindquester received his B.S. from Furman and his M.S. and Ph.D. from Emory. As an undergraduate he participated in the Oak Ridge program and as a graduate student did work on Tropomyosin, a contractile protein of muscle, examining how gene sequence, structure and organization may relate to the differential expression of contractile protein genes. While a post doctoral student Dr. Lindquester's research was keyed to describing the genome of a newly discovered human herpes virus HHV-6. His addition to the biology department will mark the first time there has been a molecular biologist on staff. (This appointment will be supported in its first few years by the Hughes Grant.)

* **SANDRA MCENTIRE** - will continue in the English Department as Assistant Professor. Professor McEntire received her B.A. from Trinity College (Washington, DC), her M.A. in English from the University of Maryland, and her M.A. and Ph.D. in Medieval Studies from Cornell University. Before coming to Rhodes Professor McEntire taught at Cornell and at Mount St. Mary Academy and most recently was Assistant Professor at Haverford College. She brings with her a strong interest in Old and Middle English literature, theology and literature, and women's autobiography.

CAROLYN P. SCHRIBER - will join the History Department as Assistant Professor. Dr. Schriber received her B.A. from Kent State University, her M.A. from the University of Colorado at Colorado Springs and her Ph.D. from the University of Colorado at Boulder. Professor Schriber's area of expertise is medieval history and she will be a major contributor to our Search Course.

CHARLES L. STINEMETZ - will join the Biology Department as Assistant Professor. Professor Stinemetz received a double B.A., in Botany and Chemistry, with Honors from Ohio Wesleyan University, his M.S. from Ohio State University and is due to complete his Ph.D. in June 1989. The topic of Professor Stinemetz dissertation is: Potential roles for calmodulin in the transduction process of gravitropism in roots of maize. Professor Stinemetz was awarded the Ohio State University Presidential Fellow (1988-89) and the NASA Graduate Research Fellow (1985-88) at Ohio State University. Professor Stinemetz current research includes the identification and localization of calmodulin activated proteins in roots; and the molecular mechanism for the light-induction of the calmodulin message. Professor Stinemetz area of research should allow him to develop interesting courses for non-majors.

NON-TENURE TRACK

EDWARD H. ALLEN - will join the English Department as Assistant Professor of English. Professor Allen received a B.A. in English from Goddard College, his M.A. in English (with a concentration in creative writing) and his Ph.D. in English (with a concentration in American literature) from Ohio University. His doctoral dissertation is entitled The Clean Place, and it will be a book-length collection of poetry. Professor Allen was awarded a Dean's Fellowship (1986-89) at Ohio University and was a finalist (with the poetry manuscript Yelling at Studebakers) in the National Poetry Series Open Competition in 1988. In 1989, Professor Allen organized and led a public reading in support of Salman Rushdie.

STEVEN C. ARENDALL - will join the Economics/Business Administration Department as Assistant Professor. Dr. Arendall received a B.B.A. in Marketing and an M.B.A. in Management from Memphis State University and his Ph.D. in Management from the University of Tennessee at Knoxville. His area of research interest is corporate strategy and top management decisionmaking. Dr. Arendall was director of the Small Business Institute (1985-87) at Louisiana State University, a participant in the Young Faculty Workshop at the 1987 Academy of Management meeting in New Orleans, and the 1982 University of Tennessee Representative to the doctoral consortium of the Academy of Management. He is a member of Beta Gamma Sigma (the business honor society), the Academy of Management, and the Southern Management Association. Since 1987, Dr. Arendall has been a managing partner and consultant at QualiMetrics, Inc.

WILL DEMING - will join the Religious Studies Department as an Instructor. Dr. Deming received his B.A. in Religion from the College of William and Mary and his M.A. (in Divinity) and Ph.D. (in Bible) from the University of Chicago. His doctoral dissertation was entitled "1 Corinthians 7 and Related Discussions on Marriage." His primary area of interest is the New Testament and Early Christian Literature. Dr. Deming has been awarded the Milo P. Jewett Prize for biblical theology three times (1981, 1982, 1988) and has been a lecturer at Loyola University of Chicago (1987-89).

SUSAN DOBYNS - will join the Department of Anthropology/Sociology as Assistant Professor. Dr. Dobyns received her B.A. from the University of Minnesota (Summa cum laude) and her M.A. and Ph.D. degrees from the University of Arizona. Her doctoral dissertation was entitled "The Role of Indigenous Elites in Culture Contact and Change: Interactional Analysis of Intercultural Exchange Events in Early Historic Period Hawaii 1778-1819," and her areas of interest also include archaeology and ethnohistory. Dr. Dobyns has organized and chaired several symposia for the American Anthropological Association and has enjoyed the benefit of many fellowships and grants for her research. In 1985, she was awarded the University of Arizona Foundation's Award for Meritorious Performance in Teaching. Dr. Dobyns is a member of Phi Beta Kappa.

SABAH GHANDOUR - will join the Department of Foreign Languages as Instructor of Arabic. Professor Ghandour received her B.A. in English Language and Literature from Lebanese University and her M.A. in English and American Literature from Hofstra University. She is currently completing her Ph.D. dissertation on the representation of the Lebanese Civil War (1975-1985) in Arabic fiction at UCLA. Professor Ghandour has been awarded a fellowship at UCLA (1985-86) for a study of comparative literature and a fellowship at the Von Grunebaum Center for Near Eastern Studies (1986-87). In 1988, she was the guest speaker at a seminar in Humanities on Hanan al-Shaykh's The Story of Zahra.

LARRY M. HALL - will join the department of Political Science as Instructor. Professor Hall received his B.A. in Political Science and History from Carson-Newman College and his M.A. in Political Science from the University of Tennessee at Knoxville. He is currently completing his Ph.D. in Political Science at UT Knoxville. His dissertation is entitled Anarcho-Capitalist Threads in Modern Classical Liberalism. Professor Hall was awarded a fellowship for the Introductory Conference in Austrian Economics at Auburn University in 1986 and a fellowship for the Advanced Seminar in Austrian Economics at Stanford University in 1987. In 1988, he was awarded the David W. Mock Teaching Award for Outstanding Performance as a graduate teaching assistant.

STEVE HAYNES - will join the Department of Religious Studies as an Instructor. Professor Haynes received his B.A. in Psychology from Vanderbilt University, his M.A. in Humanities from Florida State University at Tallahassee, and his Master of Divinity from Columbia Theological Seminary. He expects to receive his Ph.D. in Religion and Literature from Emory University in 1989, and his dissertation is entitled, "Jewish-Christian Reality and the Legacy of Basel: Israel and the Church in the Theology of Karl Barth, Jurgen Moltmann, and Paul van Buren." Professor Haynes was awarded a United Presbyterian Foundation Grant and the Sanders Theology Prize (at Columbia Theological Seminary) in 1987, and he received a Rotary Foundation Graduate Scholarship for Overseas Study and a Columbia Seminary Graduate Fellowship in 1988.

RALPH LIEBERMAN - will join the Art Department as Moss Visiting Associate Professor of Art History. Dr. Lieberman received his B.A. from Brandeis University and his M.A. and Ph.D. from the Institute of Fine Arts at New York University. His major area of interest is Italian Renaissance Art, and Dr. Lieberman was a fellow at the Harvard University Center for Italian Renaissance Studies from 1979 to 1981. He has had extensive teaching experience (including a visiting lecturer post at Williams College in 1986-87) and has an impressive list of publications and presentations on Italian Art. His upcoming book Twenty-Two Buildings (a history of architecture) is set to be published in 1991.

ALAN N. SABROSKY - will join the International Studies Department as Professor of International Studies. Dr. Sabrosky received his A.B. in German/History from East Carolina University, an A.M. in History and in Political Science from the University of Michigan, and his Ph.D. in Political Science from the University of Michigan. He is a 1986 graduate of the U.S. Army War College and holder of concurrent appointments as Professorial Lecturer in International Relations at the Johns Hopkins University School of Advanced International Studies, Adjunct Professor of National Security Studies at Georgetown University, and Adjunct Senior Fellow in Political-Military Studies at the Center for Strategic and International Studies. In 1988, he received the Superior Civilian Service Award for his service as Director of Studies at the Strategic Studies Institute and as holder of the General of the Army Douglas MacArthur Chair of Research at the U.S. Army War College. Dr. Sabrosky's published work includes twelve books or monographs and over eighty articles, chapters, and book reviews.

LOIS SMITH - will join the Psychology Department as Assistant Professor of Psychology. Dr. Smith received her B.A. from Kent State University and her M.S. and Ph.D. from the University of Georgia. Her area of interest is in industrial organization, productivity, and employee development. Dr. Smith has prepared numerous publications and presentations concerning these topics, and she has been the owner of the Mid-South Human Resource Management Consulting Firm since 1983. She has twice been the Vice President of the Memphis Personnel Association and has participated in many other professional and community service activities. Dr. Smith is currently a member of the Academy of Management and the American Psychological Association.

JAMES C.A. THOMPSON - will join the Art Department as Assistant Professor of Art. Dr. Thompson received his A.B. in English Literature and History of Art and his A.M. in Modern Painting and Architecture from the University of Michigan and his Ph.D. in Modern Art and Architecture from Johns Hopkins University. He was a 1985 participant in the National Endowment for the Humanities Summer Seminar, "The Decoration of the U.S. Capitol to 1850." Dr. Thompson has been a guest lecturer for the Baltimore Museum of Art since 1986 and an Instructor at the Johns Hopkins School of Continuing Studies since 1982.

* Were on temporary appointment in 1988-89

I. IN EARLIER ACTION THE FEC AND I APPROVED HIRING IN EXISTING POSITIONS VACATED BY RETIREMENT OR RESIGNATION; THESE WERE:

Art - Tenure Track	(Robert Russell)*
Biology - Tenure Track	(Jim Olcese)*
Business - Tenure Track	(Carol Danehower)*
Chemistry - Tenure Track	(Harold Lyons)*
English - Tenure Track	(Jim Roper)*
English - Tenure Track	(William Daniels)
Religious Studies - Tenure Track	(Dale Martin)*
French - Non-tenurable	(Doucette)

*In all these cases, the position is occupied in 1989-90 by a temporary appointment.

II. WE HAVE NOW CONSIDERED THESE FURTHER REQUESTS WITH THE RECOMMENDATION INDICATED:

Anthro/Sociology - new Sociology position - denied.

Art - second Art History - recommended (Lon Anthony has agreed on 1/2 time to age 65.)

International Studies - new tenure track - see my separate memo.

Foreign Languages - Classics - new position, replacing Tom Jolly but overlapping with him for three years - FEC divided, my recommendation is to delay.

Philosophy - new position - delay consideration until Robert Llewellyn position is clear.

Political Science - request that current non-tenure position (Larry Hall) be converted to tenure track. FEC and I recommend this action but with strong emphasis on appointment of a woman or minority candidate and on making a very strong appointment.

Religious Studies - request that current non-tenure track be made tenurable. FEC and I recommend this action but will insist that at least one of the Religious Studies appointments be a woman. See my separate memo.

III. WE HAVE NOT YET ACTED ON THESE:

Education - two part-time courses.

Music - switch Bryant position from non-tenurable to tenure track. A consulting committee of two will visit January 15-16, 1990.

Theatre - the media position will be further studied with the visit of Robert Allen, December 9-11, being in part a consultancy on this question. We are sensitive to the needs of the track in 1990-91.

NUMBER OF CLASSES PER ENROLLMENT

ACADEMIC YEAR 1985-86 TO 1989-90, FALL TERM

Three and Four Credit Courses Only

Enrollment	85-86	86-87	87-88	88-89	89-90
1 -10	81 (32%)	75 (28%)	74 (25%)	73 (23%)	85 (27%)
11 -15	48 (19%)	52 (19%)	47 (16%)	59 (18%)	58 (18%)
16 - 20	55 (22%)	54 (20%)	56 (19%)	79 (24%)	60 (19%)
21 - 25	29 (11%)	43 (16%)	43 (14%)	48 (15%)	49 (16%)
26 - 35	29 (11%)	27 (10%)	48 (16%)	44 (14%)	43 (14%)
36 - 50	7 (3%)	18 (7%)	31 (10%)	19 (6%)	19 (6%)
51 +	4 (2%)	3 (1%)	2 (1%)	1 (0%)	1 (0%)
Total Sections	253	272	301	323	315
Average Class Size	16.1	17.3	19.1	17.7	17.6
Experienced Class Size	23.1	24.5	26.8	23.6	23.7
Student FTE	1053	1215	1293	1321	1349

The Curriculum Committee recommends the adoption of the following statements on departmental minors and the establishment of interdisciplinary Programs and minors within those Programs.

Departmental minors

The proposal to establish a departmental minor must include a description of the purposes of such a minor and indicate how the particular configuration of courses proposed serves these purposes. Normally, at least four of the courses required for a minor in a department should represent advanced work. While cognate courses and work that is genuinely remedial in nature do not have to be counted in the normal six-course limit for a departmental minor, minors should not severely limit a student's ability to take a variety of courses at the college.

Establishment of Interdisciplinary "Programs" and minors within those Programs

Interdisciplinary Programs exist to provide an appropriate structure within which to offer curricula that do not fit within the bounds of existing departments, to bring together faculty and students from several disciplines to study areas of interest that cross traditional departmental lines and require an interdisciplinary approach, and to inform the campus community at large of the nature and importance of these areas.

The proposal to establish a Program must include a description of the Program's purposes and indicate how the particular configuration of courses proposed serves these purposes. The curriculum of a Program must be truly interdisciplinary and not simply a collection of courses from the participating departments.¹ The proposal must also indicate the frequency with which each course will be offered and, especially in those instances in which courses will be offered in alternate years, the proposal must demonstrate that the proper sequencing of courses is ensured. Normally, a minor within a Program will require eight three or four hour courses, and at least four of these courses should represent advanced work.

In order to provide for the continuity and vitality of a Program, it is desirable that the faculty involved be committed to teaching in the Program for a period of several years and that one faculty member serve as chair of the Program.² The proposal to establish a Program must indicate the extent of involvement by each member of the Program faculty, and this involvement must have the approval of each faculty member's Department Chair and of the Dean of Academic Affairs.

The proposal to establish a Program should include descriptions of activities which will expose the campus community at large to the area, its importance, and the nature of the interdisciplinary work taking place under the auspices of the Program.³

¹There are many ways to guarantee that the curriculum of a Program is truly interdisciplinary, such as creating team-taught courses, creating new courses that cut across disciplinary lines in content and methodology, modifying existing courses to achieve the same results, and so forth. The inclusion of an interdisciplinary introductory course and senior seminar is ideal, and the inclusion of at least one of these courses is expected.

²Program faculty should be drawn from three or more departments. If faculty from only two departments are involved, the proposal must explain why the purposes of the proposed Program could not be met with a major-minor combination.

³Such activities might include, but are not limited to, workshops, presentations by outside speakers and/or by the faculty and students involved in the Program, and/or conferences, that are open to the entire campus.

Exhibit L

REPORT OF THE COMMITTEE ON FINANCE - October 20, 1989

The meeting of the Committee on Finance was called to order by Mr. Herbert Rhea at 2:00 p.m. on Thursday, October 19, 1989 in the Hill Board Room of Palmer Hall. Other members in attendance were Ms. Nancy Huggins, Mr. Morrie Moss, Mr. Michael McDonnell, Dr. John Planchon, Mr. Robert Amis, Ms. Tsega Gebreyes, Dean Allen Boone, and Mr. N. P. McWhirter.

Mr. McWhirter summarized the efforts to successfully refinance the 1984 floating rate bond issue. While the College has benefited from lower average interest rates, the impending 2.9 million dollar balloon note plus the potential for volatile interest rate swings necessitated the decision to refinance. The new issue, a twenty-year fixed rate series, was sold at a very favorable 7.23% rate.

In addition, the Letter of Credit on the 1985 bond issue was re-bid resulting in the replacement of Manufacturers Hanover with National Westminster Bank, a AAA rated institution. The College will save significantly in its annual LOC fees.

The June 30, 1989 audited financial statements were reviewed by Mr. McWhirter. The College received an unqualified opinion from its auditor, Ernst and Young. Mr. McWhirter explained the various funds detailed in the report and noted the significant increases in College assets. Endowment and current fund balances increased by \$8,676,924 and \$596,021 respectively.

Mr. McWhirter presented the insurance report (Exhibit 1), specifically a proposal to obtain an earthquake insurance package. It was noted that a favorable bid had been received and sufficient funds were available in the budget for an earthquake rider. The Committee unanimously recommended that the College accept the bid for \$10,000,000 in coverage.

Dean Boone presented the current budget year-to-date (Exhibit 2) and noted that while only into the first quarter of the fiscal year, the budget forecast was good. Total college income is running ahead and expenditures essentially level with the same period a year ago.

Dean Boone and Mr. Rhea discussed the Renovation and Replacement budget process and reviewed the approved list of priorities (Exhibit 3). Based on the June 30, 1989 operating results the College should be able to expend in excess of \$700,000 on various capital needs. It was noted that the College will actually have more to spend for renovation projects than originally budgeted due to the exceptional year-end operating results. Finally Dean Boone suggested that a few of the priorities had changed since the list was last reviewed by the Board, but that approximately 60% of the items would be funded.

The Buckman Hall financing plan and timetable for construction was discussed by Mr. Rhea. Dean Boone presented the cash flow analysis (Exhibit 4) detailing the anticipated funding of the new academic building and the Buckman Laboratory stock redemption plan as authorized by the Executive Committee.

A motion was made by Mr. Moss, seconded by Ms. Huggins, and unanimously approved by the Finance Committee recommending to the Board of Trustees that the College be authorized to proceed with the construction of the building with an anticipated groundbreaking in the spring of 1990 (Exhibit 5).

Mr. Rhea commented that the "state of the College" was in good shape financially, that the decision to build Buckman Hall was timely, and that his only concern at the present time was the lack of dormitory beds to house the student body.

There being no other business the Committee adjourned at 3:15 p.m.



September 29, 1989

Mr. N. P. McWhirter
Rhodes College
2000 N. Parkway
Memphis, TN 38112

Dear Mac:

Re: Earthquake & Flood Coverage
Rhodes College

With further reference to our telephone conversations on Earthquake & Flood coverage, we approached several markets and received what we consider a most attractive proposal from Royal Specialty Underwriting, a division of Royal Insurance Co. Based on current values of \$82,917,700, they quoted annual premiums of \$14,925 for limit of \$5,000,000 and \$22,328 for \$10,000,000 limit per occurrence and annual aggregate for Earthquake & Flood. Both of these proposals are subject to \$25,000 Deductible per Occurrence.

Attached please find photocopy of quotations and insuring agreements. The form is a Royal Difference in Conditions contract in which the Earthquake & Flood exclusions are deleted and also warrants all-risk underlying coverage which is currently provided under the Continental Package policy.

There are certain items for consideration in the future. Property not covered includes buildings or structures in the course of construction. Therefore, on future Builder's Risks on new construction such as Buckman Hall, care should be taken to be sure the Builder's Risk extends to cover Earthquake & Flood.

Also not covered are foundations below lowest basement floor or surface of ground, if no basement. We are reviewing to determine if this limitation can be removed.


Mr. N. P. McWhirter
Page 2
September 29, 1989

This proposal from the Royal is priced far better than any others we have seen and we recommend that you consider obtaining this coverage at this time. Future pricing could vary substantially, however, at this time it is most attractive.

Please review and advise if any further details are required before presentation for executive or board consideration.

With best wishes, we are

Very truly yours,


James D. Collier, Jr.

JDC/pm

Enclosures

Exhibit 2

1/12
BUDGET

SEPTEMBER
ACTUAL

3/12(25.0%)
BUDGET

YEAR TO DATE
ACTUAL

ACTUAL/
BUDGET

ANNUAL
BUDGET

1989-90
ACTUAL/
BUDGET

1988-89
ACTUAL/
BUDGET

INCOME:

EDUCATION & FEES	1,141,813.08	5,210,266.26	3,425,439.25	9,084,975.37	265.22%	13,701,757.00	66.30%	68.38%
SPECIAL STUDIES	39,433.33	51,420.50	118,300.00	85,758.16	72.49%	473,200.00	18.12%	22.10%
INTEREST & OTHER	73,296.50	107,691.91	219,889.50	474,166.71	215.63%	879,558.00	53.90%	33.92%
ENDOWMENT INCOME	282,316.25	282,316.25	846,948.75	846,948.75	100.00%	3,387,795.00	25.00%	7.32%
ANNUAL SUPPORT PROGRAM	167,268.92	43,520.39	501,806.75	178,585.93	35.58%	2,007,227.00	8.89%	10.71%
TOTAL EDUCATION & GENERAL	1,704,128.08	5,695,215.31	5,112,384.25	10,670,434.92	208.71%	20,449,537.00	52.17%	49.69%
AUXILIARY ENTERPRISES	436,599.17	918,349.49	1,309,797.50	4,105,814.56	313.46%	5,239,190.00	78.36%	69.39%
STUDENT AID	10,434.67	0.00	31,304.00	0.00	0.00%	125,216.00	0.00%	0.00%
TOTAL EDUCATION & GENERAL	2,151,161.92	6,613,564.80	6,453,485.75	14,776,249.48	228.96%	25,813,943.00	57.24%	53.34%

EXPENSE:

INSTRUCTION & RESEARCH	583,123.53	793,713.81	1,749,370.60	1,132,898.56	64.76%	6,997,482.38	16.19%	17.38%
ATHLETICS	65,136.75	123,966.47	195,410.25	252,348.43	129.13%	781,640.99	32.28%	27.31%
LIBRARY	58,439.48	66,702.36	175,318.43	256,194.17	146.13%	701,273.71	36.53%	34.75%
STUDENT SERVICES	131,000.43	186,052.53	393,001.30	452,842.63	115.22%	1,572,005.20	28.80%	23.14%
PLANT OPER & MAINT	184,420.09	222,503.14	553,260.26	562,194.68	101.61%	2,213,041.03	25.40%	24.55%
GENERAL ADMINISTRATION	318,771.95	275,485.58	956,315.85	1,009,525.39	105.56%	3,825,263.38	26.39%	24.78%
TOTAL EDUCATION & GENERAL	1,340,892.23	1,668,423.89	4,022,676.69	3,666,003.86	91.13%	16,090,706.69	22.78%	21.93%
AUXILIARY ENTERPRISES	251,646.56	252,005.30	755,539.69	549,846.10	72.77%	3,022,158.76	18.19%	23.15%
SPECIAL STUDIES	46,192.55	46,876.61	138,577.66	115,823.65	83.58%	554,310.64	20.89%	20.91%
STUDENT AID	436,957.42	5,227,018.00	1,310,872.25	5,269,146.00	401.95%	5,243,489.00	100.48%	101.94%
TOTAL EDUCATION & GENERAL	2,075,889.76	7,194,323.80	6,227,666.29	9,600,819.61	154.16%	24,910,665.09	38.54%	38.02%
EXCESS OF INCOME / EXPENSE		-580,759.00		5,175,429.87				
BUDG COMM CONTINGENCY	10,720.24	1,440.67	32,160.73	4,812.94	14.96%	128,642.91	3.74%	3.07%
RENOVATION & REPLACENT	64,552.92	0.00	193,658.75	0.00	0.00%	774,635.00	0.00%	3.19%
TOTAL EDUCATION & GENERAL	2,151,161.92	7,195,764.47	6,453,485.77	9,605,632.55	148.84%	25,813,943.00	37.21%	36.93%
EXCESS OF INCOME / EXPENSE		-582,199.67		5,170,616.93				

INTERDISCIPLINARY HUMANITIES 6,059.22 8,444.55 18,122.67 9,055.54 49.81% 72,710.64 12.45% 12.10%

Exhibit 3**RENOVATION AND REPLACEMENT BUDGET - 1989**

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

Macintosh IIx, Monitor, Sound
 Laser Disk Reader, w/Interface
 Speaker System/Macintosh
 Theft Guard Cables
 Laserwriter II NTX
 Site Licenses, Tutorial Programs
 Laserwriter II NT
 Experimental Statistics Lab Reno.
 Macintosh/Casio Keyboards, Software
 Mac SE30/Archeol. Lab
 Laser Printer
 Scanner
 Systat Software
 Two Fume Hoods
 Mac Lab, Hardware/Software
 Research Start-Up Funds
 Video Recording System
 Physics Lab Upgrade
 OCLC Term, M130w/49mbHD + Upgrades
 Varian DMS-200 Spectrophotometer
 Media Equipment
 Shelving, Music Library
 Office Renovation
 Stereo Cart Machines (2)
 Scanner, Eval/Regis/Place. Tests
 Observational Research Lab
 Kennedy 110 Renovation
 Carpeting Palmer 308, 310, 319
 Child Devel. Lab Furnishings
 Microtome and Knife Sharpener
 Lounge Furn., 210 Hassell
 Fossil Casts/Stone Tools
 Macintosh SE
 Replacement VAX TRM Printer
 Psychophysiology Lab.
 Water Baths (2 shaking, 4 standard)
 Physiology Data Acquisition Sys.
 Lab Support Equipment
 Human-Evoked-Potential Lab
 Student Research Prog. Support
 FM Exciter

TOTAL

501,495

ADMISSIONS

Video
 PC, Software
 Blinds
 Laser Printer
 Decmates (2)
 VCR/Monitor
 Macintosh
 Renovations/Fin. Aid

Language Center	45	7,400
Language Center	46	1,600
Language Center	47	600
Language Center	48	350
Language Center	49	4,670
Language Center	55	1,200
Psychology	56	4,000
Psychology	66	17,000
Music	67	10,000
Anthro/Sociology	68	4,600
Anthro/Sociology	69	3,500
Anthro/Sociology	70	3,000
Anthro/Sociology	71	550
Biology	72	8,000
Computer Center	73	16,300
Dean	74	20,000
Psychology	79	19,900
Physics	89	12,000
Library	90	8,600
Chemistry	91	14,000
Library	92	5,800
Library	93	5,000
Registrar	94	9,000
WLYX	95	4,200
Dean	102	10,000
Psychology	103	6,750
Dean	104	3,500
English	105	5,000
Psychology	106	1,300
Biology	107	8,300
Music	108	4,000
Anthro/Sociology	109	1,800
Philosophy	110	2,700
Computer Center	111	10,000
Psychology	112	26,500
Biology	113	9,300
Biology	114	11,000
Psychology	115	5,025
Psychology	116	8,850
Psychology	117	1,200
WLYX	118	7,000

Dean	18	45,000
Financial Aid	19	5,500
Financial Aid	60	1,000
Dean	61	4,000
Dean	62	6,000
Dean	63	1,500
Dean	64	2,000
Financial Aid	65	7,500

TOTAL

72,500

DEVELOPMENT

Sound System	Dean	35	6,000
Laser Printer	Dean	36	2,500
TOTAL			8,500

PUBLIC INFORMATION

Shelving	Asst. to Pres.	37	1,200
Printer	Asst. to Pres.	38	1,100
TOTAL			2,300

SPECIAL STUDIES

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

PRESIDENT/PROVOST

Board Retreat	President	20	25,000
TOTAL			25,000

STUDENT AFFAIRS

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

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

BUCKMAN HALL
CASH FLOW PRO FORMA
DRAFT # 3
1991

Minutes of Board of Trustees Meeting held October 19 and 20, 1989

55

CALENDAR YEAR QUARTER	1	1990 2	3	4	1	2	3	4	1	19
INCOME:										
STOCK REDEMPTION(25%)	1400000									
ANONYMOUS	500000	500000								
PEW, BOOTH FERRIS		400000								
WAILES, MISC		200000								
ANONYMOUS		100000								
ANONYMOUS	1500000									
KRESGE			300000							
INTEREST ON BULAB NOTE					189000				**	
ENDOWMENT BUYS BALANCE OF NOTE						2360000				
PLEDGES PAYABLE										
BULAB BALLOON DUE										
INTEREST EARNED ON NET CASH		57188	71385	59598	37278	4021	10846	0		
TOTAL QUARTERLY INCOME	3400000	1257188	371385	59598	226278	2364021	10846	0		
CUMULATIVE TOTALS		4657188	5028572	5088170	5314449	7678470	7689316	7689316	768931	
EXPENSES:										
A/E	350000									
CONSTRUCTION		500000	1000000	1250000	2000000	2000000	400000 *			
CONST. INTEREST										
ENDOWMENT FUNDED								189316		
CUMULATIVE TOTALS	350000	850000	1850000	3100000	5100000	7100000	7500000	7689316	768931	
CASH FLOW	3050000	3807188	3178572	1988170	214449	578470	189316	0		

NOTES:

* CONSTRUCTION COMPLETE

** ANNUAL INTEREST PAYMENT TO ENDOWMENT (\$2,360,000 @ 8% = \$ 189,000)

*** NOTE RECEIVABLE TO ENDOWMENT

Exhibit 5

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: October 19, 1989
RE: Construction of Buckman Hall

BACKGROUND: The original Board resolution (October 1987) concerning the timing of the construction of Buckman Hall was based on an estimated cost of \$6.5 million to construct and an additional \$1.3 to endow, assuming construction beginning in 1988. The revised estimate, assuming construction beginning in 1990, is \$7.5 million to construct and \$1.5 million to endow.

The October '87 resolution authorized the commencement of construction when \$5 million in cash was received with an additional \$2 million in pledges payable by December 1992.

In light of the projected gift cash-flow and the stock redemption plan with Bulab Holdings, Inc., authorized by the Executive Committee of the Board at the August 7, 1989 meeting, I now ask the full Board to rescind its October 1987 resolution and recommend the following:

RESOLVED that the Board of Trustees rescinds the action taken at the October 1987 meeting and replaces it with the following: The Board authorizes the College to begin the construction of Buckman Hall with an anticipated groundbreaking in the spring of 1990 based on the acceptance of the stock redemption plan by Bulab Holdings, Inc.

Exhibit MREPORT OF THE COMMITTEE ON INVESTMENTS - October 19, 1989

The meeting of the Committee on Investments was called to order by Mr. Michael McDonnell at 10:00 a.m. on Thursday, October 19, 1989 in the Davis Room of the Burrow Refectory. Other members in attendance were Dr. Ralph Hon, Mr. James Thomas, Mr. Robert McCallum, Dr. Douglas Southard, Dean Allen Boone, and Mr. N. P. McWhirter.

The Barrow, Hanley portfolio performance as of September 30, 1989 was presented by Mr. McWhirter. The fair market value of managed assets by BHMS now total \$34,572,518, with \$23,338,284 being equity positions. For the first nine months of this year the returns on the equity portion are up 32.8% versus 28.8% for the S & P 500. The portfolio account pledged as collateral against the 1985 bond issue is up 3.2% for the quarter, with all funds invested in fixed income securities. Additionally, \$4,974,702 of the regular portfolio account was moved from equity to fixed income securities in late August, with returns for September being 0.5%.

Mr. McWhirter then reported that the total endowment as of September 30, 1989 totaled approximately \$78,500,000, an increase of \$2,300,000 since the end of the fiscal year. At present, the asset mix of managed investments in the combined portfolio places 49% in equities, 46% in fixed income, 2% in real estate, and a 3% cash position. Of particular note, AmSouth reported stellar quarterly results, both in equity and bond sectors. On equities, they earned 14.4% versus the S & P 500 at 10.7%. Fixed income securities returned 2.4% versus the Shearson Lehman Government/Corporate at 0.9%. This produced a total return of 5.7%, moving them ahead of the measurement indices for this year.

Mr. McDonnell expressed to the Committee a desire for a summarization of portfolio evaluations at future meetings, due to the lengthy nature of the investment advisor report and portfolio breakdown. With the concurrence of the Committee, Mr. McDonnell asked Dean Boone and Mr. McWhirter to work with Ms. June Debatin and other investment advisors to develop a concise presentation format. The results of this project will be presented at the January meeting of the Committee. Additionally, Mr. McCallum suggested that within the next ten days, endowment results presented at this meeting be summarized and forwarded to members.

Mr. McDonnell asked Dean Boone to present the cash flow analysis for construction of Buckman Hall. Mr. Thomas informed the Committee that \$7.6 million has been raised for this project to date, which covers the projected costs to build and equip the facility. Dean Boone informed the Committee of the redemption of the Bulab Holdings, Inc. note and the resolution to be presented to the Board of Trustees regarding the authority to proceed with construction. Mr. McWhirter discussed the future need of this Committee to authorize the purchase of the 8% Bulab Holdings, Inc. note to complete the cash flow requirements during construction.

Mr. McDonnell asked for discussion on the issue of the Committee's responsibility in formulating investment guidelines and asset mix parameters. It was generally agreed by all members present that this issue should be revisited at the next meeting and revisions communicated to the investment managers.

There being no further business, the meeting was adjourned.

Exhibit N**REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - October 20, 1989**

The Committee on Students and Campus Life was called to order by Chairman Kenneth F. Clark at 2:00 p.m. in the East Social Room, East Residence Hall on the campus. Mr. Clark opened the meeting by reading the charge for the Committee on Students and Campus Life from the By-Laws. He emphasized to the members of the committee that this committee is charged to provide understanding between students and the Board of Trustees. Members in attendance were: Trustees Mr. Kenneth F. Clark and Dr. Henry B. Strock, Jr.; Student Ms. Kearsten Angel; Ex-Officio members Deans Thomas C. Shandley and Ronald J. Kovach. Present by Invitation: Ms. Maria Carl, Ms. Tina Fockler, Ms. Dana Harmon, Mr. Charles Gordon and Ms. Jodie Wright. The following members were absent: Mrs. Vicki G. Roman, Mr. William H. Bryce, Mr. W.L. Davis, Jr., Mr. Ronald Terry, Mr. E.A. Alburty, Mrs. Emily Alburty and Miss Jeannette Spann.

Ms. Maria Carl, President of the Social Regulations Council, presented her report to the Committee. She stated that the SRC has been charged with the big task of developing a student code of conduct. Presently, Dr. Sybil Todd, Visiting ACE Fellow, is working with them in contacting similar institutions to review their codes of student conduct. The Code of Conduct will be created and presented for student review. Secondly, all freshmen, beginning this year, are required to sign a clearly defined social responsibility code pledge. This was created from discussions last year that parameters for social conduct are not clearly defined. SRC has an objective for this year to establish specific set sanctions for specific and clear penalties. SRC has been working closely with other campus organizations to combat against social infractions. Some examples stated were BACCHUS involvement in sponsoring National Collegiate Alcohol Awareness Week; Panhellenic and Interfraternity Councils' sponsoring of sexual harassment programs and R.A.'s working to stem vandalism and noise violations in the residence halls. Ms. Carl also stated that council members need to be trained better. A February target date has been set for specific training for next year's members of SRC, Panhellenic and IFC. Lastly, she pointed out that this year the SRC has taken some steps to become an initiative body as well as an adjudicative body. She stated the example of working with Security to solve problems between Security and the student body. A question was raised about the timeframe for the Student Code of Conduct. Both Dean Shandley and Ms. Carl stated that the goal is for the code to be ready for Board of Trustees review in April and implementation for the student body in the Fall of 1990. A brief discussion followed of the high percentage of cases before the SRC stemming from alcohol abuse. Dean Shandley stated that alcohol abuse is by far the biggest headache for chief student affairs officers and virtually every problem discussed at the Leadership Retreat centered around alcohol abuse. The solution seems to be in finding ways to promote responsibility. Orientation, this year, faced the problem head-on on the first night students were on campus with a program on Alcohol, AIDS and Acquaintance Rape.

Ms. Tina Fockler, Director of Career Planning and Placement, gave a career development update on the alumni network. She stated that students have been concerned in the past that Rhodes did not have sufficient numbers of recruiters from other areas of the country. The Career Planning and Placement Office faced this problem with two solutions. The first was a placement brochure developed and sent to employees and other people promoting Rhodes and Rhodes graduates as potential employees. The second, and most significant, has been to gain the support of the alumni. An Alumni Career Resource Network has been established with over 400 persons responding from the classes of 1940-1983 (approximately 1500 people.) This network will function in two capacities: career information and job search. In the area of career information a list is available to students for information regarding careers in a specific geographic area. Memphis volunteers will also be used to come on campus to discuss careers on November 9, 1989. In the area of job search, relocating graduates can begin networking in the targeted area. Volunteers have also been asked to assist in finding paid summer internships for Rhodes students. New York volunteers have been working in this area for the past two summers, with four Rhodes students working in the New York city area. This year the target areas will be Atlanta and Memphis. Alumni Clubs in cities have also been restructured through the Alumni Office to include a new Career Counseling Committee. Dean Shandley pointed out that part of the problem is that Rhodes needs to be promoted in the target areas -- Rhodes is not that known enough in some other Southeastern cities.

Dean Ronald J. Kovach, Associate Dean of Student Affairs, presented a report on the two new Assistant

Exhibit N

Directors of Residence Life and their role in housing. He began by handing out a copy of the job description to each member present. The positions came out of a recommendation from the Task Force on the Quality of Residential Life. Through research done by Deans Shandley and Kovach, a cooperative agreement was made with Memphis State University, Center for the Study of Higher Education and the two individuals hired are graduate assistants through that program. Mr. Brent Nair and Ms. Toni Cappiello have been hired with each being responsible for a particular side of campus. Mr. Nair resides in the freshman male residence hall, Glassell and Ms. Cappiello resides in the freshman female residence hall, Williford. The Resident Advisors report to them and they are responsible for a 24 hour rotating duty schedule. This fulfills the need for someone to be present to respond to needs. Dean Kovach stated that he feels this has added a much higher dimension to the quality of residence hall life. They assisted in R.A. training, orientation and move-in. They are presently working on building student responsibility through residence hall programming. A question was raised about the 20-hour per week statement in the job description. Dean Kovach stated that this is a ball-park figure of the time estimated that they would work per week. The question was raised as to whether Dean Kovach perceives the need for more individuals on campus in this type position. He stated that at present he did not. At this point, he feels the coverage is fine.

Ms. Dana Harmon, Student Assembly President, presented her report by stating that this has been designated the Year of Student Responsibility and that Student Assembly has made a goal of developing a better community as a whole. She stated that she felt the Leadership Retreat held the first weekend in October was a kick-off to the year of responsibility, with approximately 50 student leaders attending. The highlight was a panel discussion where concerns were brought to light and responsibility was discussed. She stated that the biggest concern felt was whether the ideas could be brought back to campus. She gave one example of success in the fact that LINK president, Ms. Joanne Lynen, has organized Alcohol Free Days to coincide with NCAA sponsored by Bacchus and has had tremendous response with people pledging three totally alcohol free days. The second area discussed was the Code of Conduct. Student Assembly will be working with SRC, R.A.'s and other student groups to give input. She pointed out in her report that a new group, Concerns on Stage, has been formed to present theatrical productions on student concerns, i.e. AIDS, suicide, acquaintance rape, etc. The Mystery Theatre was held for freshmen and a Mock Trial on Date Rape will be held for the entire student body. Ms. Harmon reported that the Master Calendar has been very well organized and is presenting using the kiosk by the amphitheatre. This is helping to eliminate the overlapping of meetings and events. Orientation was highly complimented this year by upperclassmen. It was felt that it gave freshmen a sense of community and had a great emphasis on increased awareness. She expressed several concerns that Student Assembly is presently reviewing. There is still the concern between Greeks and independents. Student Assembly is working with student groups to co-sponsor events to work together. Parking has been a big complaint this year. The most frequent suggestion by upperclassmen seems to be that freshmen not be allowed to bring cars to campus. Some factors that may be contributing to the problem are a large freshman class compared to a small graduating class last year, more part-time faculty and more commuters. Dean Shandley stated that in 1988, 82% of the student body registered cars, whereas in 1989, 85% registered cars. Ms. Harmon went on to state that security has been an issue with car thefts and parking after dark in the gym lot. She stated that Security has an escort service but many people do not take advantage of it. There have also been complaints about the advanced age of the security guards. A recent attack on campus has brought awareness to the student body of its vulnerability. The next concern expressed by Student Assembly at this time is a continuing dialogue with the Honor Council and reporting expulsions on student transcripts. Ms. Harmon stated that this seems to be a conflict with internal use vs. the infraction following students to other institutions. The Honor Council is presently meeting with administration to resolve the problem. The final concern stated was with the Career and Counseling Center. The Student Assembly feels that the staff presently there is competent, there are just not enough of them. Also, study abroad programs are not well publicized and students must do most of the research on their own if they are interested in a program not directly affiliated with Rhodes. Dr. McLain asked a question about the Code of Conduct as it will relate to academia. Ms. Harmon stated that at this time the Code of Conduct basically related to conduct outside of the classroom. A discussion followed with the committee agreeing that an excellent suggestion would be for the Code of Conduct to relate to total student conduct, both inside and outside the classroom.

Exhibit N

Dr. Shandley began the Dean of Student Affairs report by briefly highlighting the Leadership Retreat. He stated that he felt the 1 1/2 hour discussion on student responsibility was a high point with students discussing their actions and taking responsibility for them. The second area he discussed briefly was the Code of Conduct. He stated that codes of conduct are not unusual, but are very difficult to develop. One area that must be assured is that it fits the Rhodes campus. He stated that this is not a process to develop more rules, but to change behavior. Present policies and the present adjudication process must be reviewed. Dean Shandley stated that one of the biggest problems facing the Student Affairs Division at this time is housing. University Residence Hall will be closing after this year and the thirty-one students housed there will need to be housed elsewhere. The demand for on-campus housing is very high and is what attracts people to Rhodes. The fact must be faced that a new residence hall will have to be built. He concluded his report by giving a brief description of this year's Cruise-In -- a freshman cruise on the Mississippi River designed to give freshman a unique experience while hopefully beginning a new tradition.

Mr. Clark asked if anyone had anything further to discuss. A brief discussion ensued over the number of SRC cases involving male vs. female students. Ms. Carl and Dean Shandley both stated that the overwhelming majority involve male students. Mr. Clark stated that he was concerned that student behavior seems to be more aggressive. He also stated that perhaps more is needed than just a student code of conduct, but possibly counseling in the areas of aggressive behavior. Male leadership needs might also need to be addressed.

The committee meeting concluded at 3:34 p.m. with Mr. Charles Gordon, Director of Athletics, conducting a tour of the athletic facilities. Before beginning the tour, Mr. Gordon stated that the tour was designed to make the committee aware of the needs of the facility. He stated that his staff feels that the facility is in need of renovation and expansion. It has been 37 years since anything major has been done to the athletic facilities. Many of Rhodes' major competitors have recently announced major renovations and new buildings to their athletic facilities. Mr. Gordon stated that this has a major impact on student, faculty and staff life.

The meeting was adjourned to tour the athletic facilities.

Exhibit O

DEGREES CONFERRED ON MAY 7, 1989
BACHELOR OF ARTS DEGREE

***Jenna Elizabeth Adams	Huntsville, AL	French
Kristen Best Alexander	Memphis, TN	Psychology
Carson Thorne Anderson	Cabot, AR	Psychology
@Kofi Akuffo-Appah	Accra, Ghana	Economics and International Studies
James MacGregor Apple III	Marietta, GA	Economics and International Studies
Dawn Maria Ashton	Germantown, OH	International Studies
Kathleen Nicole Atkinson	Mayfield, KY	Theatre and Media Arts
*James Neal Augustine, Jr.	Memphis, TN	Economics and Business Administration
Kara Anne Babin	Houma, LA	Art
Andrew Renshaw Badal	Knoxville, TN	International Studies
*Amy Rutherford Baldwin	Memphis, TN	Psychology
*Ralph Brian Balyeat	Nashville, TN	Economics and Mathematics
^*Joe Huey Bandy III	Nashville, TN	Anthropology/Sociology and Psychology
Joy Yvonne Banks	N. Little Rock, AR	English
Suzanna Lynn Barnett	Little Rock, AR	Psychology
Allen Overton Battle III	Memphis, TN	Philosophy
Robin Leah Bearden	Cairo, GA	International Studies
Karen Lucille Bedsole	Mobile, AL	English
Suellen Elizabeth Bennett	Bexley, OH	History
Kimberley Annette Blasingame	Pinson, TN	Business Administration
Catherine Kell Bolger	Midland, TX	English
*Della Rose Bonicelli	Bartlett, TN	French
Reuther Lee Boyd	Clarksville, TN	Economics and International Studies
John Parks Boylin III	Huntington, WV	Art
Margaret McKinley Braswell	Mobile, AL	Psychology
*Rebecca Millwee Brewer	Little Rock, AR	Psychology
Kathryn Mary Burke	Hermitage, TN	Psychology
Jennifer Wynn Busbee	Brandon, MS	Biology
*Robert Howe Campbell	Memphis, TN	Psychology
John Ford Canale III	Memphis, TN	Political Science
Charles McChord Carrico III	Covington, LA	International Studies
Brent Lee Carter	Atlanta, GA	International Studies
David Neal Carter	Nashville, TN	Physics
*Jody Casella	New Britain, CT	English
Jeffrey Garland Chandler	West Memphis, AR	Psychology
*Arlie Ellis Clark III	Memphis, TN	Economics and Business Administration
John Robert Coleman	Memphis, TN	Economics and Business Administration
Steven Coulson Conn	Memphis, TN	Anthropology/Sociology
Darron Scott Contryman	Jefferson City, MO	International Studies
*John Joseph Cook	Memphis, TN	Business Administration
Lucy Katheryn Cooper	Dallas, TX	Urban Studies
Mary Elizabeth Cotten	Lake Charles, LA	International Studies
Katherine Beatrice Cowan	Memphis, TN	Anthropology/Sociology
Caren Love Creason	Hot Spring, AR	Business Administration
^*Jenifer Suzanne Cushman	Ripley, WV	German and Psychology (double major)
Megan Christie Dalrymple	Hollywood, FL	English
William Todd Daniel	Hornbeak, TN	Business Administration

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

Exhibit O

^*Amy Adelyn Davis	Upper Arlington, OH	History
Christopher Wade Davis	Erin, TN	Theatre and Media Arts
Theodore Robert Davis	Knoxville, TN	Political Science
#*James Ronald Deason, Jr.	Atlanta, GA	Political Science
Scott Allen Decker	Metairie, LA	History
*Rebecca Reid Delugach	Memphis, TN	Psychology
#*Anthony William Detter	Covington, GA	Business Administration
David Kent DiLillo	Danville, KY	History
Angela Louise Dixon	Memphis, TN	History
Ann DuVal Dixon	Little Rock, AR	Political Science
Clarice Eliza Elder	Dunwoody, GA	Urban Studies
^*Edward Prioleau Ellis, Jr.	Atlanta, GA	Philosophy
Leigh Ann Evans	Jackson, MS	Theatre and Media Arts
*Paja Lynn Faudree	Memphis, TN	Philosophy
Catherine Snowden Ferris	Memphis, TN	Business Administration
Gilbert Larose Fontenot	Mobile, AL	History and International Studies
*Brian Patrick Foy	Brentwood, TN	Economics and Business Administration
Malcolm Jerome Franklin	Canton, MS	Business Administration
@#*Peter Franz Frielinghausen	Arnsberg, Germany	International Studies
Patricia LeAnne Gaddis	Dierks, AR	Theatre and Media Arts
Olivia Kerr Gagnon	Mandeville, LA	Psychology
Andrew Nicholas Gascoigne	Bradenton, FL	Psychology
Julia Frances Giddens	Shreveport, LA	History
D'Ann Bagby Glenn	Memphis, TN	Economics and Business Administration
William Clark Golden	Nashville, TN	History
Elizabeth Katherine Gorrell	Russellville, KY	Psychology
Richard Franklin Gose	Kettering, OH	International Studies
Trenton Andrew Grand	Baton Rouge, LA	Political Science
*David Michael Greeson	Little Rock, AR	Physics
Gretchen Elaine Greiner	Birmingham, AL	Art
Susan Lynn Griesse	Germantown, TN	Business Administration
Jason Douglas Griffin	Tupelo, MS	International Studies
James McMurtry Gulley	Danville, KY	History
^**Douglas Frank Halijan	Carlisle, AR	English
***Ara James Hanissian	Memphis, TN	Biology and Philosophy
@Stephen Lynn Harmon	Mosheim, TN	Psychology
Charles Michael Harris	Houston, TX	Business Administration
Helen Elizabeth Haverkamp	Somerville, TN	English
Larry Gene Hayes, Jr.	Nashville, TN	Business Administration
Mary Allison Haynie	Montrose, AL	Anthropology/Sociology
James Robinson Hedges IV	Chattanooga, TN	International Studies and French
Steven Douglas Heinz	Memphis, TN	History
^*Paul Eric Henager	Mt. Carmel, IL	Spanish
James Allen Heurtin	New Orleans, LA	Economics and Business Administration
Heather Suzanne Hicks	Safety Harbor, FL	Economics
^***Sara Deirdre Hodges	Nashville, TN	Psychology
William Thad Holden	Memphis, TN	Biology
Charles LaTrelle Holt	Nashville, TN	Anthropology/Sociology
Sarah Elizabeth Hopkins	Convent Station, NJ	International Studies
Helen Suzanne Horn	Memphis, TN	Music and Theatre and Media Arts

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

Exhibit O

Amy Worlund Horner	Memphis, TN	International Studies
James Brett Howell	Germantown, TN	Economics and Business Administration
Catherine Scott Hughes	Memphis, TN	English
Mary Suzanne Huhta	Murfreesboro, TN	English
^*John William Hull	Bradenton, FL	Anthropology/Sociology and Religion (double major)
*Jennifer Leigh Hutcherson	Jackson, MS	Psychology
*Katherine Ewing Jackson	Roland, AR	Economics
Ashley Howe Jenkins	Atlanta, GA	English
Jeffrey Scott Johnson	Little Rock, AR	History
^***Julianne Johnson	Newton, MS	International Studies
Aaron Peter Kaufman	Roosevelt, NY	English
Laura Barringer Keever	Chapel Hill, NC	Religion
Matthew John Ketcham	Mabelvale, AR	History and International Studies (double major)
Kenneth John Kieklak	N. Little Rock, AR	History
Jeffrey Scott King	Little Rock, AR	Economics and International Studies
Anne Frances Klages	Winter Park, FL	Psychology
Gregory Kevin Krosnes	Germantown, TN	Theatre and Media Arts
Pamela Sue Kurucz	Tampa, FL	History
Thomas Arthur Lamb III	Germantown, TN	English
Kendall Sage Lambert	Washington, DC	English
Elizabeth Anne Langston	Memphis, TN	Psychology
Gina Chiharu Latendresse	Camden, TN	Psychology
@Angelia Denise Logan	Brownsville, TN	International Studies
Kurt Pattillo Low	Sherman, TX	Political Science
Lucinda Harris Lyon	Little Rock, AR	Psychology
Michael Anthony Mammarelli	Nashville, TN	Psychology
Mark Christopher Mangum	McGehee, AR	Psychology
#*Amy Jo Markle	Memphis, TN	Business Administration
Lynn Louise Martin	Jackson, MS	English
George William Mathews III	Portsmouth, RI	History
Erin Elizabeth McAllister	Memphis, TN	International Studies
Elizabeth Prewitt McCann	Lexington, KY	Biology
#*Lisa Kay McClelland	N. Little Rock, AR	Psychology
Paige Kathleen McClendon	Candem, S.C.	International Studies and Political Science
Melissa Marie McCornack	Lebanon, TN	English
Charlotte Madeline McCrary	Lonoke, AR	Philosophy
Patricia Anne McFadden	Germantown, TN	Business Administration
Nolan Stuart McLean III	Mobile, AL	English
Andrea Reese McMillan	Knoxville, TN	English
Daniel Kevin McMillan	Arkadelphia, AR	Business Administration and Mathematics
James Rogers McNeil	Lonoke, AR	International Studies
Cynthia Charlotte McPheeters	Sarasota, FL	Theatre and Media Arts
#*Roland Clayton Merchant	Altoona, AL	Psychology
***Robin Sue Meredith	Paducah, KY	Business Administration
Valery Ann Messer	Danville, KY	Economics and Business Administration
John Edwin Mollica	Concord, NH	Economics
Jennifer Lee Moman	Tuscaloosa, AL	Business Administration

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

Exhibit O

David Weldon Monroe
 Cheryl Lea Montgomery
 James Todd Moore
 Molly Kate Moore
 *Patricia Ann Morris
 William Joseph Nesbit
 Virginia Nisbet
 Kelley Hope Nixon
 @John Alan Nunnery
 ^**William Ellis Oglesby

Sturla Olsen
 Bradley Curtis Olson
 James McMahan Patterson, Jr.
 Lucinda Dawn Peach
 Jonathan Roy Perry

^Rebecca Todd Peters
 Jennifer Lynn Phillips
 *Elizabeth Randolph Pickell
 *Anthony Charles Pietrangelo
 William Henry Pope
 Laura Anne Popovitch
 Russell Tift Porter
 Dawn Ileen Pries
 *Chandler Cyle Prosser
 Jeffrey Charles Ray
 *John Barnes Ray
 Leslie Karen Rea
 Jon Arthur Reesman
 James Addison Rizer, Jr.
 Tanya Lynee Robertson
 *Andrew Carey Robinson
 Richard Anthony Rocco
 Jean-Marc Ian Gutierrez
 Adalid Rose
 Kimberly McCall Ross
 Eileen Forrest Ruffin
 Kelley Elizabeth Sanders
 Detlef Erich Scholz
 Mary Harrington Schroder

John Chadwick Schultz
 Julianne Scobey
 Peter Ridsdel Scott
 Susan Marie Shackelford
 John Nathan Sherrod
 Karl Alexander Simpson
 *Sharon DeVall Skinner
 Anne Elizabeth Smerekanicz

Rome, GA
 Gainesboro, TN
 Goodlettsville, TN
 Monroe, LA
 Redding Ridge, CT
 Amory, MS
 Jacksonville, AL
 Conyers, GA
 Memphis, TN
 Atlanta, GA

Pittsburgh, PA
 St. Louis, MO
 Gallatin, TN
 Franklin, TN
 Lawrenceburg, TN

Atlanta, GA
 Tavares, FL
 Decatur, AL
 Memphis, TN
 Huntsville, AL
 Little Rock, AR
 Atlanta, GA
 Memphis, TN
 Florence, SC
 Dardanelle, AR
 Pensacola, FL
 Nashville, TN
 Nashville, TN
 Phoenix, AZ
 Germantown, TN
 Sedalia, MO
 Germantown, TN

Mandeville, LA
 Monticello, AR
 Memphis, TN
 Nashville, TN
 Wyckoff, NJ
 Atlanta, GA

Memphis, TN
 Memphis, TN
 Bartlett, TN
 Atlanta, GA
 Jackson, TN
 Birmingham, AL
 Memphis, TN
 Bridgewater, CT

English
 History
 History
 Anthropology/Sociology
 International Studies
 Political Science
 Urban Studies
 Anthropology/Sociology
 History
 Business Administration and German
 (double major)
 Anthropology/Sociology
 Psychology
 Political Science
 English
 Political Science and Urban Studies
 (double major)
 English and Art (two degrees)
 Foreign Languages
 History
 Political Science
 Psychology
 Business Administration
 International Studies
 Psychology
 International Studies
 Business Administration
 International Studies
 Business Administration
 International Studies
 Economics
 Economics and Business Administration
 English and Religion
 Business Administration
 International Studies
 Business Administration
 English
 English
 Business Administration
 Anthropology/Sociology and Theatre and
 Media Arts (double major)
 English
 Theatre and Media Arts
 Business Administration
 Psychology
 Psychology
 International Studies
 Psychology
 History and International Studies

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

Exhibit O

Charles Blackwell Smith	Atlanta, GA	History
Kevin Hugh Smith	Stone Mountain, GA	Business Administration
Susanna Trammell Smith	Floyd, VA	History
Gregory Keith Smithers	Cookeville, TN	Economics and International Studies
@Karen Leigh Snyder	Memphis, TN	History
Mary Norman Soper	New Orleans, LA	Psychology
Susan Elizabeth Sorocak	Mobile, AL	Psychology
Alice Courtney Spalding	Nashville, TN	Business Administration
Paula Leigh Stromsdorfer	Godfrey, IL	Psychology
James Tyler Swindle, Jr.	Jackson, TN	Anthropology/Sociology
Lynn Marie Tanzberger	Kenner, LA	History
Jonathan Elliott Taylor	Birmingham, AL	International Studies
Timothy Paul Taylor	Memphis, TN	English
John Thomas Tibbetts	Seattle, WA	Political Science
Michelle Ann Toler	Nashville, TN	History
*Cary Dickinson Tynes	Birmingham, AL	International Studies
^*Lori Renee Vallelunga	Benton, KY	Psychology
Lawrence Page Vickers III	Atlanta, GA	Anthropology/Sociology
Charles Eugene Wade	N. Little Rock, AR	Business Administration
Sharon Jeanne Walker	Knoxville, TN	Business Administration
Susan Wade Walker	Knoxville, TN	Psychology
Robert Francis Wallace	Memphis, TN	Business Administration
^***Rosa Lee Wang	Meredian, MS.	Economics and International Studies
Amy Fay West	Shreveport, LA	History
***Mark Davis West	Nashville, TN	International Studies
Billy Doyle White, Jr.	Memphis, TN	Business Administration
#Marguerite Jo Wiese	Columbia, MD	International Studies
Floy Elizabeth Wigal	Jackson, TN	English
Donald Perry Wikle	Atlanta, GA	Psychology
Hubert Wesley Williams III	Jackson, MS	Economics
Kevin Howard Williams	Paducah, KY	Business Administration
Nicole Farris Williamson	New Orleans, LA	History
Dawnita Julianna Wilson	Paducah, KY	Economics and International Studies
Laura Elizabeth Wilson	Memphis, TN	Art
Alissa Ann Woodworth	Paragould, AR	Business Administration
Anna Catherine Wylie	Atlanta, GA	Psychology
Inez Bannerman Yeiser	Savannah, TN	English
#*Michael John Yochim	Fenton, MO	Biology and Religion (double major)
Margaret Leigh York	Memphis, TN	History
Caroll Anne Youngblood	Spartanburg, SC	Spanish

BACHELOR OF SCIENCE DEGREE

^***Anne Marie Basarrate	Chattanooga, TN	Biology
#*William Raymond Brown III	Knoxville, TN	Chemistry
Jennifer Marie Burrow	Los Angeles, CA	Biology
^*Kenneth Michael Cameron	Murfreesboro, TN	Biology
^****Lora Virginia Hooper	Nashville, TN	Biology
#*John Trescott Hopkins	Poplar Bluff, MO	Chemistry

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

Exhibit O

David Turner Jones	Little Rock, AR	Biology
***Anne Louise Junkin	Due West, SC	Physics
***Bruce Kennon Kellerman	St. Louis, MO	Chemistry
*Robert Howard Lillard, Jr.	Memphis, TN	Biology
Lora Ann Lofties	Memphis, TN	Chemistry
*Sanjiv Mahajan	Jackson, TN	Chemistry
Joshua Buford McCanless	Calhoun, GA	Biology
William Todd Meyer	McComb, MS	Biology
*Barbara Lynn Mulach	Little Rock, AR	Chemistry
*Salil Prabhakar Parikh	Memphis, TN	Chemistry
Rakesh Champaklal Patel	Sardis, MS	Chemistry
*Robin Blaine Reed	Clarksville, TN	Chemistry
Spencer Dinsmore Relyea	Dallas, TX	Computer Science/Mathematics
James Roy Smith, Jr.	Clarksville, TN	Biology
William Kirk Stone	Potts Camp, MS	Biology
Harold Malise Wright	Memphis, TN	Biology

DEGREES CONFERRED AUGUST 15, 1989
THE BACHELOR OF ARTS

@Michael Scott Ballard	Belden, MS	Business Administration
@Scot Peter George Cowan	Memphis, TN	International Studies
Charles Glenn Ellis	Blytheville, AR	Psychology
Karin Jeannine Fielder	Nashville, TN	English
William David LaValle, Jr.	Mew Madrid, MO	International Studies
Wayne Lee Nathan	Memphis, TN	Art
Kendra Ann Elizabeth Rogers	Nashville, TN	History

BACHELOR OF SCIENCE

Krisna Renee Wells	Yazoo City, MS	Biology
Laura Louise Whitworth	Memphis, TN	Biology

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia