

**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE  
January 21 and 22, 1993**

**1-93-1** 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 1:30 P.M., Thursday, January 21, 1993 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

The meeting was opened with prayer by Mr. Ray Zbinden.

**10-92-2** The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

**TRUSTEES**

Jack A. Belz, '93  
Marion Adams, '93  
Edgar H. Bailey, '94  
Jack R. Blair, '95  
Winton M. Blount, '93  
Bayard Boyle, Jr., '93  
Robert H. Buckman, '94  
Bruce E. Campbell, Jr., '95  
Bland W. Cannon, '94  
Kenneth F. Clark, Jr., '95  
Charles P. Cobb, '93  
John H. Crabtree, Jr., '93  
J. Lester Crain, '95  
Tommie S. Dunavant, '95  
Bryan M. Eagle, '95  
Henry Goodrich, '94  
Ted M. Henry, '95  
Billy M. Hightower, '95  
C. Stratton Hill, Jr., '93  
Nancy J. Huggins, '94  
W. Neely Mallory, '94  
Michael McDonnell, '93  
William J. Michaelcheck, '95  
Frank M. Mitchener, Jr., '94  
K.C. Ptomey, Jr., '94  
S. Herbert Rhea, '95

John C. Sites, '94  
Willard R. Sparks, '94  
James A. Thomas III, '94  
Mary R. Wardrop, '95  
David D. Watts, '95

**LIFE TRUSTEES**

L. Palmer Brown  
Paul Tudor Jones

**HONORARY TRUSTEES**

Mertie W. Buckman  
William S. Craddock, Sr.  
Nettie Schilling  
Charles R. Sherman  
Frances Tigrett  
Russel L. Wiener  
Alvin Wunderlich, Jr.

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**FACULTY TRUSTEES**

Douglas W. Hatfield, '93  
Cynthia Marshall, '94

**STUDENT TRUSTEES**

Christopher Buchanan  
Nina Choudhuri  
Katherine McCaa

**PRESENT BY INVITATION**

William D. Berg  
J. Allen Boone  
Harmon C. Dunathan  
Sherry J. Fields  
Brian E. Foshee  
Josephine B. Hall  
David L. Harlow  
Paula S. Jacobson  
Donald J. Lineback  
Marshall E. McMahan  
N.P. McWhirter  
Helen W. Norman  
Thomas C. Shandley  
Karen A. Silien  
Loyd C. Templeton, Jr.  
Sally P. Thomason  
Debra M. Warren  
Arthur M. Weeden, Jr.  
David J. Wottle

The following Trustees were absent:

**TRUSTEES**

Dunbar Abston, '93  
Robert W. Amis, '93  
John A. Austin, '94  
George E. Cates, '93  
W. L. Davis, '93  
Joseph Orgill III, '95  
James H. Prentiss III, '93  
Vicki G. Roman, '94  
Arthur N. Seessel III, '95  
John M. Wallace III, '93  
S. Ray Zbinden, '94

**LIFE TRUSTEES**

Margaret Hyde  
Robert McCallum  
William C. Rasberry  
P.K. Seidman  
John W. Wade

**FACULTY TRUSTEES**

Marcus D. Pohlmann, '95

**HONORARY TRUSTEES**

Emily Alburty  
E.A. Alburty  
Edward Jappe  
Morrie A. Moss  
Frank M. Norfleet  
Harold F. Ohlendorf  
Lorna Reimers  
John B. Ricker, Jr.

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

**1-93-3** The Board approved as mailed the minutes of the Board of Trustees meeting held on October 22 and 23, 1992.

**1-93-4** Dr. Blount welcomed the following new members:

Mr. Jack R. Blair, main board director of Smith & Nephew-North America, the parent company of Memphis-based Smith & Nephew Richards, Inc., is responsible for all activities in North America and Smith & Nephew operations in Japan.

Mr. Bruce E. Campbell, Jr. was re-elected to the Board. He is Chairman of the Board and Chief Executive Officer of National Commerce Bancorporation in Memphis.

**HONORARY TRUSTEE:**

Mr. Russel Lee Wiener, '42, is past president of the Memphis Donruss Division of General Mills and a former practicing dentist.

**1-93-5** Dean Karen Silien introduced five Rhodes students, Jeanne Chadwick, Thomas Gieselmann, Lina Parikh, Yumi Shiojima and Britt Summers, who spoke on gaining a global perspective through their experiences at Rhodes and abroad. Ms. Chadwick spent her fall semester in Beijing, China; Mr. Gieselmann is a sophomore from Germany; Ms. Parikh, a senior, spent her junior year in Paris; Ms. Shiojima has her degree and came to Rhodes to study English as well as teach several classes in conversational Japanese; Mr. Summers studied and taught in Japan for five months.

**1-93-6** Dr. Blount asked Mr. John Crabtree to serve as acting chair of the Committee on Faculty and Educational Program.

Dr. Blount reminded the Board that the College was entertaining at a dinner for Trustees, their spouses and selected guests at The President's Home, 91 Morningside Park.

**1-93-7** The Board adjourned to committee meetings at 2:00 P.M.

**Friday, January 21 and 22, 1993**

**1-93-8** The Board of Trustees resumed its meeting on Friday, January 22, 1993 at 9:00 A.M. in the Edmund Orgill Room on campus.

The meeting was called to order by the chair, Dr. Blount.

The meeting was opened with prayer by Mr. William Craddock.

Secretary Clark called the roll. Members present were:

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Edgar H. Bailey, '94  
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Bruce E. Campbell, Jr., '95  
Bland W. Cannon, '94  
Kenneth F. Clark, Jr., '95  
Charles P. Cobb, '93  
John H. Crabtree, Jr., '93  
J. Lester Crain, '95  
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Henry Goodrich, '94  
Ted M. Henry, '95  
Billy M. Hightower, '95  
Nancy J. Huggins, '94  
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William J. Michaelcheck, '95  
Frank M. Mitchener, Jr., '94  
Joseph Orgill III, '95  
K.C. Ptomey, Jr., '94

S. Herbert Rhea, '95  
John C. Sites, '94  
James A. Thomas III, '94  
Mary R. Wardrop, '95  
David D. Watts, '95  
S. Ray Zbinden, '94

**LIFE TRUSTEES**

L. Palmer Brown

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

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Nettie Schilling  
Charles R. Sherman  
Frances Tigrett  
Russel L. Wiener  
Alvin Wunderlich, Jr.

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J. Allen Boone  
Harmon C. Dunathan  
Sherry J. Fields  
Brian E. Foshee  
Josephine B. Hall  
David L. Harlow  
Paula S. Jacobson  
Donald J. Lineback  
Marshall E. McMahon  
N.P. McWhirter  
Helen W. Norman  
Thomas C. Shandley  
Karen A. Silien  
Loyd C. Templeton, Jr.  
Sally P. Thomason  
Debra M. Warren  
Arthur M. Weeden, Jr.  
David J. Wottle

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C. Stratton Hill, Jr., '93  
W. Neely Mallory, '94  
James H. Prentiss III, '93  
Vicki G. Roman, '94  
Arthur N. Seessel III, '95  
Willard R. Sparks, '94  
John M. Wallace III, '93

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Margaret Hyde  
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Robert McCallum  
William C. Rasberry  
P.K. Seidman  
John W. Wade

**FACULTY TRUSTEES**

Douglas W. Hatfield, '93

**HONORARY TRUSTEES**

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E.A. Alburty  
Thomas Frist, Sr.  
Edward Jappe  
Morrie A. Moss  
Frank M. Norfleet  
Harold F. Ohlendorf  
Lorna Reimers  
John B. Ricker, Jr.

**1-93-9** Mr. Clark declared a quorum was present. (See Exhibit A, p.10 for Board committee list.)

**1-93-10** Dr. Blount thanked President Daughdrill for the dinner party held the previous night for the Trustees and special friends of the College at the President's Home. He said that last night the Board had had an opportunity to see how appropriate the new home for the President of Rhodes College is. He said that Rhodes can truly be proud of its wonderful new President's Home. Rhodes at last has one large enough to accommodate a sizeable crowd but still warm enough to entertain an

intimate group. Dr. Blount complimented Mrs. Daughdrill on how beautifully and tastefully it is decorated--a wonderful place to entertain the Rhodes constituency which is from all walks of life as well as from all over the world.

**1-93-11** Dr. Blount congratulated President Daughdrill upon his appointment by The Honorable Lamar Alexander, The Secretary of the United States Department of Education, to serve on and chair the National Advisory Committee on Institutional Quality and Integrity. (Exhibit B, p.11)

**1-93-12 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP**

- Mr. Henry Goodrich, Chair (Exhibit C., pgs.12 & 13)

**The Board approved that the following Trustees be re-elected to the Class of 1996:**

- |                      |                       |                     |
|----------------------|-----------------------|---------------------|
| Dunbar Abston,       | George E. Cates       | Michael McDonnell   |
| Marion S. Adams, Jr. | John H. Crabtree, Jr. | James Prentiss III  |
| Jack A. Belz         | W.L. Davis, Jr.       | John M. Wallace III |
| Bayard Boyle, Jr.    | C. Stratton Hill, Jr. |                     |

**1-93-13 of 1996: The Board approved the following Trustee nominees for election to the Class of 1996:**

- Donald H. Farris, former President of Screen Graphics.
- Harry J. Phillips (former trustee), Chairman, Executive Committee, Browning-Ferris Industries, Inc.
- Spence L. Wilson (former trustee), President, Kemmons Wilson, Inc.

**1-93-14 The Board approved the following nominees for honorary degrees to be awarded at commencement on May 15, 1993:**

- Joy Brown Wiener, violinist, concertmaster of Memphis Symphony, wife of honorary trustee Russel Wiener.
- Eric Donald Hirsch, Professor, noted educator at University of Virginia. Author of Cultural Literacy, Aims of Interpretation, Dictionary of Cultural Literacy, Innocence and Experience, Introduction to William Blake.
- S. Shepherd Tate, '39, former President American Bar Association, former Rhodes Trustee.

**1-93-15 The Board approved the following amendments to the College ByLaws:**

That Article VI - Section 10 of the College ByLaws be amended as follows:

Section 10. Committee on Enrollment. The function of this Committee shall be:

- to study, promote and take leadership in policies and plans to promote the application and enrollment of new students;
- to review and recommend to the Board policies, programs and leadership for recruiting students;
- to appraise periodically the admission and financial aid policies and programs of the College and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;
- to appraise periodically the retention of students eligible to return the following year and to bring to the Board recommendations concerning any aspect of retention;
- to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students;

The Dean of Admissions shall serve as administrator and secretary of this Committee

That the following Section be added to Article VI of the College ByLaws:

Section 13 Committee on Special Studies. The function of this Committee shall be:  
to study, promote and take leadership in policies and plans for the College's programs offered by special studies for individuals and businesses in the community;  
to review and recommend to the Board policies, programs and leadership for recruiting participants in offerings of special studies;  
to appraise periodically the budgetary process of the Center for Special Studies, and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;  
to appraise periodically the enrollment in the programs of the Center for Special Studies and to bring to the Board any recommendations for improvement;  
Trustees on this committee should normally reside in Memphis or the surrounding area.  
The Dean of Special Studies shall serve as administrator and secretary of this Committee.

**1-93-16 The Board approved the following officers for the 1993-94:**

Frank M. Mitchener, Jr. . . . . . Chair  
Bruce E. Campbell, Jr. . . . . Vice Chair  
Kenneth F. Clark, Jr. . . . . Secretary

**1-93-17 The Board approved the following elections beginning with the 1993-94 session:**

Winton M. Blount to Life Trustee  
Charles P. Cobb to Life Trustee  
Robert W. Amis to Honorary Trustee

**1-93-18** Mr. Goodrich stated that the faculty had requested that in addition to the three faculty trustees a faculty alternate be elected to serve in the event a faculty trustee could not attend. He said that it was the feeling of the committee that since the members are not representative trustees but individually commissioned that it would be improper for any member, including students and faculty trustees, to have an alternate representative at the trustee meeting. Therefore, no recommendation was made.

**1-93-19 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. Kenneth F. Clark, Jr., Chair. (Exhibit D., p.14)**

Committee report received.

**1-93-20 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David Watts, Chair. (Exhibit E., pgs.15-17)**

Mr. Watts called on Dr. Blount who made the following remarks concerning the campaign.

"I was hoping to announce 100% Board participation in the Campaign at this meeting, and I'm very close to being able to say that.

"We have a scant handful of Trustees who are still considering their commitments, and I feel certain we can count on them for a response in the near future. We certainly don't want to launch the campaign without the full Board leading the way.

"As you can see on the Summary Report for the campaign, we have passed the \$14 million mark toward our capital projects. These are the four most urgent projects and they require pledges payable during the campaign.

"This total is very gratifying, but we still need two Principal Gifts -- that is, project-launching pledges -- one in the Faculty Support project, and one for endowed scholarships for Student Support.

"I'm please to report that we in this room have committed \$11.7 million of the \$14 million total to date toward these projects, as you can see on page two of the report.

"In the upcoming campaign, the people in this room will set the pace for the 11,000 alumni and 10,000 other friends of Rhodes. I am very proud of the leadership we've already shown.

"If we can commit a full 1/3 of the amount needed for these projects -- that would be a total of \$15.7 million in pledges payable by 1998 toward these four projects -- then we'll have this campaign off to a very good start.

"You recall we want to announce the campaign publicly when we reach \$20 million toward the four projects. We're not there yet. We still have nearly \$6 million to go, and those two Principal Gifts could take us there.

"But because our next opportunity to announce the Campaign would be six months later, the consensus of the Campaign Steering Committee is to announce the Campaign in April. We hope everyone here will help us as we try to raise that \$6 million in new pledges between now and then.

"I believe our other recommendation, to revise the goals in the campaign, will come to the Board in the regular Development report.

"I'd also like to add a personal note. I am very much impressed with the commitment that John Bryan is making to this College. It is not only a commitment of resources, but a commitment of time, and he is an extremely busy man, as President Clinton knows.

"If John can spend this kind of time working for Rhodes, I know that we and others will join him. And together we all can do what our literature says -- that is, to make Rhodes the next great liberal arts college."

**1-93-21 The Board approved the following resolution:**

**That the goals of the campaign be adjusted to read as follows with the adjusted goal for Global Perspective still subject to approval of the Master's Degree program.**

**SUMMARY REPORT with Adjusted Goals -- DRAFT IV** .....

	New Goal	Previous Goal
Highest Priority Capital Projects (outright gifts through 1998)		
To Provide a Global Perspective (1)	\$ 9,800,000	\$ 6,800,000
To Strengthen & Support the Faculty	10,000,000	8,900,000
To Provide a Campus Life Center	17,400,000	
To Support Deserving Students	<u>10,000,000</u>	2,900,000
	47,200,000	
Annual Fund (FY 1992-1998) (outright gifts through 1998)	16,200,000	
Donor-Restricted Projects (outright gifts through 1998)	6,600,000	
New Estate Plans (future gifts at face value)	<u>50,000,000</u>	
<b>CAMPAIGN TOTAL</b>	<b>\$ 120,000,000</b>	<b>\$ 100,000,000</b>

(1) A gift of \$3 million from an anonymous donor requires approval by The Board of Trustees before it can be officially accepted and counted. It DOES appear in this draft report.

**1-93-22 REPORT OF THE COMMITTEE ON ENROLLMENT - Ms. Nancy J. Huggins, Chair. (Exhibit F., pgs.18-19 )**

Committee report received.

**1-93-23 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. John Crabtree, Acting Chair. (Exhibit G., pgs.20-21)**

Committee report received.

Mr. Crabtree added that the faculty is examining the possibility of raising the student/faculty ratio by one or two students, which could effect a considerable savings to the College, and that Dean Dunathan would report any findings to the committee.

**1-93-24 REPORT OF THE COMMITTEE ON FINANCE** - Mr. S. Herbert Rhea, Chair.  
(Exhibit H., pgs.22-29)

Committee report received.

The Board approved the 1993-94 operating budget. (see pages 21-26)

**1-93-25 REPORT OF THE COMMITTEE ON INVESTMENT** - Mr. Michael McDonnell,  
Chair

Mr. McDonnell reported that the endowment passed \$100,000,000 in the fourth quarter of 1992. He said this was a source of pride for everyone and a source of comfort. He said that because of the upcoming Capital Campaign, the Committee would report to the Board more regularly. He reported that two of the new money managers have averaged 30% appreciation, which is extremely beneficial to the College. He also reminded the Board that during calendar 1992, the College withdrew from endowment more than it added. He emphasized that the College needs to add to the endowment rather than depend on the expertise or luck of the money managers to increase endowment. He stated that the endowment total still remains in the lower half of what we consider our peer group colleges. He hopes that the Annual Fund can be increased and that more real dollars raised rather than depending on endowment dollars.

**1-93-26 REPORT OF THE AUDIT COMMITTEE** - Dr. L. Palmer Brown, Chair

Dr. Brown reported that at the October meeting of the Board a resolution was passed requiring a disclosure statement of "Conflict of Interest" for all members of the Board and referred it back to the Audit Committee to compose. As instructed the Audit Committee has composed the statement and submitted it to the Committee on Board Directions and Leadership. He said the Committee on Board Directions and Leadership discussed the statement but tabled it until the April meeting.

**1-93-27 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS** - Mr. Edgar  
Bailey, Chair. (Exhibit J., p.30)

Committee report received.

Mr. Bailey stated that he wished to clear up any misunderstanding about the possible groundbreaking for the Campus Life Center being soon. It is true that the design firm of Hastings and Chivetta will start their work this week, but given how much money needs to be in hand and the work that the design firm has to complete before the groundbreaking, the earliest possible time will be early 1994, with earliest occupancy in late 1995 and more likely in early 1996.

**1-93-28** President Daughdrill made the following remarks:

"I would like to give you a long-range look at what I think is ahead.

"The chief issue we will face in the next few years, and perhaps during the entire nineties, will be 'affordability.' Affordability has to do with parents' perception, level of tuition vs. peer colleges' level of tuition, services that we provide versus those provided by other colleges, etc. We know how to cut costs, but if we do not provide the level of services as the institutions with which we compete, then we simply drop in the quality of students we can attract.

"Affordability also has to do with state and federal financial aid. I hope you will influence every House and Senate member you can to vote for the Clinton Plan (for many years it was called the John Silber Plan) whereby students attending college could borrow money to pay their tuition and pay it back either by public service or have it deducted over many years through

the IRS. I think this is a wonderful program--a way to invest in the so-called 'infrastructure'--the 'people-assets' required to make this country competitive and great.

"When it comes to finances, I hear from you the same ambivalence that I feel. We want to cut costs, yet we want to achieve excellence and improve education. As a Board I hope we won't allow ourselves the luxury of discussing these *seriatim*. For instance, when we add the Campus Life Center we add expenses--housekeeping, utilities, maintenance, etc. We know how not to increase these expenses, and that is not to build it. So, let's be aware of the whole picture. Let's look at both cost-cutting and quality-raising, discuss the ambivalent feelings that we have, and move to decisions together.

"I think the future looks bright for the very short term. Our applications are up, and annual giving looks very good in comparison with the previous year. Our endowment is now over \$100 million. This is substantial compared to where we were a few years ago, though not substantial when compared to peer colleges.

"In the last few years we have made tremendous progress in building the long-range strength of this institution. We now have \$47 million in estate plans. The problem is that we didn't start early enough--35 years ago. Though many people have established estate plans for the college, we have a gap period when we won't have much coming in because our predecessors didn't develop planned gifts. So, our successors will rise up and count us blessed! In the meantime, we have to get through the low period.

"Another asset we have is in the leadership of this Board. As dependent as a non-profit institution is upon its Board of Trustees, the leadership of the Board is of the highest importance to the vision and possibilities of the College. In electing the slate of officers you did--Frank Mitchener as Board Chairman and Bruce Campbell as Vice Chairman, you have selected two outstanding leaders. Just think of the one-two combination of Frank Mitchener as Board Chair and Red Blount as Chair of the Capital Campaign! Red has been carrying both of those hats and doing it very ably. All this bodes well for the future of the College--the kind of commitment, the kind of knowledge, the kind of tough-mindedness, and the kind of courage that you have.

"Now, let me turn to another subject, rising costs. Costs are going up faster in higher education than the Consumer Price Index. One of the chief reasons is financial aid. It's a catch 22--the higher tuition goes, the higher the financial need; and the higher the financial need, the more tuition income is needed to provide it. If you give 40% in aid back to students before they get here, it cannot be spent on education.

"Another reason is runaway health costs. We are more acutely affected with health cost increases than most businesses because we are so people intensive.

"Another reason for increased costs comes from our litigious society. For example, there are tremendous expenses associated with alcohol abuse: alcohol awareness workshops, legal costs, monitoring compliance, adjudicating abuses, etc.

"Another reason for increasing costs is government regulations. We are highly government supervised.

"Then there is the knowledge and technology explosion. The College is preparing to hook up to Internet. It is inexpensive compared to what will be provided to our faculty and students, but, nonetheless, it is an additional expense. Internet has the capacity to recall data and information all over the world, instantly. Knowledge explodes at the rate of a set of Britannica Encyclopedia every 30 minutes. So technology has been one of the reasons for increased tuition--the expectation that students will have access to computers is a tremendous expense to colleges.

"Now let me turn from increased costs to the brighter side of technology. We are almost to the point where we can expect some financial benefits from technology. In my opinion, higher education is going to change drastically in the next ten years. I believe we will no longer



subscribe to printed scholarly journals in five years. We will reach them electronically. Technology will bring efficiencies in the teaching of languages, mathematics and those subjects that can be learned through an interactive experience with computers. Virtual reality, when it gets here, will blow your mind--students can live in another culture for as long as they have time to work with this very sophisticated technology. So, I believe we will soon be more productive as educators.

"You may soon hear that we need to buy more books, but I am not too excited about that. Today the College adds 15 books a day to the library, but, in a few years we will get beyond being a book culture. Not many businesses--not even research institutions--are book oriented any longer. Even though we already have the technology, people like the comfort of books, but reading a book may soon be like studying by the light of a whale oil lamp.

"Mr. Chairman, I know I have spoken about a number of things, but I want to give you my perspective on the future.

"I saw a sign in an office recently that read: 'There are three kinds of people--those who *make* things happen, those who *watch* things happen, and those who wonder *what* happened.'

"The high attendance at this Board meeting is another proof that this Board is not made of people who *wonder* what happened or who *watch* things happen, but who *make* things happen. And with some fear and trepidation, I am optimistic about the future and dedicated that we can build Rhodes to be a stronger and better institution.

"Thank you."

**1-93-29** Mr. Palmer Brown asked to make a personal observation. He said that when Jim Daughdrill arrived at the College, the total endowment was \$9 million, and I think the fact that it is over \$100M is a very admirable testimony of his leadership.

**1-93-30** The meeting went into executive session immediately following break at approximately 11:00 A.M.



Kenneth F. Clark, Jr., Secretary

**BOARD OF TRUSTEES COMMITTEES FOR 1992-93**

<u>Board Dir. &amp; L'ship</u>		<u>Faculty Member</u>	<u>Student Member</u>	<u>Staff(Non-Voting)</u>
* Henry Goodrich, Ch. * Winton M. Blount J. Bayard Boyle, Jr. * Robert H. Buckman * Charles P. Cobb * Frank M. Mitchener, Jr.	L. Palmer Brown Robert D. McCallum Frances Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr. Helen W. Norman
<u>Buildings &amp; Grounds</u>				
* Edgar H. Bailey, Ch. John A. Austin, Jr. George E. Cates J. Lester Crain, Jr. John M. Wallace III	Mertie Buckman Edward Jappe Lorna A. Reimers Nettie Schilling	#Marcus D. Pohlmann	#Christopher T. Buchanan	Brian E. Foshee William D. Berg
<u>Development</u>				
* David D. Watts, Ch. Jack A. Belz Bland W. Cannon William J. Michaelcheck Joseph Orgill III * James A. Thomas, III	William S. Craddock Margaret R. Hyde Frank M. Norfleet P.K. Seidman Alvin Wunderlich, Jr.	Gary J. Lindquenter	#Katherine G. McCaa	Donald J. Lineback Paula S. Jacobson
<u>Enrollment</u>				
* Nancy J. Huggins, Ch. Marion S. Adams, Jr. Jack R. Blair Ted M. Henry K. C. Ptomey	William C. Rasberry John B. Ricker, Jr. Russel L. Wiener	#Cynthia Marshall	#Nilanjana Choudhuri	David J. Wottle Sally P. Thomason Arthur M. Weeden, Jr.
<u>Fac. &amp; Educ. Program</u>				
* Dunbar Abston, Jr., Ch. John H. Crabtree, Jr. Billy M. Hightower C. Stratton Hill, Jr. * W. Neely Mallory Mary R. Wardrop S. Ray Zbinden	Paul T. Jones Harold F. Ohlendorf	#Douglas W. Hatfield	Doris G. Dixon	Harmon C. Dunathan Marshall E. McMahon
<u>Finance</u>				
* S. Herbert Rhea, Ch. Robert W. Amis Bruce E. Campbell, Jr. Michael McDonnell James H. Prentiss John C. Sites	Morrie A. Moss Charles R. Sherman	John M. Planchon	Thais A. Davenport	J. Allen Boone N.P. McWhirter
<u>Stu. &amp; Campus Life</u>				
* Kenneth F. Clark, Jr., Ch. W. L. Davis, Jr. Tommie S. Dunavant Bryan M. Eagle Vicki G. Roman Arthur N. Seessel III Willard R. Sparks	E. A. Alburty Emily Alburty	Michael Nelson	Patricia T. Adair	Thomas C. Shandley Karen A. Silien
<u>Investment</u>				
* Michael McDonnell, Ch. Bruce E. Campbell, Jr. James A. Thomas III	Robert D. McCallum Ralph C. Hon	Pamela H. Church		J. Allen Boone N.P. McWhirter
<u>Audit</u>				
L. Palmer Brown, Ch. Edgar H. Bailey	George E. Cates P.K. Seidman	Rebecca Sue Legge		N.P. McWhirter

\* Executive Committee Member  
 #Elected by Faculty or Students

\* Winton M. Blount, ex officio, all committees  
 \* James H. Daughdrill, Jr., ex officio, all committees  
 David L. Harlow, ex officio, all committees

(Revised 1/7/93)



UNITED STATES DEPARTMENT OF EDUCATION

THE SECRETARY

December 14, 1992

Dr. James H. Daughdrill, Jr.  
91 Morningside Park  
Memphis, Tennessee 38104

Dear Jim:

When President Bush announced AMERICA 2000, his strategy for reaching the National Education Goals, he spoke about the need for leadership in education and for tapping into our greatest national resource, the capacity of the human mind.

Because you exercise leadership, and because you are a valuable resource for advice and ideas to help us strengthen the way we educate our children, it gives me great pleasure to appoint you to serve on and chair the National Advisory Committee on Institutional Quality and Integrity. The appointment as member and Chairman is for a term beginning immediately and ending September 30, 1994.

As we launch this national education revolution, we look forward to your valued counsel. The Committee staff will request from you the additional information necessary for your appointment.

Sincerely,

*Lamar*

Lamar Alexander

**REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP** - Mr. Henry Goodrich, Chair - January 22, 1993

The meeting was called to order in the Orgill Room at 2:00 P.M.

Members present were: Henry Goodrich, Chair, Winton M. Blount, J. Bayard Boyle, Jr., Robert H. Buckman, Charles P. Cobb, Frank M. Mirtchener, Jr., L. Palmer Brown, Frances Tigrett and President James H. Daughdrill, Jr.. Faculty Member: Ben W. Bolch. Staff Members: EVP David L. Harlow, Loyd C. Templeton, Jr., Helen W. Norman and Josephine B. Hall.

Absent member: Robert W. McCallum

**A motion was passed that the following Trustees be recommended to the Board for re-election to the Class of 1996:**

Dunbar Abston	George E. Cates	Michael McDonnell
Marion S. Adams, Jr.	John H. Crabtree, Jr.	James Prentiss III
Jack A. Belz	W.L. Davis, Jr.	John M. Wallace
Bayard Boyle, Jr.	C. Stratton Hill, Jr.	

**A motion was passed that the following Trustee nominees be recommended to the Board for election to the Class of 1996:**

Donald H. Farris, former president of Screen Graphics  
Harry J. Phillips, Sr., returning trustee  
Spence L. Wilson, returning trustee

**A motion was passed that the following nominees for honorary degrees be recommended to the Board for approval and that the appropriate degrees be bestowed on them at commencement on May 15, 1993:**

Joy Brown Wiener, violinist, concertmaster of Memphis Symphony, wife of honorary trustee Russel Wiener.  
Eric Donald Hirsch, Professor, noted educator at University of Virginia. Author of Cultural Literacy, Aims of Interpretation, Dictionary of Cultural Literacy, Innocence and Experience, Introduction to William Blake.  
S. Shepherd Tate, '39, former President American Bar Association, former Rhodes Trustee.

**A motion was passed that the following Trustees be recommended to the Board to serve as officers during the 1993-94 session:**

Frank M. Mitchener, Jr. . . . . Chair  
Bruce E. Campbell . . . . . Vice Chair  
Kenneth F. Clark, Jr. . . . . Secretary

**A motion was passed that the following Trustees be recommended to the Board for Life/Honorary trusteeships:**

Winton M. Blount to Life Trustee  
Charles P. Cobb to Life Trustee  
Robert W. Amis to Honorary Trustee

**A motion was passed that the following amendments be recommended to the Board for approval:**

**That Article VI - Section 10 of the College ByLaws be amended as follows:**

**Section 10. Committee on Enrollment.** The function of this Committee shall be:

- to study, promote and take leadership in policies and plans to promote the application and enrollment of new students;
- to review and recommend to the Board policies, programs and leadership for recruiting students;
- to appraise periodically the admission and financial aid policies and programs of the College and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;
- to appraise periodically the retention of students eligible to return the following year and to bring to the Board recommendations concerning any aspect of retention;
- to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students;

The Dean of Admissions shall serve as administrator and secretary of this Committee

That the following Section be added to Article VI of the College ByLaws:

Section 13 Committee on Special Studies. The function of this Committee shall be:

- to study, promote and take leadership in policies and plans for the College's programs offered by special studies for individuals and businesses in the community;
  - to review and recommend to the Board policies, programs and leadership for recruiting participants in offerings of special studies;
  - to appraise periodically the budgetary process of the Center for Special Studies, and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;
  - to appraise periodically the enrollment in the programs of the Center for Special Studies and to bring to the Board any recommendations for improvement;
- Trustees on this committee should normally reside in Memphis or the surrounding area.

The Dean of Special Studies shall serve as administrator and secretary of this Committee.

Dr. Palmer Brown reported that as charged by the Board at the October meeting, the Audit Committee had prepared a "Conflict of Interest" Statement which he presented to the Committee. After much discussion, the Committee voted to table the statement until the April meeting at which time it would be reconsidered.

There being no further business, the meeting adjourned at 3:30 P.M..

REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Chair Kenneth F. Clark,  
January 22, 1993

The committee on Students and Campus Life was called to order by Chairman Kenneth F. Clark at 2:20 p.m. in the Robinson Social Room. Members in attendance were: Patricia Adair, Bryan M. Eagle, Tommie S. Dunavant and Michael C. Nelson; Ex-Officio members Thomas C. Shandley and Karen A. Silien. Present by invitation: Drew Henry, Judy Roaten and Dr. Elizabeth A. Robertson. The following members were absent: E.A. and Emily Alburty, W. L. Davis, Vicki G. Roman, Arthur N. Seessel and Willard R. Sparks.

Dean of Student Affairs, Dr. Thomas C. Shandley, informed the committee of the rising problem of sexual assault on campuses throughout the country. This has resulted in a federal mandate for colleges and universities to develop policies on sexual assault including procedures for handling sexual assault complaints on campus. A task force is currently revising our campus policy. Dean Shandley introduced the video, "Playing the Game," which discusses sexual assault on college campuses today. Before viewing the video, Dean Shandley turned the discussion over to Dr. Elizabeth Robertson, Director of Counseling and Student Development.

Dr. Robertson presented the video as a tool used to raise student awareness of acquaintance rape. After viewing the video, Dr. Robertson led a brief discussion regarding Rhodes responsibility in dealing with situations as viewed in the video. Other successful programs used to educate students on acquaintance rape and related issues include a mock trial of an alleged acquaintance rape and "Mystery Theatre."

Dean Shandley shared the results of a Student Interest Survey conducted last spring. The purpose of the survey was to assess the interest, participation level and manner in which students choose to spend their time outside the classroom. Plans are being made to present results to the students participating in the survey, academic chair persons, faculty and staff responsible for programming. Data gained from this survey will be used to improve involvement in community life on campus.

The president of Student Assembly, Drew Henry, reported on current student issues. In response to student concerns about drunk driving, Drew discussed a proposal under consideration by Student Assembly -- "Safe Rides." This student run program would provide transportation to the campus for students who have been drinking and don't want to drive or ride with someone who has been drinking. This program will be the subject of a Roundtable discussion in February. Mr. Henry also spoke of what he perceived to be strong student opposition to a proposed masters program in International Studies. He cited concerns about an over-emphasis in the academic area, a change in the nature of the institution and the possibility of additional graduate programs.

There being no further business the meeting was adjourned at 3:50 p.m.

**REPORT OF THE COMMITTEE ON DEVELOPMENT** - Mr. David D. Watts, Chair - January 22, 1993

Chair David Watts called the meeting to order at 2:10 p.m.

Members present were: Bland W. Cannon '41, James A. Thomas III '62, David D. Watts '63, William S. Craddock, Sr. '40, Alvin Wunderlich Jr. '39, Bill Michaelcheck '69, and Jack Belz, Gary J. Lindquester, Paula Jacobson, Donald J. Lineback.  
Invited guest was: Perry D. Dement '83

Mr. Watts said that he would call on Dr. Winton Blount to give the same speech to the trustees that he gave at the Campaign Steering Committee meeting.

Mr. Watts said that by consensus of the Campaign Steering Committee, it was decided to proceed with announcing the Campaign in April 1993. Also by consensus and by vote of the Development Committee, the following changes in goals for the 150th anniversary campaign are recommended. (Attachment #1)

**The Committee approved the adoption of the following resolution and recommends adoption by the Board:**

**That the goals of the campaign be adjusted to read as on the attached Summary Report. The adjusted goal for Global Perspective will still be subject to approval of the Master's Degree program.**

Major changes in the new proposed goals are

- to increase the Global Perspective Goal from \$6,800,000 to \$9,800,000 subject to approval of the Master's Degree program by the Board of Trustees;
- to increase the Faculty Support goal from 8,900,000 to 10,000,000;
- to increase the Student Support goal from \$2,900,000 to \$10,000,000;
- to decrease the Restricted Gifts goal from \$9,800,000 to \$6,600,000;
- to increase the New Estate Plans goal from \$36,000,000 to \$50,000,000.

**ANNUAL FUND REPORT**

Annual Fund Director Perry D. Dement '83 commented that the 1992-93 annual fund had a strong mid-year report. As of January 15, the total pledged is up 6% from last year. Major increases are in the Parent Division, Friends Division and the Corporate Campaign.

The projections indicate that the annual fund will meet its goal of \$1,960,000 (a 9% increase over last year) and 50% alumni participation, contingent on four major areas: A strong alumni campaign, major increases in the business campaign, and the Trustee and Diehl Society campaigns.

**DIEHL SOCIETY**

Mr. Watts President of the Diehl Society reported that the Diehl Society pledges stand at \$600,000, just ahead of last year at this time. Achieving this year's goal depends on renewals of all previous memberships and 5 new memberships. He plans to encourage Trustees to renew their memberships and to consider continued increases in their Diehl Society commitments if possible. Also important is the fact that the success of the Diehl Society is tied to the success of the Trustee Campaign.

**TRUSTEE CAMPAIGN**

Mr. Bill Michaelcheck, Chair of the Trustee Campaign this year, reported that to date, the Trustee Campaign has received pledges of \$441,562 toward the goal of \$540,000, a slight decrease from this time last year. In part this is due to advice from tax experts who have encouraged donations after December 31. Renewal gifts of almost \$95,000 are anticipated. Gifts from new trustees could put the campaign over its goal.

He thanked all of the Trustees who have pledged so generously in this year's campaign and would be in touch with the trustees who have not made their 1992-93 commitment.

**PLANNED GIVING**

Director of Development Paula Jacobson reported 9 new estate plan gifts totalling **\$833,000** during the last six months. This brings total known estate plan gifts to **\$47,388,386** for the future of the College.

The new Planned Giving Brochure and recognition of major donors on the Heritage Society Roll of Honor should encourage many new planned gifts.

The committee discussed the use of retirement funds in creating charitable remainder trusts.

Having no other business, the meeting was adjourned at 3:10 p.m.



**150TH ANNIVERSARY CAMPAIGN FOR RHODES - WINTON BLOUNT, CHAIR**

**SUMMARY REPORT with Adjusted Goals**

	Goal	Commitments	Percent of goal	Balance Needed
<b>Highest Priority Capital Projects</b> (outright gifts through 1998)				
To Provide a Global Perspective (1)	9,800,000	3,500,022	35.7%	6,299,978
To Strengthen & Support the Faculty	10,000,000	1,479,000	14.8%	8,521,000
To Provide a Campus Life Center	17,400,000	8,797,436	50.6%	8,602,564
To Support Deserving Students	<u>10,000,000</u>	<u>369,934</u>	3.7%	<u>9,630,066</u>
	<b>47,200,000</b>	<b>14,146,392</b>	<b>30.0%</b>	<b>33,053,608</b>
<b>Annual Fund (FY 1992-1998)</b> (outright gifts through 1998)	<b>16,200,000</b>	<b>4,132,443</b>	<b>25.5%</b>	<b>12,067,557</b>
<b>Donor-Restricted Projects</b> (outright gifts through 1998)	<b>6,600,000</b>	<b>2,262,942</b>	<b>34.3%</b>	<b>4,337,058</b>
<b>New Estate Plans</b> (future gifts at face value)	<u><b>50,000,000</b></u>	<u><b>19,372,850</b></u>	<b>38.7%</b>	<u><b>30,627,150</b></u>
<b>CAMPAIGN TOTAL</b>	<b>120,000,000</b>	<b>39,914,627</b>	<b>33.3%</b>	<b>80,085,373</b>

(1) A gift of \$3 million from an anonymous donor requires approval by The Board of Trustees before it can be officially accepted and counted. It DOES appear in this draft-report.

**REPORT OF THE COMMITTEE ON ENROLLMENT** - January 21, 1993 - Ms. Nancy Huggins,  
Chair

The Committee on Enrollment was called to order at 2:00 p.m. Members present were Chairperson Nancy Huggins, Mr. Marion Adams, Mr. Jack Blair, Ms. Nina Choudhuri, Mr. Ted Henry, Dr. Cynthia Marshall, Mr. K. C. Ptomey, Dean Sally Thomason, Mr. Art Weeden, Mr. Russel Wiener, and Dean Dave Wottle.

**ADMISSIONS REPORT**

Dean Wottle began his report by discussing the results of Early Decision, an admission option available to students who definitely know they want to attend Rhodes in August, 1993. We experienced a significant decrease (35%) in the number of students who applied under Early Decision, and that resulted in fewer students being accepted for admission and paying their enrollment deposit. To date, only 34 students have deposited under Early Decision compared to 42 last year and 60 the year before. The main reason for the decrease in applications is believed to be our own effort to discourage Early Decision applications from students who were not positively sure they wanted to attend Rhodes. Dean Wottle indicated his desire to change our approach next year.

Statistics for Regular Decision are running ahead of last year at this time. Our inquiry numbers have remained extremely strong (almost 4,000 above last year's record number) and applications have increased at a healthy rate as well. As of January 15, we are 11% ahead of last year's application number and the quality of the applicants is stronger than the past two years. With two weeks remaining until our application deadline of February 1, the Admissions Office feels good about how things are developing this year and continue to work hard to positively influence the final outcome. As positive as the admission indicators look at the present time, the Admissions Office still anticipates a most trying recruitment year.

Questions were addressed about research done on inquiries to determine why they do not become applicants and what we are doing to encourage international student interest in Rhodes. The suggestion was made that the admissions office consider paying the airfare for a select group of students to fly to Rhodes for a campus visit. Analysis of the results could help us determine if this is a good strategy to use in future years. Also, the suggestion was made to explore with Norrthwest Airlines the possiblility to getting a discounted airfare for visitors.

**FINANCIAL AID REPORT**

Mr. Art Weeden gave a very brief status report on the 1992-93 financial aid program. The financial aid program for the current year continues to exceed our original expectations. However, the amount of financial aid overage is less than it was in October due primarily to students receiving awards from other sources and due to attrition between terms.

Mr. Weeden also updated the Committee on the mechanics of the new application process and delivery system for financial aid for the 1993-94 academic year.

**SPECIAL STUDIES REPORT**

Dean Thomason reported on the fall activities of Special Studies. A very successful nine week (meeting one morning a week) Leadership Seminar for managers within the Baptist Hospital system was held this fall. They were so pleased with the program they have contracted for two more this spring and summer. Methodist Nurse Managers has also contracted for a repeat of the leadership program they had at Rhodes last spring. This program will run February through April and be led by Professor Michael McLain. Kellogg has contracted for a series of 8 Intercultural Programs with meetings once a month for three hours, led by Rhodes faculty from the International Studies and Foregin Language Departments. The first session held in December, a game to help increase understanding of different cultures, was led by Karen Conway, Rhodes Director of Multicultural Affairs. It was so effective the Kellogg people contracted for a repeat for their managers that missed the session.

Special Studies had a disappointment when Federal Express, because of financial constraints, cancelled the Intercultural series that had been scheduled with them this spring. Even though the evaluations of the program had been exceptionally good, they were informed that all extraneous educational programs were being cut by Federal Express at this time.

The January program of the Institute on the Profession of Law had a record number of 14 sponsors, and a capacity enrollment of 102, with a waiting list of 27.

Special Studies is currently getting ready for the upcoming C. Whitney Brown Management Seminar on March 12. The speaker for this year's seminar is Herb Cohen, internationally acclaimed authority on negotiating and crisis management.

With the Board vote on the establishment of a new committee for Special Studies, Dean Thomason said this is probably her last time to meet with the Enrollment Committee. She thanked the members for their fine support and said how much she enjoyed working with them over the past several years.

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

**REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM**

Mr. John Crabtree, Acting Chair - January 21, 1993

**Members Present:**

Board: John Crabtree (Acting Chair), Neely Mallory, Paul Tudor Jones, Stratton Hill, Mary Wardrop, Billy Hightower, Ray Zbinden

Faculty: Douglas Hatfield

Staff: Dean Harmon Dunathan, Dean Mark McMahon, Margaret Handwerker

Mr. Crabtree, Acting Chair, called the meeting to order at 2:15 p.m.

Dean McMahon distributed a table (Attachment 1) showing the total number of credit hours generated and the number of credit hours generated per FTE (full-time equivalent) faculty by department for 1990-91 and 1992-93 and with projections for 1993-94. Discussion ensued about the meaning of the data in considering teaching loads by department. Dean McMahon noted that the 12/1 student /faculty ratio usually generates about 330 credit hours per FTE faculty. The data are used by the Dean in making recommendations for the allocation of faculty positions.

Dean Dunathan informed the committee that there are fewer tenure track searches this year than in the past few years and that all searches are for replacement positions. Dean Dunathan told of the successful hiring for the Spanish position and stated that the prospects are excellent for the searches in French, Classics, Biology, History, and the P.K. Seidman professorship.

Discussion of faculty size and new faculty appointments led to a wide ranging discussion of the College's finances, student financial aid and the cost of an excellent liberal arts education.

Dean Dunathan stated that Rhodes is on the verge of making an excellent appointment for Director of British Studies At Oxford to replace Yerger Clifton upon his retirement. He also mentioned that the negotiations are underway to appoint a Director of European Studies, also to replace Yerger Clifton upon his retirement.

Dean Dunathan noted that the Master of Science in Accounting program received approval from the accrediting group and distributed brochures describing the program. Dean Dunathan thought that in the first year 6-10 students would be enrolled in the program but that enrollment would increase in subsequent years.

Dean Dunathan discussed with the committee the investigation of prospects for a Master's in International Studies program. It was noted that an ad hoc committee has been hard at work on this since early fall. Deans of the Patterson School in Kentucky and the School of Advanced International Studies at Johns Hopkins, and the former Dean of a similar program at Vanderbilt have visited Rhodes to discuss the feasibility of this program. The committee discussed many aspects of this program and identified many of the chief issues to be considered. A rough timetable was projected which would see Trustee consideration of this program in April.

Dean Dunathan distributed an updated version of the memo on faculty attrition that was distributed to the committee at the January 1992 committee meeting.

Dean Dunathan noted that 6 faculty members are being considered for tenure this year and that 10 will be considered next year. These larger than average numbers have led to some anxiety among untenured faculty. Dean Dunathan pointed out that our unusually young faculty will undoubtedly become more highly tenured in the next few years but urged committee members not to become unduly alarmed as the tenure percentage increases.

There being no other business, the meeting was adjourned.

CREDIT HOURS, CREDIT HOURS PER FTE, AND OTHER DATA FOR INTERDEPARTMENTAL COMPARISONS										
DEPARTMENT	1990-91		1991-92		Projected			1991-92 crhrs per		1991-92
	credit	crhrs	credit	crhrs	FTE in:	FTE in:	FTE in:	FTE in:	FTE in:	dept.
	hours	per FTE	hours	per FTE	1991-92	1992-93	1993-94	1992-93	1993-94	GPA
ANTHRO/SOC (011) .....	1257	343	1369	373	3.67	3.67	3.67	373	373	3.29
ART (001).....	1034	295	1229	321	3.83	4.00	3.67	307	335	3.09
BIOLOGY (021).....	2567	314	2578	316	8.17	7.33	7.67	352	336	2.99
CHEMISTRY (022).....	1593	308	1561	323	4.83	5.00	4.50	312	347	2.76
BUS ADMIN (012*).....	1947	467	1708	342	5.00	5.17	4.50	331	380	3.00
ECONOMICS (012*).....	2043	437	1904	357	5.33	4.83	3.83	394	497	2.78
<i>Total Econ. and Bus. Ad.</i>	<i>3990</i>	<i>452</i>	<i>3612</i>	<i>350</i>	<i>10.33</i>	<i>10.00</i>	<i>8.33</i>	<i>361</i>	<i>433</i>	<i>2.89</i>
EDUCATION (013).....	513	513	741	741	1.00	1.17	1.33	635	556	3.13
ENGLISH (003).....	3450	300	3659	318	11.50	12.50	11.67	293	314	3.02
FOREIGN LANG (004).....	4264	320	4305	315	13.67	13.17	13.17	327	327	2.96
GEOLOGY (024**).....	96	192	176	352	0.50	0.50	0.50	352	352	2.72
HISTORY (014).....	2366	330	2433	365	6.67	7.00	7.00	348	348	3.05
HUMANITIES (029).....	2319	331	2385	325	7.33	7.33	6.00	325	398	3.04
INTER'L STUDIES (015).....	2034	488	2533	507	5.00	5.83	6.00	434	422	3.02
MATH/COMP SCI (023) .....	1945	354	1677	305	5.50	6.00	5.50	280	305	2.07
MUSIC (006).....	1581	327	1516	303	5.00	5.50	5.50	276	276	3.37
PHILOSOPHY (007).....	626	375	439	293	1.50	2.00	2.00	220	220	3.12
PHYSICS (024**).....	848	212	830	208	4.00	4.00	4.00	208	208	2.68
POLITICAL SCIENCE (016)...	1704	445	1782	465	3.83	4.17	4.17	428	428	3.10
PSYCHOLOGY (017).....	2439	375	2690	414	6.50	5.83	6.50	461	414	2.96
RELIGIOUS STUDIES (002)..	3019	348	2853	323	8.83	9.00	9.00	317	317	3.21
THEATRE (008).....	923	221	880	189	4.67	4.33	4.33	203	203	3.20
COLLEGE-WIDE:	38726	333	39149	337	116.33	118.33	114.50	331	342	2.99
Notes:										
For 1990-91 and 1991-92, actual figures for credit hours and FTE are used.										
For 1992-93, actual figures for FTE are used.										
For 1993-94, figures for FTE are those projected at present.										
For 1992-93 and 1993-94, 1991-92 credit hours are used in calculations of crhrs/FTE.										
Last revised:										
	19-Jan-93									

**REPORT OF THE COMMITTEE ON FINANCE** - Mr. S. Herbert Rhea, Chair - January 22, 1993

The meeting of the Committee on Finance was called to order by Mr. S. Herbert Rhea, chair, at 2:00 p.m. on Thursday, January 21, 1993, in the Hill Board Room, Palmer Hall. Other members in attendance were: Mr. Michael McDonnell, Mr. Spence Wilson, Mr. Bruce Campbell, Mr. John Sites, Mr. Charles Sherman, Dr. John Planchon, Dean Allen Boone, and Mr. Mac McWhirter.

The first topic of business was a discussion of the steps taken to handle the large overrun in the Financial Aid budget for the current fiscal year. As discussed at the October '92 Board meeting, the Financial Aid office exceeded its operating budget by approximately \$700,000. The Finance Office worked closely with each member of the President's Cabinet to reduce planned spending by approximately \$300,000 in planned spending and to curtail wherever possible other discretionary expenditures. The budgeted R & R account will absorb the remainder of the Financial Aid overage. In addition, a great deal of work was done this past fall in examining ways to reduce the growth of financial aid expenditures.

Dean Boone reviewed the year-to-date income/expense budget summary (Attachment 1) through the period ending December 1992. On a positive note, through the first six months of the fiscal year total income received was running slightly ahead of the same period a year ago (77.12% of budget vs. 76.27% for the prior year). Total expenditures to date, however, were running slightly higher than the previous year (60.66% vs. 57.7% for the prior year). This is a result of the Financial Aid budget overrun and the fact that there was one additional payroll in the calendar year due to a pay period ending on a holiday. The projected year-end picture will not be as good as it has been during the preceding three years because of the financial aid problems but the College should end the fiscal year in reasonably good shape.

Dean Boone reviewed the preliminary 1993-94 operating budget (Attachment 2). The fundamental assumptions include a slight enrollment decline from an average of 1350 FTE to 1330 with a corresponding decrease in the occupancy of dormitories. With regard to student charges, the rates for tuition, room, and board will increase 7.0%, 0%, and 0% respectively for an average 5.2% increase, the lowest rate increase in over 20 years. The total increase in operating expenditures is projected to be 4.1% over the current year. The most significant percentage increases are in the financial aid budget (10.2%). Compensation expenditures for salaries and fringe benefits are expected to increase a modest 3%. Gift and grant income, room and board and other miscellaneous income sources are expected to be flat with little or no increase from the current year. Due to the gains made through our endowment management our spending formula will allow an 8.6% increase in income from endowment. The budget was approved unanimously as recommended and will be presented to the full Board for approval.

Mr. McWhirter then reviewed the list of real estate holdings owned by the College. Rhodes has a contract for sale of the commercially zoned property in Southaven, Mississippi. Presently, the College is holding 18 units of the Parkway House, with 5 listed for sale with a local realtor. Mr. McWhirter also noted that any future gifts of real estate will be thoroughly examined and tested for environmental problems prior to acceptance.

Mr. McWhirter briefly reviewed the College property and liability insurance program. Additional liability coverage in the amount of \$5,000,000 was added this past year making a total of \$15,000,000. In addition, the Directors and Officers liability coverage was increased from \$2,000,000 to \$3,000,000. The College continues to add to its property coverage as needed each year. The value of buildings and contents presently covered exceeds \$106,000,000.

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

TO: Committee on Finance  
FROM: James H. Daughdrill, Jr.  
DATE: January 21, 1993  
RE: 1993-94 Preliminary Operating Budget

I recommend the following preliminary operating budget:

	Budget 1992-93	Budget 1993-94
INCOME:		
Tuition	\$17,993,720	\$19,093,253
Fees	1,372,032	1,479,660
Room & Board	4,937,857	4,752,255
Gifts & Grants	2,131,000	2,116,800
Endowment	4,043,756	4,392,101
Other Income	1,813,885	1,792,064
Total Income	\$32,292,250	\$33,626,133
EXPENSE:		
Compensation	\$14,615,278	\$15,049,335
Non-Compensation	17,676,972	18,576,798
	\$32,292,250	\$33,626,133

	92-93	% CHANGE	93-94
<b>BUDGET ASSUMPTIONS:</b>			
Tuition Rate	\$13,792	7.0%	\$14,757
Room	\$2,696	0.0%	\$2,696
Board	\$2,012	0.0%	\$2,012
<b>TOTALS:</b>	<b>\$18,500</b>	<b>5.2%</b>	<b>\$19,465</b>
Fall Enrollment (FTE)	1350		1330
Dormitory Occupancy	1070		1030

<b>INCOME BUDGET:</b>	92-93		93-94
<b>TUITION AND FEES:</b>			
Tuition	\$17,957,720	5.5%	\$18,940,710
Tuition-Summer School	\$12,000	0.0%	\$12,000
Tuition- MS/Acctng.	\$0	100.0%	\$88,542
Summer Writing/Scholars	\$24,000	116.7%	\$52,000
European Studies	\$305,000	4.9%	\$320,000
Student Activity Fees	\$213,300	-1.5%	\$210,140
Applied Music Fees	\$31,000	-3.2%	\$30,000
Special Course Fees	\$22,000	13.6%	\$25,000
Application Fees	\$59,985	2.0%	\$61,200
Extra Hours	\$3,000	33.3%	\$4,000
Graduation & Misc. Fees	\$24,300	44.0%	\$35,000
Registration & Transcripts	\$4,000	0.0%	\$4,000
Special Studies	\$500,000	16.7%	\$583,650
Micro Center	\$10,500	14.3%	\$12,000
Music Academy	\$198,947	-2.1%	\$194,670
<b>TOTAL:</b>	<b>\$19,365,752</b>	<b>6.2%</b>	<b>\$20,572,912</b>
<b>ROOM &amp; BOARD:</b>			
Room	\$2,828,074	-3.8%	\$2,721,342
Board	\$2,109,783	-3.7%	\$2,030,913
<b>TOTAL:</b>	<b>\$4,937,857</b>	<b>-3.8%</b>	<b>\$4,752,255</b>



<b>GIFTS AND GRANTS:</b>			
Church	\$52,000	5.8%	\$55,000
Annual Support Program	\$2,054,000	0.4%	\$2,061,800
Capital Funds Unrestricted	\$25,000	-100.0%	\$0
<b>TOTAL:</b>	<b>\$2,131,000</b>	<b>-0.7%</b>	<b>\$2,116,800</b>
<b>ENDOWMENT INCOME:</b>	<b>\$4,043,756</b>	<b>8.6%</b>	<b>\$4,392,101</b>
<b>OTHER INCOME:</b>			
Theater	\$18,850	4.0%	\$19,604
Bookstore	\$835,060	0.0%	\$835,060
Interest Income	\$290,000	0.0%	\$290,000
Swimming Pool	\$42,750	4.7%	\$44,750
Indirect Cost Recovery	\$27,700	-39.7%	\$16,700
Miscellaneous Income	\$2,000	0.0%	\$2,000
Traffic Fines	\$16,000	6.3%	\$17,000
Dividends,Royalties,Commissions	\$57,200	0.0%	\$57,200
College Work-Study	\$125,000	0.0%	\$125,000
Athletic Income	\$2,225	19.1%	\$2,650
Restricted Scholarships	\$196,000	0.0%	\$196,000
Desk-Top Publishing	\$0	0.0%	\$0
Telephone	\$86,100	0.0%	\$86,100
Parkway House	\$115,000	-13.0%	\$100,000
<b>TOTAL:</b>	<b>\$1,813,885</b>	<b>-1.2%</b>	<b>\$1,792,064</b>
<b>TOTAL INCOME BUDGET:</b>	<b>\$32,292,250</b>	<b>4.1%</b>	<b>\$33,626,133</b>

EXPENSE BUDGET:	1992-93			1993-94			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
<b>EDUC. &amp; GENERAL:</b>									
Art	\$179,044	\$16,478	\$195,522	\$184,415	\$16,478	\$200,893	3.0%	0.0%	2.7%
Religious Studies	\$543,002	\$14,055	\$557,057	\$596,191	\$14,055	\$610,246	9.8%	0.0%	9.5%
English	\$587,912	\$20,130	\$608,042	\$603,436	\$20,745	\$624,181	2.6%	3.1%	2.7%
Foreign Languages	\$692,331	\$20,280	\$712,611	\$730,852	\$20,280	\$751,132	5.6%	0.0%	5.4%
Language Center:	\$29,505	\$2,567	\$32,072	\$30,390	\$2,567	\$32,957	3.0%	0.0%	2.8%
Music	\$324,890	\$23,611	\$348,501	\$334,258	\$23,773	\$358,031	2.9%	0.7%	2.7%
Philosophy	\$197,075	\$3,325	\$200,400	\$202,987	\$3,325	\$206,312	3.0%	0.0%	3.0%
Theater/Med Arts	\$173,926	\$30,189	\$204,115	\$224,304	\$30,299	\$254,603	29.0%	0.4%	24.7%
Search/Values Course	\$0	\$6,250	\$6,250	\$0	\$6,250	\$6,250	0.0%	0.0%	0.0%
Summer Writing/Scholars	\$0	\$10,250	\$10,250	\$21,252	\$29,188	\$50,440	0.0%	184.8%	392.1%
Music Academy	\$172,640	\$13,600	\$186,240	\$176,480	\$13,600	\$190,080	2.2%	0.0%	2.1%
European Studies	\$33,164	\$270,207	\$303,371	\$34,159	\$280,207	\$314,366	3.0%	3.7%	3.6%
Anthro & Sociology	\$160,171	\$11,690	\$171,861	\$164,976	\$11,690	\$176,666	3.0%	0.0%	2.8%
Economics & Business	\$704,957	\$20,744	\$725,701	\$863,629	\$20,744	\$884,373	-5.9%	0.0%	-5.7%
MS/Accounting	\$0	\$0	\$0	\$13,200	\$13,362	\$26,562	100.0%	100.0%	100.0%
Education	\$48,806	\$4,195	\$53,001	\$50,270	\$4,195	\$54,465	3.0%	0.0%	2.8%
History	\$459,159	\$16,128	\$475,287	\$460,517	\$16,128	\$476,645	0.3%	0.0%	0.3%
International Studies	\$385,095	\$15,958	\$401,053	\$402,986	\$15,958	\$418,944	4.6%	0.0%	4.5%
Political Science	\$333,276	\$15,119	\$348,395	\$320,233	\$17,619	\$337,852	-3.9%	16.5%	-3.0%
Psychology	\$289,662	\$14,250	\$303,912	\$310,817	\$14,250	\$325,067	7.3%	0.0%	7.0%
Biology	\$407,409	\$40,495	\$447,904	\$492,496	\$40,495	\$532,991	20.9%	0.0%	19.0%
Chemistry	\$331,318	\$35,448	\$366,766	\$341,258	\$35,448	\$376,706	3.0%	0.0%	2.7%
Mathematics & Comp. Sci.	\$363,349	\$13,761	\$377,110	\$352,620	\$13,761	\$366,381	-3.0%	0.0%	-2.8%
Physics	\$304,939	\$13,529	\$318,468	\$315,386	\$13,529	\$328,915	3.4%	0.0%	3.3%
Summer School	\$21,875	\$150	\$22,025	\$22,531	\$150	\$22,681	3.0%	0.0%	3.0%
Interdisciplinary Humanities	\$68,356	\$818	\$69,174	\$0	\$818	\$818	-100.0%	0.0%	-98.8%
Computer Center	\$292,795	\$194,099	\$486,894	\$301,578	\$204,099	\$505,677	3.0%	5.2%	3.9%
Library	\$439,419	\$361,167	\$800,586	\$452,601	\$366,753	\$819,354	3.0%	1.5%	2.3%
Research & Faculty Devel.	\$85,111	\$136,500	\$221,611	\$87,664	\$103,500	\$191,164	3.0%	-24.2%	-13.7%
Media Center	\$0	\$5,250	\$5,250	\$0	\$5,250	\$5,250	0.0%	0.0%	0.0%
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Urban Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$529,758	\$180,956	\$710,714	\$494,545	\$162,375	\$656,920	-6.6%	-10.3%	-7.6%
<b>TOTAL:</b>	<b>\$8,158,944</b>	<b>\$1,515,199</b>	<b>\$9,674,143</b>	<b>\$8,386,031</b>	<b>\$1,524,891</b>	<b>\$9,910,922</b>	<b>2.8%</b>	<b>0.6%</b>	<b>2.4%</b>

STUDENT SERVICES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Athletics	\$541,459	\$343,570	\$885,029	\$557,704	\$341,770	\$899,474	3.0%	-0.5%	1.6%
Swimming Pool	\$30,267	\$14,219	\$44,486	\$30,977	\$14,219	\$45,196	2.3%	0.0%	1.6%
Counseling Center	\$124,692	\$7,333	\$132,025	\$118,946	\$7,333	\$126,279	-4.6%	0.0%	-4.4%
Career Services	\$108,130	\$21,501	\$129,631	\$111,374	\$21,501	\$132,875	3.0%	0.0%	2.5%
Admissions	\$438,091	\$372,647	\$810,738	\$451,233	\$389,821	\$841,054	3.0%	4.6%	3.7%
Registrar	\$133,524	\$14,641	\$148,165	\$137,530	\$14,458	\$151,988	3.0%	-1.3%	2.6%
Financial Aid Office	\$158,558	\$56,105	\$214,663	\$163,316	\$57,870	\$221,186	3.0%	3.1%	3.0%
Chaplain/Kinney	\$45,737	\$5,800	\$51,537	\$47,108	\$5,800	\$52,908	3.0%	0.0%	2.7%
Dean Of Students	\$247,174	\$83,168	\$330,342	\$254,590	\$74,170	\$328,760	3.0%	-10.8%	-0.5%
Campus Safety	\$354,484	\$16,490	\$370,974	\$365,131	\$16,490	\$381,621	3.0%	0.0%	2.8%
Student Activity Fund	\$0	\$131,153	\$131,153	\$0	\$129,200	\$129,200	0.0%	-1.5%	-1.5%
Residential Life	\$19,962	\$41,827	\$61,789	\$20,560	\$35,827	\$56,387	3.0%	-14.3%	-8.7%
Multi-Cult. Aff.				\$0	\$6,565	\$6,565	0.0%	100.0%	100.0%
Health Services	\$34,879	\$29,093	\$63,972	\$35,926	\$29,093	\$65,019	3.0%	0.0%	1.6%
Student Center	\$0	\$2,688	\$2,688	\$0	\$2,688	\$2,688	0.0%	0.0%	0.0%
<b>TOTAL:</b>	<b>\$2,236,957</b>	<b>\$1,140,235</b>	<b>\$3,377,192</b>	<b>\$2,294,395</b>	<b>\$1,146,803</b>	<b>\$3,441,198</b>	<b>2.6%</b>	<b>0.6%</b>	<b>1.9%</b>
<b>PLANT OPER. &amp; MAIN.:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>% CHANGE</b>	<b>%CHANGE</b>	<b>TOTAL %</b>
	<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>(SAL+BENEFITS)</b>	<b>EXPENSES</b>		<b>COMP.</b>	<b>NON-COMP.</b>	<b>CHANGE</b>
Housekeeping	\$716,542	\$55,949	\$772,491	\$739,155	\$55,949	\$795,104	3.2%	0.0%	2.9%
Physical Plant	\$591,611	\$178,322	\$769,933	\$610,804	\$175,329	\$786,133	3.2%	-1.7%	2.1%
Utilities	\$0	\$436,403	\$436,403	\$0	\$457,309	\$457,309	0.0%	4.8%	4.8%
Grounds	\$198,302	\$48,982	\$247,284	\$204,251	\$48,982	\$253,233	3.0%	0.0%	2.4%
Mailroom	\$23,555	\$3,763	\$27,318	\$24,261	\$3,763	\$28,024	0.0%	0.0%	2.6%
<b>TOTAL:</b>	<b>\$1,530,010</b>	<b>\$723,419</b>	<b>\$2,253,429</b>	<b>\$1,578,471</b>	<b>\$741,332</b>	<b>\$2,319,803</b>	<b>3.2%</b>	<b>2.5%</b>	<b>2.9%</b>

GENERAL ADMINISTRATION:	COMPENSATION			NON-COMP.			% CHANGE	%CHANGE	TOTAL %
	(SAL.+BENEFITS)	EXPENSES	TOTAL	(SAL.+BENEFITS)	EXPENSES	TOTAL			
Administrative Services	\$316,361	\$153,138	\$469,499	\$325,852	\$147,449	\$473,301	3.0%	-3.7%	0.8%
Board of Trustees	\$0	\$61,362	\$61,362	\$0	\$56,121	\$56,121	0.0%	-8.5%	-8.5%
Pres. Plan for Excellence	\$0	\$127,439	\$127,439	\$0	\$111,308	\$111,308	0.0%	-12.7%	-12.7%
Hill/Pres Acad Discr Fund	\$0	\$46,884	\$46,884	\$0	\$46,884	\$46,884	0.0%	0.0%	0.0%
President's Office	\$267,326	\$91,440	\$358,766	\$275,345	\$89,165	\$364,510	3.0%	-2.5%	1.6%
Executive Vice-Pres.	\$187,140	\$107,916	\$295,056	\$192,755	\$91,035	\$283,790	3.0%	-15.6%	-3.8%
Comptroller	\$344,623	\$82,136	\$426,759	\$354,962	\$81,625	\$436,587	3.0%	-0.6%	2.3%
Planning & Inst. Analysis	\$67,222	\$11,220	\$78,442	\$69,239	\$11,195	\$80,434	3.0%	-0.2%	2.5%
Development	\$703,659	\$277,541	\$981,200	\$725,809	\$266,032	\$991,841	3.1%	-4.1%	1.1%
College Relations	\$157,449	\$66,032	\$223,481	\$162,172	\$78,545	\$240,717	3.0%	18.9%	7.7%
Public Information	\$131,194	\$104,341	\$235,535	\$135,129	\$103,476	\$238,605	3.0%	-0.8%	1.3%
Insurance	\$0	\$244,100	\$244,100	\$0	\$244,100	\$244,100	0.0%	0.0%	0.0%
Staff Training & Devel.	\$0	\$25,500	\$25,500	\$0	\$25,000	\$25,000	0.0%	-2.0%	-2.0%
<b>TOTAL:</b>	<b>\$2,174,974</b>	<b>\$1,399,049</b>	<b>\$3,574,023</b>	<b>\$2,241,263</b>	<b>\$1,351,935</b>	<b>\$3,593,198</b>	<b>3.0%</b>	<b>-3.4%</b>	<b>0.5%</b>
<b>AUXILIARY ENTERPRISES:</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>COMPENSATION</b>	<b>NON-COMP.</b>	<b>TOTAL</b>	<b>% CHANGE</b>	<b>%CHANGE</b>	<b>TOTAL %</b>
	(SAL.+BENEFITS)	EXPENSES		(SAL.+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Residence Halls	\$63,238	\$467,917	\$531,155	\$63,238	\$472,852	\$536,090	0.0%	1.1%	0.9%
Food Service	\$0	\$1,651,259	\$1,651,259	\$0	\$1,670,779	\$1,670,779	0.0%	1.2%	1.2%
Special Studios	\$265,182	\$255,135	\$520,317	\$294,387	\$277,045	\$571,432	11.0%	8.6%	9.8%
McCoy Theater	\$0	\$18,850	\$18,850	\$0	\$19,604	\$19,604	0.0%	4.0%	4.0%
Bookstore	\$130,095	\$626,710	\$756,805	\$133,997	\$626,710	\$760,707	3.0%	0.0%	0.5%
Parkway House	\$0	\$130,300	\$130,300	\$0	\$123,150	\$123,150	0.0%	-5.5%	-5.5%
Telephone System	\$20,573	\$177,000	\$197,573	\$21,189	\$177,000	\$198,189	3.0%	0.0%	0.3%
Debt Service	\$0	\$1,018,655	\$1,018,655	\$0	\$1,135,980	\$1,135,980	0.0%	11.5%	11.5%
Desk-Top Publishing	\$35,305	\$18,515	\$53,820	\$36,364	\$18,515	\$54,879	3.0%	0.0%	2.0%
<b>TOTAL:</b>	<b>\$514,393</b>	<b>\$4,364,341</b>	<b>\$4,878,734</b>	<b>\$549,175</b>	<b>\$4,521,635</b>	<b>\$5,070,810</b>	<b>6.8%</b>	<b>3.6%</b>	<b>3.9%</b>
<b>STUDENT FINANCIAL AID:</b>	<b>\$0</b>	<b>\$6,950,415</b>	<b>\$6,950,415</b>	<b>\$0</b>	<b>\$7,660,340</b>	<b>\$7,660,340</b>	<b>0.0%</b>	<b>10.2%</b>	<b>10.2%</b>
<b>STUDENT WAGES:</b>	<b>\$0</b>	<b>\$515,178</b>	<b>\$515,178</b>	<b>\$0</b>	<b>\$515,178</b>	<b>\$515,178</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>BUDGET CONTINGENCY:</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$115,500</b>	<b>\$115,500</b>	<b>0.0%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>RENO. &amp; REPLACEMENT:</b>	<b>\$0</b>	<b>\$959,136</b>	<b>\$959,136</b>	<b>\$0</b>	<b>\$999,184</b>	<b>\$999,184</b>	<b>0.0%</b>	<b>4.2%</b>	<b>4.2%</b>
<b>GRAND TOTALS:</b>	<b>\$14,615,278</b>	<b>\$17,676,972</b>	<b>\$32,292,250</b>	<b>\$15,049,335</b>	<b>\$18,576,798</b>	<b>\$33,626,133</b>	<b>3.0%</b>	<b>5.1%</b>	<b>4.1%</b>
<b>UNALLOCATED BUDGET</b>						<b>\$0</b>			

SUMMARY

INCOME AND EXPENSE REPORT DECEMBER 31, 1992

	1/12 BUDGET	DECEMBER ACTUAL	6/12( 50.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1992-93 ACTUAL/ BUDGET	1991-92 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	1,555,066.83	730,516.79	9,330,401.00	15,729,028.02	144.57%	18,660,802.00	64.20%	63.16%
SPECIAL STUDIES	41,666.67	24,976.17	250,000.00	150,765.73	60.30%	500,000.00	30.15%	27.77%
INTEREST & OTHER	71,022.92	36,858.78	426,137.50	504,287.96	118.33%	852,275.00	59.16%	59.74%
ENDOWMENT INCOME	336,979.67	336,979.66	2,021,878.00	2,021,877.96	100.00%	4,043,756.00	50.00%	50.00%
ANNUAL SUPPORT PROGRAM	177,583.33	385,939.49	1,065,500.00	953,858.90	89.52%	2,131,000.00	44.76%	40.50%
TOTAL EDUCATION & GENERAL	2,142,319.42	1,515,270.89	13,093,916.50	19,359,818.57	147.85%	26,187,833.00	73.92%	72.45%
AUXILIARY ENTERPRISES	498,284.75	48,975.00	2,989,708.50	5,464,548.43	182.77%	5,979,417.00	91.38%	93.23%
STUDENT AID	10,414.67	80,399.00	62,500.00	80,399.00	128.63%	125,000.00	64.31%	49.92%
TOTAL EDUCATION & GENERAL	2,691,020.84	1,644,644.87	16,146,125.00	24,904,766.00	154.24%	32,292,250.00	77.12%	76.27%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	749,345.42	1,019,161.78	4,486,072.50	4,404,895.56	97.97%	8,992,145.00	48.96%	45.66%
ATHLETICS	84,001.25	105,148.23	498,007.50	596,043.09	119.69%	996,015.00	59.84%	56.57%
LIBRARY	69,298.83	68,096.95	415,793.00	494,765.91	118.99%	831,566.00	59.49%	57.25%
STUDENT SERVICES	212,572.67	240,618.60	1,275,436.00	1,344,602.09	105.42%	2,550,872.00	52.71%	51.18%
PLANT OPER & MAINT	115,592.58	219,848.78	1,113,535.50	1,096,968.90	98.51%	2,227,111.00	49.25%	47.98%
GENERAL ADMINISTRATION	374,423.17	284,624.28	2,246,539.00	2,060,768.51	91.73%	4,493,078.00	45.86%	42.85%
TOTAL EDUCATION & GENERAL	1,674,233.92	1,937,518.62	10,045,403.50	9,998,044.06	99.52%	20,090,807.00	49.76%	46.95%
AUXILIARY ENTERPRISES	290,360.43	327,075.87	1,682,165.00	1,611,106.30	95.77%	3,364,330.00	47.88%	51.05%
SPECIAL STUDIES	42,943.08	49,344.77	257,658.50	224,053.19	86.95%	515,317.00	43.47%	40.29%
STUDENT AID	579,292.72	-29,143.00	3,475,757.50	7,688,312.89	221.19%	6,951,515.00	110.59%	103.50%
TOTAL EDUCATION & GENERAL	2,576,830.75	2,284,796.26	15,460,984.50	19,521,516.44	126.26%	30,921,969.00	63.13%	59.59%
EXCESS OF INCOME / EXPENSE		-640,151.29		5,383,249.56				
BUDG CONTINGENCY	34,262.08	518.35	205,572.50	-21,833.14	10.62%	411,145.00	5.31%	9.13%
RENOVATION & REPLACENT	77,923.00	0.00	479,568.00	89,010.49	18.56%	957,136.00	9.28%	5.09%
TOTAL EDUCATION & GENERAL	2,691,020.83	2,285,314.61	16,146,125.00	19,588,693.79	121.32%	32,292,250.00	60.66%	57.70%
EXCESS OF INCOME / EXPENSE		-640,669.64		5,316,072.21				

**REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS** - Mr. Edgar H. Bailey, Jr.,  
Chair. - January 21, 1993

The meeting was called to order at 2:15 p.m. in Room 105, Buckman Hall by Mr. Edgar H. Bailey, Jr., Chair. Committee members in attendance were:

Mertie Buckman  
Nettie Schilling  
William D. Berg

J. Lester Crain, Jr.  
Brian E. Foshee  
Chris T. Buchanan

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

Mr. Foshee discussed the status of the Campus Life Center. He stated that the design firm of Hastings and Chivetta has been authorized to proceed into the schematic design phase of the project. Mr. Chivetta and his project team will be on campus January 28, 1993 to begin field measurements and working sessions with Rhodes Staff. The following local engineering firms will be working on the project: The Office of Griffith C. Burr - mechanical, plumbing and electrical; Burr and Cole Engineers - civil and structural. Both firms have been involved in previous campus projects.

Mr. Foshee reported on the Hassell Hall air conditioning system. The original 40 ton Trane chiller failed due to internal freezing caused by a malfunctioning freeze stat. The unit is presently being replaced with a more efficient 40 ton York air cooled chiller. The building did experience a few warm days, but because the campus had been converted into the heating mode, classes were not effected.

Mr. Foshee reviewed the recently completed renovation of the 1st floor of Halliburton Tower. Plaster ceilings were removed in order to access deteriorated mechanical piping. The piping and insulation were replaced, and new acoustical ceilings and lighting added. The Admissions reception area was modified and the entire area was painted. The work was completed during the Christmas holidays, with Rhodes personnel completing approximately 25% of the work.

Mr. Foshee discussed the status of the second phase of the Burrow Library and Refectory HVAC upgrade. The Burrow Library was converted to a constant volume control system, which provides full-time cooling with electric reheat. In the West Hall of the Refectory, a new chilled water coil and a face and by-pass damper were installed in the air handler. Both upgrades will provide more even distribution of cooled air and will improve humidity control and personal comfort.

Mr. Chris Buchanan presented the following concerns from Stewart Hall Residents: inadequate plumbing in bathrooms, insufficient outdoor lighting and excessive interior noise. Mr. Foshee stated that plumbing modifications are planned for Spring Break of 1993 and additional outdoor lighting will be installed in approximately two weeks. He also stated that he empathized with students regarding excessive noise, but there are no easy solutions to remedy the noise problem. Carpet was installed in the corridors and rooms to dampen noise levels. Mr. Foshee assured the committee that solutions to the problem will be researched.

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

**MINUTES OF BOARD OF TRUSTEES  
RHODES COLLEGE  
October 22 and 23, 1992**

**10-92-1** 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 22, 1992, pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

The meeting was opened with prayer by Mr. Robert W. Amis. Dr. Blount also asked for a moment of silence in thanksgiving for the life of Mr. B. Snowden Boyle who died on October 11. (See Resolution: 10-92-14)

**10-92-2** The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

**TRUSTEES**

Dunbar Abston, '93  
Marion Adams, '93  
Robert W. Amis, '93  
John A. Austin, '94  
Winton M. Blount, '93  
Bayard Boyle, Jr., '93  
Robert H. Buckman, '94  
Bland W. Cannon, '94  
George E. Cates, '93  
Kenneth F. Clark, Jr., '95  
John H. Crabtree, Jr., '93  
J. Lester Crain, '95  
Tommie S. Dunavant, '95  
Bryan M. Eagle, '95  
Ted M. Henry, '95  
C. Stratton Hill, Jr., '93  
Nancy Huggins, '94  
W. Neely Mallory, '94  
Michael McDonnell, '93  
Frank M. Mitchener, Jr., '94  
Joseph Orgill III, '95  
James H. Prentiss III, '93  
K.C. Ptomey, Jr., '94  
S. Herbert Rhea, '95  
Vicki G. Roman, '94

Arthur N. Seessel III, '95  
James A. Thomas III, '94  
John M. Wallace III, '93  
Mary R. Wardrop, '95  
David D. Watts, '95

**LIFE TRUSTEES**

L. Palmer Brown  
Paul Tudor Jones  
Robert McCallum  
William C. Rasberry  
P.K. Seidman

**HONORARY TRUSTEES**

Mertie W. Buckman  
William S. Craddock, Jr.  
Frank M. Norfleet  
Nettie Schilling  
Charles R. Sherman  
Alvin Wunderlich, Jr.

**FACULTY TRUSTEES**

Douglas W. Hatfield, '93  
Cynthia Marshall, '94

**STUDENT TRUSTEES**

Christopher Buchanan  
Nina Choudhuri  
Katherine McCaa

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**PRESENT BY INVITATION**

Peggy T. Arnold  
William D. Berg  
J. Allen Boone  
Harmon C. Dunathan  
Sherry J. Fields  
Brian E. Foshee  
Josephine B. Hall  
David L. Harlow  
Paula S. Jacobson  
Donald J. Lineback  
Marshall E. McMahan  
N.P. McWhirter  
Helen W. Norman  
Thomas C. Shandley  
Karen A. Silien  
Loyd C. Templeton, Jr.  
Sally P. Thomason  
Arthur M. Weeden, Jr.  
David J. Wottle

The following Trustees were absent:

**TRUSTEES**

Edgar H. Bailey, '94  
Jack A. Belz, '93  
Jack R. Blair, '95  
Bruce E. Campbell, Jr., '95  
Charles P. Cobb, '93  
W. L. Davis, '93  
Henry Goodrich, '94  
Billy M. Hightower, '95  
William J. Michaelcheck, '95  
John C. Sites, '94  
Willard R. Sparks, '94  
S. Ray Zbinden, '94

**LIFE TRUSTEES**

Margaret Hyde  
John W. Wade

**FACULTY TRUSTEES**

Marcus D. Pohlmann, '95

**HONORARY TRUSTEES**

Emily Alburty  
E.A. Alburty  
Edward Jappe  
Morrie A. Moss  
Harold F. Ohlendorf  
Lorna Reimers  
John B. Ricker, Jr.  
Frances Tigrett  
Russel L. Wiener

Mr. Clark declared a quorum was present. (See Exhibit A, p. 13 for Board committee list)

**10-92-3** The Board approved as mailed the minutes of the Board of Trustees meeting held on April 9 and 10, 1992.

The Board ratified and approved as mailed the action in the minutes of the meeting of the Executive Committee held on June 15, 1992.

**10-92-4** Dr. Blount welcomed the following new members:

**TRUSTEES:**

Mr. J. Lester Crain, Jr., '51, private investor, formerly vice president, secretary and general counsel for Memphis-based Malone & Hyde and AutoZone, and previously general counsel for Malone & Hyde.

Dr. Tommie Smith Dunavant, Clinical Psychologist, co-director of The Oxford Christian Institute for Counselling in Oxford, England and noted workshop leader. (Her husband, Dr. William B. Dunavant, H'85 is a former trustee.)

Mr. Bryan M. Eagle, '60, president and chief executive officer of Cylix Communications Corporation in Memphis.

Mr. Joseph Orgill III, re-elected to the Board. Chairman of West Union Corporation in Memphis.

Mr. Arthur N. Seessel III, president and CEO of Seessel's Supermarkets in Memphis.

Dr. Mary R. Wardrop, '55, Professor Emeritus of Central Michigan University.

**FACULTY:**

Dr. Cynthia Marshall, Associate Professor of English.

**STUDENTS:**

Mr. Christopher Buchanan, '93, senior from Louisville, Kentucky, majoring in economics and philosophy.

Ms. Nina Choudhuri, '94, junior from St. Louis, Missouri, majoring in history and pre-med.

Ms. Katherine McCaa, '93, senior from Salt Lake City, Utah, majoring in German.

**TRUSTEES WHO WERE UNABLE TO ATTEND:**

Mr. Jack R. Blair, main board director of Smith & Nephew-North America, the parent company of Memphis-based Smith & Nephew Richards, Inc. and is responsible for all activities in North America and Smith & Nephew operations in Japan.

Mr. Bruce E. Campbell, Jr. re-elected to the Board. Chairman of the board and chief executive officer of National Commerce Bancorporation in Memphis.

**HONORARY TRUSTEE:**

Mr. Russel Lee Wiener, '42, past president of the Memphis Donruss Division of General Mills and former practicing dentist.

**10-92-5** President Daughdrill gave the following report on financial aid.

**"The Years Ahead"**

October 22, 1992

"Anyone who reads the newspaper knows that colleges and universities have moved into a 'new reality,' a 'belt tightening' period. In years past, the best liberal arts colleges were not affected as much as other institutions. We continued to raise tuition in order to add services for students, increase the quality of their education, and offset increasing costs. These spiraling costs included health care, 'globalizing' the educational experience, keeping up with new technology (computers and scientific equipment), and increasing financial aid. Of these increasing costs, student financial aid is proving to be the greatest challenge, coming at a time when most liberal arts colleges will no longer be able to raise tuition at the rate we did in the past.

"The Board of Trustees discussed the problem of spiraling financial aid costs at the January, 1992 meeting and asked that time be set aside at the next meeting for a full presentation and discussion



of the matter. Mr. Art Weeden, our Director of Financial Aid, made the presentation and led the discussion at the April, 1992 meeting. He also made a similar presentation and answered questions at the May, 1992 faculty meeting.

"So, Rhodes has been aware of the challenge and has been making plans for some time. For those of you who are new on the Board this fall, the problem is essentially caused by three factors: tuition has been rising for the reasons stated, the average family income of Rhodes students has declined in each of the past three years, and both federal and state financial aid have been capped. Therefore, increased financial need has been shown on family Financial Aid Forms.

"Since student financial aid is a continuing expense during students' years at Rhodes, we have been working to review our current strategy for the allocation of financial aid. Vice President Harlow has appointed a special committee to gather necessary data and to make recommendations. Serving on the committee are Bill Berg, Director of Planning and Institutional Research; Art Weeden, Director of Financial Aid; Mark McMahon, Associate Dean of Academic Affairs; and Mac McWhirter, Comptroller of the College. As we dig into this, we have learned things that will help us in the future, and David Harlow, Allen Boone and I have met with several members of the Finance Committee of the Board to discuss the matter.

"Each year we offer financial aid to accepted students in the spring without knowing who will accept it and come to Rhodes. We don't know until students actually enroll what our actual financial aid expenses will be. This year the total need of our students is higher than projected. We will be able to cover this overrun and maintain a balanced budget by 'tightening our belts,' but it will mean that we will have less R & R and Discretionary Funds.

"What does it mean that higher education, including the finest liberal arts colleges, has entered a 'belt tightening' period? It means that during the next few years our increases in services, salaries, and expenses will probably be lower than or very near the rate of inflation.

"But Rhodes is rather well positioned for this 'new reality.' The faculty, administration, and trustees have been aware of the challenges and the appropriate people have been studying the situation for some time. Our budgeting has been very conservative and we have no deferred maintenance as so many colleges do.

"Even though the next few years will be a 'hunker down' era for liberal arts colleges, and Rhodes isn't immune from negative economic factors, I sense also the beginnings of a new momentum at Rhodes. I know that momentum is a 'fuzzy' word -- subjective, hard to define, impossible to measure -- but it is very real. It has a lot to do with our attitude, our outlook, the way we see things. And in spite of inexactness, I sense some signs that, taken together, I will call the beginning of a new momentum at Rhodes -- a new focus, a positive resolve. See if you agree.

"To begin with, I think the work of the Trustees is one sign of this new momentum: your long preparation, since 1987, for a comprehensive campaign leading up to the 150th anniversary of the College in 1998. Working with students, faculty, staff, and alumni, you have carefully outlined the priorities of the College and have been working hard to gain the important initial support for these priority projects. I know you hope to announce the campaign sometime during this academic year. Another sign I see is the growing recognition by the national media of the quality and excellence of Rhodes. Once again, for the fourth year in a row, we have been named by *U.S. News and World Report* as one of the top 'Up and Coming' colleges in the nation. Still another sign of our momentum is the faculty's work in planning and assessing student outcomes to help improve teaching and learning. Planning together and looking at the 'why' and 'how' of what we do is always an exciting time.

"To be sure, there will be problems ahead: working out the best balance between what a Rhodes education costs and what parents can pay, keeping a proper balance between the ballast of tradition and the rudder of change, and getting through the period of a sluggish economy. And these won't be easy.

"But I also sense a new, quiet momentum, and I think we are in for a few years of quietly strengthening excellence. I hope this will be our theme over the next few years as we work to

prepare Rhodes for its role in the coming century -- 'Quietly Strengthening Excellence.' As always, we will look to you for your leadership and support. Thank you for what you do, and what you mean, to the College."

**10-92-6** Dr. Blount presented to Mr. Robert H. Buckman a certificate of nomination for the 1992 Association of Governing Boards Distinguished Service Award, acknowledging his commitment and dedication to the responsibilities of trusteeship to Rhodes.

**10-92-7** President Daughdrill presented highlights from the orientation material that was mailed to new Trustees. He said that it had been several years since this material had been presented to trustees, and he had been asked by several members to give a short refresher to the full Board. He said that he wanted to answer four questions because he believes that leadership of any organization should be able to answer these questions: Who are we? Where are we Going? Why is it important? and How will we get there?

First--Who are we? is found in the "Purpose of the College" in the Missions Statement. Very briefly: Rhodes is a coeducational, undergraduate, metropolitan, private, small, well-rounded, beautiful, church-related college noted for genuineness and excellence in the liberal arts and sciences.

Second--Where are we going? In 1984 the Rhodes Board of Trustees passed the following resolution (The Rhodes Commitment): "Rhodes College is Committed to being one of the finest colleges in the liberal arts and sciences in the nation." The statement is very general, but the College has identified the top 50 liberal arts colleges in the United States from the current 548 liberal arts colleges in the U.S. He said that using comparative data on these colleges is one way of measuring where we are. He passed around a handout listing the 50 peer colleges consisting of data on SAT scores, financial aid, endowment market value, support for current operations, and comprehensive fees. He said the data is compiled and continually updated from every possible statistical source and is entered into the College databank. He identified the colleges with which we most compete as Washington and Lee, Davidson, and Sewanee. The College keeps in its databank every conceivable statistic on the peer colleges which is felt to be helpful and can be retrieved in various formats and useful ways. He said that when the Board voted for Rhodes to be one of the finest colleges in the liberal arts and sciences, it was defined as Rhodes' statistics should be among the top 33 colleges in the United States.

Third--Why is it important? Our purpose is to educate students, to lead lives of genuineness and excellence, to expand the horizon of knowledge and scholarship, and to live as a community of truth, loyalty and service. This statement is found framed throughout the campus. This is not a new purpose; it is grounded in the full and rich tradition of the college.

Fourth--How will we get there? How we will get there is spelled out for each division and each department in a strategic plan we call, "The Plan for Excellence." This plan is always in draft form, and is revised formally and redistributed every two years. It spells out steps that divisions and departments will take in order to fulfill the College's purpose, commitment and mission. In addition to this, each person in the College has his/her own six-month objectives for professional and personal growth so that they in turn can help the department reach its goals, which in turn helps the College reach its goals, etc.

President Daughdrill then pointed to three charts which touched on the culture of the philosophy of the way the above works:

First: our EGGS philosophy: "Everyone Growing, Serving Guests and Students." Everyone (meaning all of our faculty, all of our staff--everyone employed by Rhodes working together and individually), Growing (both personally and professionally), Serving our Guests (to welcome them and involve them in the life of the College) and Students (our number one mission--the central reason for our being). The College economically is very complex, but over-simply, there are only two things the College needs to operate once there is a physical plant, faculty and staff, and that is money and students.

Second: The Rhodes Environment. This is a promise we make to every new member of the faculty or staff when he/she joins Rhodes. It means that the person and his/her job is important. It means that within a few months of employment at Rhodes one is given an orientation which explains the purpose and mission of the College, its history and organization and the shared values which make Rhodes unique. It means feedback regarding performance, and opportunities for personal and professional growth. Results and accomplishments are recognized and rewarded. It means that one can set his/her goals as high as he/she chooses and the College will provide support and encouragement to the best of its ability. Money has been put into a training budget. All of the staff at every level receives approximately five paid days a year set aside for training. The College is very serious about training, both for personal growth and professional growth.

Third: The Organizational Chart the College visualizes as being upside down, at least in the traditional way of looking at things. That is, students are who we serve. All other departments, either directly or indirectly provide support for the students.

**10-92-8** Dr. Blount asked Mr. George Cates to serve as acting chair of the Committee on Buildings and Grounds, and Mr. Frank Mitchener to serve as acting chair of the Committee on Board Directions and Leadership.

Dr. Blount reminded the Board that the College was entertaining at a dinner for Trustees, their spouses and invited guests at The Country Squire Restaurant in Germantown and asked if anyone needed help with transportation or directions.

**10-92-9** The Board adjourned to committee meetings at 2:00 P.M.

**Friday, October 23, 1992**

**10-92-10** The Board of Trustees resumed its meeting on Friday, October 23, 1992 at 8:30 A.M. in the Edmund Orgill Room on campus.

The meeting was called to order by the chair, Dr. Blount.

The meeting was opened with prayer by Mr. John H. Crabtree, Jr.

Secretary Clark called the roll. Members present were:

**TRUSTEES**

Dunbar Abston, '93  
 Marion Adams, '93  
 Robert W. Amis, '93  
 John A. Austin, '94  
 Jack A. Belz, '93  
 Winton M. Blount, '93  
 Bayard Boyle, Jr., '93  
 Robert H. Buckman, '94  
 Bland W. Cannon, '94  
 George E. Cates, '93  
 Kenneth F. Clark, Jr., '95  
 John H. Crabtree, Jr., '93  
 J. Lester Crain, '95  
 W. L. Davis, '93  
 Tommie S. Dunavant, '95  
 Bryan M. Eagle, '95  
 Ted M. Henry, '95  
 Nancy Huggins, '94  
 W. Neely Mallory, '94  
 Michael McDonnell, '93  
 Frank M. Mitchener, Jr., '94  
 Joseph Orgill III, '95  
 James H. Prentiss III, '93

K.C. Ptomey, Jr., '94  
 S. Herbert Rhea, '95  
 Vicki G. Roman, '94  
 Arthur N. Seessel III, '95  
 James A. Thomas III, '94  
 John M. Wallace III, '93  
 Mary R. Wardrop, '95  
 David D. Watts, '95

**LIFE TRUSTEES**

L. Palmer Brown  
 Paul Tudor Jones  
 Robert McCallum  
 P.K. Seidman

**HONORARY TRUSTEES**

Mertie W. Buckman  
 William S. Craddock, Sr.  
 Frank M. Norfleet  
 Nettie Schilling

**FACULTY TRUSTEES**

Douglas W. Hatfield, '93  
 Robert L. Entzminger, '92  
 Cynthia Marshall, '94

**STUDENT TRUSTEES**

Christopher Buchanan  
 Nina Choudhuri  
 Katherine McCaa

**EX OFFICIO MEMBER**

James H. Daughdrill, Jr.

**PRESENT BY INVITATION**

Peggy T. Arnold  
 William D. Berg  
 J. Allen Boone  
 Harmon C. Dunathan  
 Sherry J. Fields  
 Brian E. Foshee  
 Josephine B. Hall  
 David L. Harlow  
 Paula S. Jacobson  
 Donald J. Lineback  
 Marshall E. McMahon  
 N.P. McWhirter  
 Helen W. Norman  
 Thomas C. Shandley  
 Karen A. Silien  
 Loyd C. Templeton, Jr.  
 Sally P. Thomason  
 Arthur M. Weeden, Jr.  
 David J. Wottle

The following Trustees were absent:

**TRUSTEES**

Edgar H. Bailey, '94  
 Jack R. Blair, '95  
 Bruce E. Campbell, Jr., '95  
 Charles P. Cobb, '93  
 Henry Goodrich, '94  
 Billy M. Hightower, '95  
 C. Stratton Hill, Jr., '93  
 William J. Michaelcheck, '95  
 John C. Sites, '94  
 Willard R. Sparks, '94  
 S. Ray Zbinden, '94

**LIFE TRUSTEES**

Margaret Hyde  
 William C. Rasberry  
 John W. Wade

**FACULTY TRUSTEES****HONORARY TRUSTEES**

Emily Alburty  
 E.A. Alburty  
 Edward Jappe  
 Morrie A. Moss  
 Harold F. Ohlendorf  
 Lorna Reimers  
 John B. Ricker, Jr.  
 Charles R. Sherman  
 Frances Tigrett  
 Russel L. Wiener  
 Alvin Wunderlich, Jr.

**10-92-11** Mr. Clark declared a quorum was present. (See Exhibit A, p. 13 for Board committee list.)

**10-92-12** Dr. Blount thanked President Daughdrill for the dinner party held the previous night for the Trustees and special friends of the College at The Country Squire Restaurant.

**10-92-13 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP**  
- Mr. Frank Mitchener, Acting Chair (Exhibit B., pgs. 14 & 15)

Mr. Mitchener stated that prospective trustee candidates were discussed and that a slate would be presented to the Board for approval at the January meeting.

Mr. Mitchener stated that candidates for honorary degrees were discussed and that a slate would be presented to the Board for approval at a later time.

Mr. Mitchener stated that according to the College ByLaws, all proposed amendments to the ByLaws require a 60 day written notice to the Board. Therefore the Committee recommends that this constitute the official 60-day notice and that the following proposed amendments be acted upon at the next stated meeting of the Board which will be January 1993.

**That Article VI - Section 10 of the College ByLaws be amended as follows:**

**Section 10. Committee on Enrollment. The function of this Committee shall be:**

- to study, promote and take leadership in policies and plans to promote the application and enrollment of new students;**
- to review and recommend to the Board policies, programs and leadership for recruiting students;**
- to appraise periodically the admission and financial aid policies and programs of the College and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;**
- to appraise periodically the retention of students eligible to return the following year and to bring to the Board recommendations concerning any aspect of retention;**
- to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students;**

**The Dean of Admissions shall serve as administrator and secretary of this Committee**

**That the following Section be added to Article VI of the College ByLaws:**

**Section 13 Committee on Special Studies. The function of this Committee shall be:**

- to study, promote and take leadership in policies and plans for the College's programs offered by special studies for individuals and businesses in the community;**
  - to review and recommend to the Board policies, programs and leadership for recruiting participants in offerings of special studies;**
  - to appraise periodically the budgetary process of the Center for Special Studies, and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;**
  - to appraise periodically the enrollment in the programs of the Center for Special Studies and to bring to the Board any recommendations for improvement;**
- Trustees on this committee should normally reside in Memphis or the surrounding area.**
- The Dean of Special Studies shall serve as administrator and secretary of this Committee.**

**10-92-14 The Board approved the following resolution and asked that a copy be sent to the Boyle family:**

**In Memoriam  
B. Snowden Boyle  
1900-1992**

**With the death of Snowden Boyle on October 12, Rhodes lost a dear and valued friend whose service to the College spanned over four decades. Known to all as one of Memphis' premier business leaders, he brought his expertise to our campus as a trusted member of the College's Investment Committee for thirty-seven years. In recognition of his many contributions, Rhodes awarded to him its 1975 Distinguished Service Medal and in 1984 named him an Honorary Trustee of the College. The Board of Trustees records here with deep gratitude its thanksgiving for the life of B. Snowden Boyle.**

**10-92-15 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE -**  
Mr. Kenneth F. Clark, Jr., Chair. (Exhibit C., pgs. 16 & 17)

Committee report received.

**10-92-16 REPORT OF THE COMMITTEE ON DEVELOPMENT -** Mr. David Watts, Chair.  
(Exhibit D., pgs. 18 & 19)

Committee report received.

Mr. Watts called on Dr. Blount who made the following remarks concerning the campaign.

"As you recall, our plan is to obtain commitments from the innermost circle and then move out. Jim and I have been working on the Principal Gifts--those that launch the projects--and P. K. and his Task Force have been working on all other Trustee commitments.

"I'm pleased to report that P.K.'s group expects to reach its dollar goal of \$1.5 million for the capital projects in the next few days with the addition of one Trustee commitment that is being finalized. But the goal of obtaining commitments from 100% of the Trustees is turning out to be more challenging.

"All Trustees have been contacted--some several times--and most have made their commitment. But we still have 10 of the 38 voting Trustees to hear from. I urge those who have not made a commitment to do so.

"I might say to our new Trustees that we won't be coming to you for a capital gift in the campaign until you get to know the College better, but we do hope you'll make an annual fund pledge this fall, along with all other Board members

"We have a total of \$11,006,785 committed for the four projects by all Trustees including those called on by P.K.'s group and by Jim and me. This is a good showing, and I thank everyone for their generosity and we hope to hear from the remaining Trustees soon, because the Trustees are the drive gear in this Campaign.

"We've said all along that two things must be in place before we launch the campaign publicly:

- First, the Board needs to be 100% behind this campaign--or better stated, in front of it--and
- Second, we need to have \$20 million in outright pledges toward the four projects, payable during the years of the Campaign.

"I wish we could say we'll be there by January, but I don't think we will. In these next weeks and months, Jim and I will work on obtaining the remaining Principal Gifts, P. K. will work toward completing his calls, and Dunbar's Lead Gifts Committee will gather steam.

"Through these efforts I believe we'll be able to launch this Campaign in April. I will appreciate every effort you can make to ensure that launch date.

"I want to tell you as much as I can about one magnificent gift totaling \$3.5 million, from a donor who prefers to remain anonymous. Of this gift, \$500,000 is designated to enhance endowed professorships and \$3 million is to be used to endow a Master's Degree program in International Studies.

"Final acceptance of this gift is subject to the Board's approval of the Master's program. In the meantime, both Jim and I have expressed our profound gratitude to the donor for this extraordinary opportunity to strengthen the College's mission and its national--even international--reputation.

"On your desk you have the Summary Report (filed with trustee material in President's Office files) of the Campaign. You'll see we've come pretty far since our April meeting, when we reported \$26.6 million. Working our way up from the bottom, we now have \$2.3 million in restricted gifts, \$18.5 million in new estate plans, \$3.4 million in annual fund gifts and pledges, and nearly \$10 million toward our four capital projects. We are still seeking the Principal Gifts needed to launch the Faculty Support and Student Services projects.

"Note that this report is in draft form and shows the anonymous gift for the Master's degree program, subject to approval of the program and acceptance by the Board. This report also shows recommended changes in our goals, based on our experience over the past year.

"As Jim told you in his letter this summer, the Campus Life Center is the most time-sensitive project in this campaign, and we have a window of opportunity to launch this project while construction costs are down. It will profoundly improve the quality of life and sense of community on this campus. We have \$8 million toward this \$17.4 million project now. Jim, would you review this facility for us?

"Two things convince me that we should proceed with launching the Campus Life Center publicly in January, before the announcement of the overall campaign:

- First, we need to go ahead and recognize Mrs. Bryan and others for whom major areas of the building are named.
- And second, this will allow us to focus first on the Campus Life Center, and then we'll be better able to focus more clearly on the three other projects when we launch the campaign.

"We will be working especially hard between now and January to drive the total in this project from the current \$8 million to around \$10 to \$12 million, so that we would be able to announce being over halfway toward the goal of this project. And that of course will help us toward our overall Capital Projects goal.

"Yesterday, members of the Campaign Steering Committee were given a challenge: that is to cultivate and solicit at least one important prospect between now and the end of December and come back in January with at least one new commitment to Rhodes, in any of the four projects.

"I hope the campaign volunteers can count on your help. I can assure you that you'll never regret the effort you've put into this campaign. Rhodes will always make you proud.

"Thank you."

**11-92-17** The Board approved the following resolution:

**In order to encourage new estate-plan gifts, the College will reimburse the donor for up to \$400 in legal fees incurred in the creation of estate plan gifts that include Rhodes as a direct beneficiary.**

**11-92-18** The following resolution was approved, based on the estate plan to be received from Mrs. Jan Seidman:

The Trustees of Rhodes College express their heart-felt gratitude to Mrs. Jan S. Seidman for her extraordinary generosity and foresight in creating an estate plan for the College. Her gift will establish the J. S. and Jan S. Seidman Professorship in International Affairs, which will strengthen the endowment of the College and will underwrite the work of the finest teacher-scholars in International Affairs.

On behalf of the future generations of students and faculty who will benefit from her thoughtfulness, the Board expresses its enduring appreciation.

The Board shall place the names of J. S. Seidman and Jan S. Seidman in the Benefactors' Circle in the Cloister of Palmer Hall to recognize their important role in the history of Rhodes College.

**10-92-19 REPORT OF THE COMMITTEE ON ENROLLMENT** - Ms. Nancy J. Huggins, Chair. (Exhibit E., pgs. 20 & 21)

Committee report received.

**10-92-20 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM** - Mr. Dunbar Abston, Chair. (Exhibit F., pgs. 22-30)

Committee report received.

**10-92-21 REPORT OF THE COMMITTEE ON FINANCE** - Mr. S. Herbert Rhea, Chair. (Exhibit G., pgs. 31-33)

Committee report received.

The Board approved the following banking resolutions:

- (1) With Lloyds Bank, P.L.C. that it be designated as a depository.

**RESOLUTION**

**BE IT RESOLVED, THAT LLOYDS BANK, P.L.C. is hereby designated as a depository for the sterling account of this corporation in the name of Rhodes College.**

**BE IT FURTHER RESOLVED, That delivery to Lloyds Bank, P.L.C. of Oxford England, of funds, checks, drafts, or other property, with or without endorsement, and, if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by the following any two signatures:**

<u>Officer</u>	<u>Signature</u>
Winton M. Blount, Chair of the Board	_____
James H. Daughdrill, Jr., President	_____
David L. Harlow, Executive Vice President	_____
S. Herbert Rhea, Treasurer	_____



**Kenneth F. Clark, Jr., Secretary**

\_\_\_\_\_

**J. Allen Boone, Jr., Dean of  
Administrative Services**

\_\_\_\_\_

**N.P. McWhirter, Comptroller**

\_\_\_\_\_

and the bank shall be under no obligation to see or make inquiry as to the application of funds so withdrawn, even though such withdrawal order may be payable to the agent of the company executing same, and the funds be withdrawn for his individual use or credit.

Withdrawals from this account may be accomplished by facsimile transmission accompanied by any of two signatures listed above.

- (2) With the National Bank of Commerce of Memphis that it be designated as a depository.

**RESOLUTION**

**BE IT RESOLVED, THAT NATIONAL BANK OF COMMERCE, Memphis, Tennessee, is hereby designated as a depository of this corporation and that the following account be in said bank in the name of Rhodes College.**

**RHODES COLLEGE - 1686096 - USAF Part B Loan Account**

**BE IT FURTHER RESOLVED, That delivery to National Bank of Commerce, Memphis, Tennessee of funds, checks, drafts, or other property, with or without endorsement, and, if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by the following any two signatures:**

**Officer**

**Signature**

**Winton M. Blount, Chair of the Board**

\_\_\_\_\_

**James H. Daughdrill, Jr., President**

\_\_\_\_\_

**David L. Harlow, Executive Vice President**

\_\_\_\_\_

**S. Herbert Rhea, Treasurer**

\_\_\_\_\_

**Kenneth F. Clark, Jr., Secretary**

\_\_\_\_\_

**J. Allen Boone, Jr., Dean of  
Administrative Services**

\_\_\_\_\_

**N. P. McWhirter, Comptroller**

\_\_\_\_\_

**Arthur M. Weeden, Jr.,  
Director of Financial Aid  
(Financial Aid accounts only)**

\_\_\_\_\_

and the bank shall be under no obligation to see or make inquiry as to the application of funds so withdrawn, even though such withdrawal order may be payable to the agent of the company executing same, and the funds be withdrawn for his individual use or credit.

**10-92-22** **REPORT OF THE AUDIT COMMITTEE** - Dr. L. Palmer Brown, Chair (Exhibit H., pgs. 34 & 35)

Committee report received.

Mr. Brown reported that the Committee on Audit and the auditors had suggested that the Board consider requiring a "Conflict of Interest" statement from its members. After some discussion, the Board recommended and approved a motion charging the Committee on Audit with developing such a statement and presenting it to the Committee on Board Directions and Leadership for consideration at the January 1993 Board of Trustees meeting.

**10-92-23** The Board approved the following resolution:

**That the firm of Ernst and Young be retained to perform the College and Financial Aid audits for the current fiscal year.**

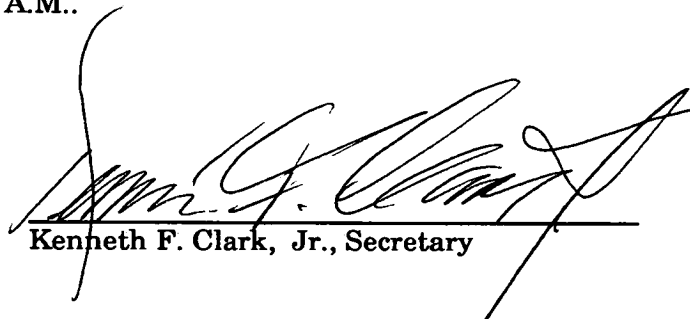
**10-92-24** **REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS** - Mr. George E. Cates, Acting Chair. (Exhibit J., p. 36)

Committee report received.

Mr. Cates commended Mr. Brian Foshee and his men for the many projects they completed during the summer.

**10-92-25** **Degrees conferred on May 10, 1992 and August 15, 1992** (Exhibit K., pgs. 37-42) See action of Board **79-4-12**)

**10-92-26** The meeting went into executive session immediately following break at approximately 11:00 A.M..



Kenneth F. Clark, Jr., Secretary

**BOARD OF TRUSTEES COMMITTEES FOR 1992-93**

<u>Board Dir. &amp; L'ship</u>	<u>Faculty Member</u>	<u>Student Member</u>	<u>Staff(Non-Voting)</u>
* Henry Goodrich, Ch. * Winton M. Blount J. Bayard Boyle, Jr. * Robert H. Buckman * Charles P. Cobb * Frank M. Mitchener, Jr.	L. Palmer Brown Robert D. McCallum Frances Tigrett	Ben W. Bolch	Loyd C. Templeton, Jr. Helen W. Norman
<u>Buildings &amp; Grounds</u>			
* Edgar H. Bailey, Ch. John A. Austin, Jr. George E. Cates J. Lester Crain, Jr. John M. Wallace III	Mertie Buckman Edward Jappe Lorna A. Reimers Nettie Schilling	#Marcus D. Pohlmann	#Christopher T. Buchanan  Brian E. Foshee William D. Berg
<u>Development</u>			
* David D. Watts, Ch. Jack A. Belz Bland W. Cannon William J. Michaelcheck Joseph Orgill III * James A. Thomas, III	William S. Craddock Margaret R. Hyde Frank M. Norfleet P.K. Seidman Alvin Wunderlich, Jr.	Gary J. Lindquenter	#Katherine G. McCaa  Donald J. Lineback Paula S. Jacobson
<u>Enrollment</u>			
* Nancy J. Huggins, Ch. Marion S. Adams, Jr. Jack R. Blair Ted M. Henry K. C. Ptomey	William C. Rasberry John B. Ricker, Jr. Russel L. Wiener	#Cynthia Marshall	#Nilanjana Choudhuri  David J. Wottle Sally P. Thomason Arthur M. Weeden, Jr.
<u>Fac. &amp; Educ. Program</u>			
* Dunbar Abston, Jr., Ch. John H. Crabtree, Jr. Billy M. Hightower C. Stratton Hill, Jr. * W. Neely Mallory Mary R. Wardrop S. Ray Zbinden	Paul T. Jones Harold F. Ohlendorf	#Douglas W. Hatfield	Doris G. Dixon  Harmon C. Dunathan Marshall E. McMahon
<u>Finance</u>			
* S. Herbert Rhea, Ch. Robert W. Amis Bruce E. Campbell, Jr. Michael McDonnell James H. Prentiss John C. Sites	Morrie A. Moss Charles R. Sherman	John M. Planchon	Thais A. Davenport  J. Allen Boone N.P. McWhirter
<u>Stu. &amp; Campus Life</u>			
* Kenneth F. Clark, Jr., Ch. W. L. Davis, Jr. Tommie S. Dunavant Bryan M. Eagle Vicki G. Roman Arthur N. Seessel III Willard R. Sparks	E. A. Alburty Emily Alburty	Michael Nelson	Patricia T. Adair  Thomas C. Shandley Karen A. Silien
<u>Investment</u>			
* Michael McDonnell, Ch. Bruce E. Campbell, Jr. James A. Thomas III	Robert D. McCallum Ralph C. Hon	Pamela H. Church	J. Allen Boone N.P. McWhirter
<u>Audit</u>			
L. Palmer Brown, Ch. Edgar H. Bailey	George E. Cates P.K. Seidman	Rebecca Sue Legge	N.P. McWhirter

\* Executive Committee Member  
 #Elected by Faculty or Students

\* Winton M. Blount, ex officio, all committees  
 \* James H. Daughdrill, Jr., ex officio, all committees  
 David L. Harlow, ex officio, all committees

(Revised 11/17/92)

**REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP** - Mr. Frank M. Mitchener, Jr., Acting Chair - October 23, 1992 -

Members present: Winton M. Blount, J. Bayard Boyle, Jr., Robert H. Buckman, Frank M. Mitchener, Jr., L. Palmer Brown, Robert D. McCallum, President Daughdrill; Faculty: Ben W. Bolch; Staff: David L. Harlow, Loyd C. Templeton, Jr., Helen W. Norman, Josephine B. Hall.

Members absent: Henry Goodrich, Chair; Charles P. Cobb, Frances Tigrett

The Committee discussed prospective trustee candidates and stated that a slate would be presented to the Board at the January meeting.

The Committee discussed candidates for honorary degrees and stated that a slate would be presented at a later time.

The Committee discussed and recommends the following proposed amendment to Article VI, Section 10 of the College ByLaws and the addition of Article VI, Section 13. This recommendation constitutes the official 60 days notification to the Board allowing a vote at the January 1993 Board of Trustees meeting.

**I. Delete highlighted portions of Article VI - Section 10**

**Section 10. Committee on Enrollment.** The function of this Committee shall be:

- to study, promote and take leadership in policies and plans to promote the application and enrollment of new students;
  - to review and recommend to the Board policies, programs and leadership for recruiting students;
  - to appraise periodically the admission and financial aid policies and programs of the College and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;
  - to appraise periodically the retention of students eligible to return the following year and to bring to the Board recommendations concerning any aspect of retention;
  - to study and recommend to the Board plans that will help assure adequate resources for scholarships and financial assistance to students;
  - to study, promote and take leadership in policies and plans for the College's programs of special studies;**
  - to review and recommend to the Board policies, programs and leadership for recruiting participants in offerings of special studies;**
  - to appraise periodically the fee structure of the Center for Special Studies, and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;**
  - to appraise periodically the enrollment in the Center for Special Studies and to bring to the Board any recommendations for improvement;**
- The Dean of Admissions shall serve as co-administrator and secretary of this Committee. **The Dean of Special Studies shall serve as co-administrator of this Committee.**

**II. Add to the Bylaws:**

**Section 13. Committee on Special Studies.** The function of this Committee shall be:

- to study, promote and take leadership in policies and plans for the College's programs offered by special studies for individuals and businesses in the community;
  - to review and recommend to the Board policies, programs and leadership for recruiting participants in offerings of special studies;
  - to appraise periodically the budgetary process of the Center for Special Studies, and to bring to the Board recommendations which it deems appropriate concerning any aspect of these policies and programs;
  - to appraise periodically the enrollment in the programs of the Center for Special Studies and to bring to the Board any recommendations for improvement;
- Trustees on this committee should normally reside in Memphis or the surrounding area. The Dean of Special Studies shall serve as administrator and secretary of this Committee.

The Committee recommends to the Board the approval of the following resolution in memory of Mr. B. Snowden Boyle and recommends that the secretary inform the family:

*In Memoriam*

**B. SNOWDEN BOYLE  
1900-1992**

With the death of Snowden Boyle on October 12, Rhodes lost a dear and valued friend whose service to the College spanned over four decades. Known to all as one of Memphis' premier business leaders, he brought his expertise to our campus as a trusted member of the College's Investment Committee for thirty-seven years. In recognition of his many contributions, Rhodes awarded to him its 1975 Distinguished Service Medal and in 1984 named him an Honorary Trustee of the College. The Board of Trustees records here with deep gratitude its thanksgiving for the life of B. Snowden Boyle.

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

**REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE** - Mr. Kenneth Clark,  
Chair - October 23, 1992

The committee on Students and Campus Life was called to order by Chairman Kenneth F. Clark at 2:00 p.m. on the patio of the Lynx Lair. Members in attendance were: Patricia Adair, Bryan M. Eagle, Tommie S. Dunavant, Michael Nelson, Vicki G. Roman and Arthur N. Seessel; Ex-Officio members Thomas C. Shandley and Karen A. Silien. Present by invitation: Mike Clary, Karen Conway, Drew Henry, Judy Roaten and Sandi George Tracy. The following members were absent: E.A. and Emily Alburty, W. L. Davis, and Willard R. Sparks.

Ms. Sandi George Tracy, Director of Career Services, updated the committee on the current job market, stating that mergers, acquisitions, downsizing, foreign competition and poor economy have transformed the job marketplace. 70% of college graduates entering the job-market can expect "college level" jobs. Approximately 33% of Rhodes students go directly into advance study programs but the majority go into the job market. Career Services provides assistance to students and alumni through

- (1) counseling (466 student and alumni in 1991-92),
- (2) strong Interest Inventory (116 students last year, up 111%), and
- (3) workshops (75 last year). Workshop topics include Resume Writing, Interviewing, Job Search, Senior Orientation, Women in the Workforce, Put Your Best Fork Forward and Career in Service and Nonprofit.

Other services available to Junior and Senior students with a 2.5 or better g.p.a are internship positions with local businesses and the White House. Last year Career Services listed 8,124 full-time jobs. Ms. Tracy stated the top goal for Career Services is improved communication with the students -- this goal is being obtained with the help of three publications, "A Four-Year Guide to Success at Rhodes," "A Dozen Ways to Get the Most Out of Career Services" and "The Career Appeal."

Associate Dean of Student Affairs, Karen Silien, reported on the leadership initiatives available to students. Twenty one students are currently participating in the second year of Leadership Rhodes. These students are being challenged to examine and evaluate their values, beliefs and ideas about leadership, life, the world and themselves. The pairing of a mentor from the Memphis community is a highlight of this program. Another opportunity for leadership development is the fall Leadership Conference which is open to all students. This year forty-eight students participated discussing topics such as wellness, delegation, motivation, conflict resolution, time management, values, ethics and communication skills.

Ms. Karen Conway, Director of Multicultural Affairs, began her report with an overview of this year's International Student Orientation. The involvement of faculty, staff and students during orientation aided the International students in their transition to Rhodes and to a new country. Other programs initiated for the International student include a host family program, a monthly coffee hour program and "Cross Cultural Film Series" - a program designed to give members of the Rhodes community an opportunity to explore other cultures through both film and discussion. Ms. Conway reported the retention rate of the African American student was 100% for 1990 and 90% for 1991.

The president of Student Assembly, Drew Henry informed the committee of student involvement in the presidential election. Student Assembly sponsored a voter registration drive and sessions to watch the presidential debates. Up-coming plans include a student debate and the provision of transportation to the polls on election day. Student Assembly is off to a good start with new officers and a leadership program for first-year students interested in future leadership positions. Mr. Henry shared with the committee that the over-all attitude of the students is up from last year. The students are pleased with revisions made to the alcohol policy. The policy was revised so that students can drink alcohol in the company of under-age students. Legal-age students are required to wear an arm bracelet indicating they are of age. The International Studies Masters proposal was cited as a growing student concern. Student Assembly has invited Dean of Academic Affairs, Harmon Dunathan, to the upcoming Student Assembly meeting to discuss the masters program.

Mike Clary, Director of Athletics reported his current goal is the development of the Campus Life Center and a life fitness opportunity for faculty, staff and students. To date, improved fitness opportunities include the weight training room, the par course, the renovation of the track at Fargason Field, the construction of the fitness room on the north balcony of Mallory Gym and the development of Heartsmart, a wellness program for faculty, staff and students. Heartsmart is now in its second phase, with approximately 125 faculty, staff and students participating in each phase. Mr. Clary concluded his report with a tour of the weight training room, fitness room and track.

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

**REPORT OF THE COMMITTEE ON DEVELOPMENT** - David D. Watts '63, Chair - October 23, 1992

Chair David Watts called the meeting to order at 2:00 p.m.

**Members present were:**

Bland W. Cannon '41, James A. Thomas III '62, David D. Watts '63, William S. Craddock, Sr. '40, Frank Norfleet, P.K. Seidman, Alvin Wunderlich, Jr. '39, and Joseph Orgill.

**Invited guests were:**

Paul Ollinger '91, Andrea Groth, Janice Herbert, Jamie McDaniel '94, and Riddell Walcott '95.

**ANNUAL FUND REPORT**

Paula Jacobson reported on the success of the 1991-92 annual fund. A total of \$1,800,627 was raised, a total only slightly above the previous year. Greater success was achieved, however, in the area of alumni participation. Participation increased to 47% toward a goal of 50%. This total reflects an almost 10% increase in the number of alumni donors of restricted and unrestricted gifts to the annual fund.

The annual fund goal this year reflects an 8% increase over the amount raised last year, \$1,960,000. (Our budgeted goal is actually \$2,100,000.) The greatest emphasis will be on reaching the 50% alumni participation, representing a net increase of 400 new donors or 8% increase.

**1992 TRUSTEE CAMPAIGN**

This year's trustee campaign is headed by Bill Michaelcheck. The goal for the annual fund campaign is \$540,000. To date \$335,158 has been pledged, a 17.1% increase over this time last year. He thanked each of the trustees for their generous support, and encouraged each trustee to make his/her pledge to the annual fund, the campaign which supports the operating budget of this college.

Ms. Jacobson introduced Paul Ollinger '91, the new Assistant Director for Annual Giving who introduced Jamie McDaniel '94 and Riddell Walcott '95 who discussed the success of the fall student phonathon. Students have been calling for two weeks, and have received 1461 pledges, totalling almost \$120,000. Their goal is to reach 80% of all alumni and to receive 60% of the goal in receipts by December 31.

**150TH ANNIVERSARY CAMPAIGN**

Mr. Watts said that during his report he would call on Dr. Blount to give a report on the 150th anniversary campaign. (see 10-92-16)

**LEADERSHIP TASKS FORCES**

In order to reach an ever-widening group of people about the campaign, Andrea Groth reported that 9 meetings have been scheduled in 7 cities and 2 in Memphis to discuss the campaign. During these meetings, individuals discuss their feelings toward the College and to evaluate individuals in their cities and in the classes surrounding theirs during their years at Rhodes. Don Lineback reported "it is unlike any campaign meeting I have ever been to where individuals give testimonials like a Baptist tent meeting."

**PLANNED GIVING**

Ms. Jacobson gave an update on the planned giving program. During the 1991-92 fiscal year, \$12.7 million was added to the anticipated estate plan total, a 25% increase over the previous year's total. The total in anticipated receipts has reached \$46 million.

She also presented charts which projected income from these plans over the next 50 years.



In order to recognize those individuals who have made significant estate plan gifts over \$100,000 - \$999,999, the College has created the Heritage Society Roll of Honor, which has been placed on the first floor of Palmer Hall.

The estate plan area has expanded and Ms. Jacobson presented the following resolution for approval in order to support the opportunity for young alumni and friends to include the College in their wills.

**(1) Estate Plan Resolution:**

**In order to encourage new estate-plan gifts, the College will reimburse the donor for up to \$400 in legal fees incurred in the creation of estate plan gifts that include Rhodes as a direct beneficiary.**

**The reimbursement reflects an increase from \$200.**

**JAN SEIDMAN**

Dean Lineback presented a resolution to approve the use of Mrs. Jan Seidman's gift. The gift, a testamentary trust, will create a Professorship in International Affairs.

In order to recognize the gift and show our appreciation I recommend the following resolution:

**(2) Resolution concerning Seidman Estate Plan:**

**The Trustees of Rhodes College express their heart-felt gratitude to Mrs. Jan S. Seidman for her extraordinary generosity and foresight in creating an estate plan for the College. Her gift will establish the J.S. and Jan S. Seidman Professorship in International Affairs, which will strengthen the endowment of the College and will underwrite the work of the finest teacher-scholars in International Affairs.**

**On behalf of the future generations of students and faculty who will benefit from her thoughtfulness, the Board expresses its enduring appreciation.**

**The Board shall place the names of J.S. Seidman and Jan S. Seidman in the Benefactors' Circle in the Cloister of Palmer Hall to recognize their important role in the history of Rhodes College.**

**FOUNDATIONS**

Paula Jacobson introduced Janice Herbert, new Director for Grants, who gave an update on the foundation program in development.

Having no new business, the meeting was adjourned at 3:30 p.m.

**REPORT OF THE COMMITTEE ON ENROLLMENT** - Ms. Nancy J. Huggins, Chair - October 23, 1992

The Committee on Enrollment was called to order in Room 304 Clough Hall at 2:00 p.m. on October 22, 1992, by Chairperson Nancy Huggins with the following members in attendance: Mr. Marion Adams, Ms. Nina Choudhuri, Mr. Ted Henry, Dr. Cynthia Marshall, Dr. K.C. Ptomey, Mr. W.C. Rasberry, Dean Sally Thomason, Mr. Art Weeden, and Dean Dave Wottle.

**ADMISSIONS REPORT**

Dean Wottle began his report with an overview of the admissions year. Characterized as the toughest recruitment year in the past decade, the final results of the year were mixed. While a record number of students requested information from the College (20,798 inquiries), the number of students who applied for admission was one percent less than a year ago (2,086 vs. 2,104). The overall qualifications of the entering class were almost identical to last year's class, yet our acceptance rate declined 8 percent. And while we were able to surpass our enrollment goal of 388 new students (we enrolled 395 new students), our yield on accepted students dipped 4% and reached an all-time low of 25%.

The most trying time in the year came during the last week in April when it appeared that we would miss our enrollment goal by about 50 students. Two major decisions were made at that time. The first was to re-package the financial aid offers of approximately 60 non-committed students. This policy resulted in 14 additional students enrolling at Rhodes. The second decision was to accept virtually all of the students placed on our wait list. This caused our acceptance rate to increase and also signified that we had come very close to not being able to enroll our targeted number of students. Our initial information implies that financial aid is the major reason for the decline in our yield rate and resultant admission difficulties.

Dean Wottle distributed a profile of the Class of 1996 which showed that the academic qualifications of the entering class were excellent. The average first-year students ranked in the top 12% of their graduating class and earned a 3.50 grade point average. The middle 50% range on the SAT was 1110 to 1290 and on the ACT from 25 to 30. Over 11% of the first-year students, or 42, were minorities, with 14 black students, 16 Asian Americans, 10 Hispanics, 1 American Indian and one other minority.

Dean Wottle ended his remarks by emphasizing that there seems to be little light at the end of our admission tunnel due mainly to the continuing problems we will have to face with a financial aid budget that can not keep pace with the growing needs of our student population. Our new student enrollment target for next year is 440 students.

**FINANCIAL AID REPORT**

Mr. Weeden reported on the status of the financial aid program for the 1992-93 year. It was pointed out that financial needs exceeded our expectations and that steps are being taken to deal with the increased need for the current year. Mr. Weeden also indicated that a work group consisting of Comptroller Mac McWhirter, Institutional Researcher Bill Berg, Associate Academic Dean Mark McMahon, Dean Dave Wottle and himself has been established to formulate steps to minimize the long term effects of this year's "bulge" in the system. The work is in progress and no definitive decisions have yet been made. An update will be provided at the January meeting of the Board.

Congress reauthorized the Higher Education Amendments and President Bush signed them in July. As a result many changes in eligibility for federal student assistance will occur in 1993-94 as well as changes in the application and delivery process for student aid. The availability of loans and in larger amounts has been especially expanded. Students may now qualify for unsubsidized Stafford Loans, parents may borrow substantially more PLUS (Parent Loans for Undergraduate Students) funds and the limit on the amount of a Stafford Loan a student may borrow has been increased. Mr. Weeden indicated that the changes have in effect re-enfranchised the middle class.

Changes were also made in the need analysis system with respect to the treatment of assets and student earnings. As a result, more students will be eligible for federal funds and, specific to Rhodes, will increase the average need of our students by \$1,845. Unfortunately, we are unable to meet this difference with our own funding. Therefore we will use two need analysis methodologies

this year, the Federal Methodology to determine eligibility of the student for federal funds and our own Institutional Methodology which we will use to determine the distribution of institutional funds.

Another major effect these changes will have on Rhodes is an uncertainty about the competitiveness of our financial aid awards and the resultant effect on our recruitment of students.

Additional strategies we will be using this year include the discontinued use of the terms "need" and "family contribution" when talking to students and parents about financial aid, the elimination of "no need" letters, the possible increase in the work component of our aid packages and the inclusion of alternative financing options in correspondence with students.

Dean Wottle indicated that the College will be addressing some very difficult issues in the next few months concerning how we award financial aid to students. The end result of our decisions may very well mean a student body that is much different five years from now.

### **SPECIAL STUDIES REPORT**

Dean Thomason distributed a copy of the Special Studies Annual Report noting two major programmatic changes occurred during 1991-92: the transition of the Adult Degree Program from the Division so that recruitment and support of the adult degree students will be administered through Admissions, Student Affairs, and Academic Affairs, the same as for traditional-aged students, and the dramatic increase in the number of tailor-made programs for corporate clients.

Approximately 900 participants enrolled in Special Studies sponsored programs, a total of 1,300 people came to Seidman lectures and the C. Whitney Brown Management Seminar, and 12,300 individuals attended contracted conferences on the Rhodes campus. Total income was \$494,095, with a year-end operating surplus of \$8,652, even though the continuing education classes and Summer Scholars program did not meet income projections.

This past summer, since there seems to be a growing opportunity for tailor-made programs for businesses in leadership and international/cross cultural relations, we realized we needed to take a hard look at our basic approach to programming and the future direction for Special Studies. With the encouragement and sponsorship of Vice-President Harlow, Sally Thomason assembled a planning team from the various divisions of the College--Mark McMahon, Paula Jacobson, Sandi George Tracy and David Harlow--to work with Special Studies staff to do both an internal and external marketing scan and develop a modified three-year strategic plan for the Division. This team met four times and worked hard independently throughout the summer. The new mission statement, "To promote personal and professional development by extending the Rhodes tradition of excellence in liberal education to individuals and businesses," along with four re-stated Special Studies goals which will be incorporated in the Rhodes Plan for Excellence, were shared with the committee. As part of the new focus on executive leadership and intercultural education, it is being recommended that a new Board of Trustees Committee, primarily from the Memphis area, be established with the specific charge of overseeing the policies and development of this initiative.

Reporting on this fall's offerings Dean Thomason said there was a series of seven Intercultural Awareness courses and four 3-day seminars planned for Federal Express this year. The two courses that have already run this fall, "Africa" taught by Professor Mehran Kamrava and "Global Diversity" taught by Professor William Felice, received excellent evaluations. Baptist Hospital contracted for a nine week leadership development seminar which started October 9, as a pilot to four more programs this year if they are satisfied with this first one. Smith & Nephew Richards has asked us to produce three Intercultural seminars next spring, and we are currently talking with four or five other companies about similar offerings. There are 20 participants in the Institute for Executive Leadership this year and 116 in the six continuing education courses. We are pleased that it has become mandatory for all Tennessee lawyers to have 3 hours of ethics as part of the annual requirement, which positions the Rhodes Institute on the Profession of Law, now in its sixth year, in a very favorable light, as it was the first ethics program for lawyers scheduled on a regular basis in the state. This year's program will be held January 15, 1993 and to date has eight law firms and three corporate legal departments as sponsors.

There being no further business, the meeting was adjourned at 3:15 p.m.

**REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM -**  
Mr. Dunbar Abston, Chair - October 23, 1992

Members Present:

Board: Mr. Dunbar Abston, Jr. (Chair), Mr. John H. Crabtree, Jr., Mr. W. Neely Mallory, Dr. Paul T. Jones, Dr. C. Stratton Hill, Dr. Mary R. Wardrop,

Faculty: Professor Douglas W. Hatfield

Student: Ms. Doris G. Dixon

Staff: Dean Harmon Dunathan, Dean Marshall E. McMahon, Ms. Margaret Handwerker

Mr. Abston, chair, called the meeting to order and welcomed Dr. Mary Wardrop, the new trustee member of the committee, and Ms. Doris Dixon, the new student member of the committee.

Dean Dunathan distributed biographical information on the faculty appointments for 1992-93. He noted that the nine new tenure-track appointments had been filled with unusually able new faculty. He also described a particularly effective new faculty orientation program which included a presentation by Professor Charles Wilson, a well-known American historian of the South.

Dean McMahon distributed and explained a four-part faculty profile for 1992-93 noting that the tenure percentage falls well within the limit set by the Board of Trustees and that the student/faculty ratio is below 12:1. Dean McMahon told the committee that the projected 8 tenure-track appointments to be made for 1993-94 are all existing positions.

Dean Dunathan spoke briefly about fall class enrollments noting that preregistration and registration went particularly smoothly and that the average class size is 18. This semester very few classes are large. Organic Chemistry, at 62, is by far the largest but does involve each student in a small (15) laboratory session each week. Of the more than 300 courses offered this fall, only 18 are larger than 34.

Dean Dunathan noted that British Studies At Oxford and particularly the European Studies Program continue to be successful. Because Yerger Clifton will be retiring in 1994, negotiations are now underway to appoint separate new directors for the BSAO and European Studies programs.

Dean McMahon brought the committee up-to-date on the automation of the library, the computer center and the language lab.

Dean Dunathan discussed the possibility of establishing a new program which would offer a Master's in International Studies. An anonymous donor would provide a substantial endowment for the program. A group of faculty and administrators is conducting a careful study of the feasibility of such a program. This group includes several members of the Faculty Committee on the Curriculum. The group is gathering data about such programs elsewhere and will report the results of the investigation through regular channels.

Dean Dunathan distributed for the committee's information a survey of degree requirements of colleges in the group of "50." He noted that Rhodes requires a larger number of courses for the degree than do most other liberal arts colleges. As a consequence, in any one semester about half of the student body is enrolled in five different courses; the other half in four. Rhodes also requires more courses in specific areas than do most colleges; this reduces the number of courses that may be freely chosen.

There being no new business, the committee adjourned to 216 Buckman for a demonstration of the library on-line catalogue and the computer and language labs.

FULL-TIME FACULTY ON APPOINTMENT  
 TENURED/TENURE TRACK BY DEPARTMENT, 1992-93  
 (Last Revised: October 21, 1992)

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**LEGEND:**

<b>T:</b> Tenured appointment	<b>LY:</b> On leave for the year
<b>P:</b> Probationary appointment	<b>LF:</b> On leave for the fall
-#: probationary year@	<b>LS:</b> On leave for the spring
-F: final year at Rhodes	
<b>*</b> : Chairperson of department	<b>R:</b> Replacement appointment:
<b>N:</b> <i>Non-tenured appointment</i>	R(V) for vacant psn
<b>A:</b> <i>Administrative position</i>	R(L) for leave

@Probationary year is relative to tenure; i.e., tenure consideration in (6-#) years

=====

	<u>Status</u>	<u>#ten'd / ten trk</u>
<b><u>Anthropology/Sociology</u></b>		
		2 / 3
* Associate Professor J. Peter Ekstrom, Ph.D.	T	
Associate Professor Susan M. Kus, Ph.D.	T	
Assistant Professor Thomas G. McGowan, Ph.D.	P-5	
<b><u>Art</u></b>		
Professor Lawrence K. Anthony, M.F.A. (Fall only)	T	1 / 3
* Assistant Professor James D. Clifton, Ph.D.	P-5	
Assistant Professor David P. McCarthy, Ph.D.	P-2	
<b><u>Biology</u></b>		
		4 / 8
Professor Bobby R. Jones, Ph.D.	T	
Associate Professor Terry W. Hill, Ph.D.	T	
Associate Professor David H. Kesler, Ph.D.	T	
* Associate Professor John S. Olsen, Ph.D.	T	
Assistant Professor Carolyn R. Jaslow, Ph.D.	P-2	
Assistant Professor Gary J. Lindquester, Ph.D.	P-5	
Assistant Professor Charles L. Stinemetz, Ph.D.	P-4	
OPEN POSITION (Kenney)	(T track)	
<b><u>Business Administration</u></b>		
		2 / 5
Associate Professor Rebecca S. Legge, Ph.D.	T	
* Associate Professor John M. Planchon, Ph.D.	T	
Associate Professor Dee Birnbaum, Ph.D.	P-2	
Assistant Professor Pamela H. Church, Ph.D.	P-6	
Assistant Professor Deborah N. Pittman, Ph.D.	P-1	
<b><u>Chemistry</u></b>		
		3 / 5
Professor Harmon C. Dunathan, Ph.D.	A	
Dean of Academic Affairs		
Professor Helmuth M. Gilow, Ph.D.	T	
Professor Robert G. Mortimer, Ph.D.	T	
* Associate Professor David Y. Jeter, Ph.D.	T	
Assistant Professor Darlene Loprete, Ph.D.	P-3	
Assistant Professor Bradford D. Pendley, Ph.D.	P-2	
<b><u>Economics</u></b>		
		4 / 6
Professor Ben W. Bolch, Ph.D.	T	
LY Professor Wasfy B. Iskander, Ph.D.	T	

	<u>Status</u>	<u>#ten'd / ten trk</u>
Professor Marshall E. McMahon, Ph.D. Associate Dean of Academic Affairs	T	
Associate Professor Charles C. Orvis, Ph.D.	T	
Assistant Professor Joyce P. Jacobsen, Ph.D.	P-F	
Assistant Professor Bo Q. Lin, Ph.D.	P-F	
<i>Instructor Michael Rollosso, B.A. (Spring only)</i>	R(L)	
<b><u>Education</u></b>		1 / 1
*Associate Professor Gail C. McClay, Ph.D.	T	
<b><u>English</u></b>		4 / 10
Professor Yerger H. Clifton, Ph.D. Dean, BSAO, Director European Studies	T	
*Professor Robert L. Entzminger, Ph.D.	T	
Associate Professor H. Jennifer Brady, Ph.D. The Charles R. Glover Chair of English Studies	T	
Associate Professor Cynthia Marshall, Ph.D.	T	
<i>Assistant Professor John R. Bensko, Ph.D.</i>	N	
Assistant Professor Robert H. Byer, Ph.D.	P-4	
L F Assistant Professor Vanessa Dickerson, Ph.D.	P-5	
Assistant Professor Cary Holladay, M.A.	P-1	
LS <i>Assistant Professor Elizabeth H. Kamhi, Ph.D.</i>	N	
<i>Assistant Professor Richard A. Martin, Ph.D.</i>	R(L)	
Assistant Professor Sandra McEntire, Ph.D.	P-5	
Assistant Professor Brian W. Shaffer, Ph.D.	P-3	
Assistant Professor Mark Winokur, Ph.D.	P-3	
<b><u>Foreign Languages and Literatures</u></b>		5 / 10
*Professor Horst R. Dinkelacker, Ph.D.	T	
Professor William T. Jolly, Ph.D.	T	
Professor Donald W. Tucker, Ph.D.	T	
Professor James M. Vest, Ph.D.	T	
<i>Visiting Associate Prof. Valeria Kukharenko, Ph.D.</i>	R(L)	
L Y Associate Professor Valerie Z. Nollan, Ph.D.	T	
<i>Assistant Professor Shira M. Baker, Ph.D.</i>	N	
Assistant Professor Rahel Hahn, Ph.D.	P-1	
Assistant Professor Mikle D. Ledgerwood, Ph.D.	P-F	
Assistant Professor Yoshinori Sasaki, M.A.	P-1	
Assistant Professor Katheryn L. Wright, Ph.D.	P-6	
<i>Instructor Eric Henegar, B.A.</i>	R(V)	
<i>Instructor Esperanza Ralston, M.A.</i>	N	
<b><u>Geology</u></b>		0 / 0
<b><u>History</u></b>		2 / 8
Professor Douglas W. Hatfield, Ph.D. Director, SEARCH for Values Program	T	
*Associate Professor James C. Lanier, Ph.D.	T	
Assistant Professor Michael R. Drompp, Ph.D.	P-6	
Assistant Professor Elizabeth Feder, Ph.D.	P-2	
Assistant Professor Carolyn P. Schriber, Ph.D.	P-4	
Assistant Professor Michael Shirley, Ph.D.	P-F	
Assistant Professor Lynn B. Zastoupil, Ph.D.	P-5	
<i>Assistant Professor Gail Murray, Ph.D.</i>	N	
Instructor Winston C. McDowell, M.A.	P-1	

	<u>Status</u>	<u>#ten'd / ten trk</u>
<b><u>International Studies</u></b>		
L Y Professor John F. Copper, Ph.D. The Stanley J. Buckman Chair of Inter. Studies	T	2 / 6
Professor James Tobin (Fall only) The P. K. Seidman Chair of Inter. Pol. Economy	R(V)	
* Associate Professor Andrew A. Michta, Ph.D. The Mertie Buckman Chair of Inter. Studies	P-7	
Assistant Professor William Felice, Ph.D.	N	
Assistant Professor Herbert C. Huser, Ph.D.	P-1 (?)	
Assistant Professor Mehran Kamrava, Ph.D.	P-2	
Assistant Professor Nancy Mitchell, Ph.D.	P-1	
Instructor Katherine W. Owen, M.A.	N	
<b><u>Mathematics and Computer Science</u></b>		
* Professor G. Kenneth Williams, Ph.D.	T	3 / 6
L Y Associate Professor Thomas H. Barr, Ph.D.	T	
Associate Professor Steve Gadbois, Ph.D.	T	
Assistant Professor Terri E. Lindquister, Ph.D.	P-5	
Assistant Professor Robert R. Militello, Ph.D.	P-2	
Assistant Professor Brian L. Stuart, Ph.D.	P-2	
Assistant Professor Kenneth F. Yarnall, Ph.D.	R(L)	
<b><u>Music</u></b>		
* Professor Charles L. Mosby, M.M.	T	2 / 3
Associate Professor Diane M. Clark, D.A.	T	
Associate Professor David Ramsey, S.M.M. College Organist, Asst. Cond. Rhodes Singers	N	
Assistant Professor Thomas E. Bryant, D.M.	P-6	
<b><u>Philosophy</u></b>		
Professor James W. Jobes, Ph.D.	T	3 / 3
* Professor William L. Lacy, Ph.D.	T	
Associate Professor Robert R. Llewellyn, Ph.D.	T	
<b><u>Physics</u></b>		
* Professor Robert MacQueen, Ph.D.	T	3 / 4
Associate Professor Edward A. Barnhardt, M.S.	T	
Associate Professor John L. Streete, Ph.D.	T	
Assistant Professor Joan T. Schmelz, Ph.D.	P-1 (?)	
<b><u>Political Science</u></b>		
Professor Michael C. Nelson, Ph.D.	T	3 / 4
Associate Professor Michael P. Kirby, Ph.D.	T	
* Associate Professor Marcus D. Pohlmann, Ph.D.	T	
L F Assistant Professor Daniel Cullen, Ph.D.	P-5	
Assistant Professor Kieron Swaine, Ph.D.	N	
Instructor Clifford Fox, M.A.	R(L)	
<b><u>Psychology</u></b>		
* Professor Herbert W. Smith, Ph.D.	T	4 / 6
Associate Professor F. Thomas Cloar, Ph.D.	T	
L Y Associate Professor Marsha D. Walton, Ph.D.	T	
Associate Professor Christopher G. Wetzel, Ph.D.	T	
Assistant Professor Bette J. Ackerman, Ph.D.	P-5	
Assistant Professor Charles Lemond, Ph.D. Director of the Computer Center	A	
Assistant Professor Robert J. Strandburg, Ph.D.	P-6	

	<u>Status</u>	<u>#ten'd / ten trk</u>
<b><u>Religious Studies</u></b>		
Professor Richard A. Batey, Ph.D.	T	5 / 9
Professor Milton P. Brown, Ph.D.	T	
*Professor F. Michael McLain, Ph.D. Director, LIFE THEN & NOW program	T	
Associate Professor Steven L. McKenzie, Th.D.	T	
Associate Professor Valarie H. Ziegler, Ph.D.	T	
Assistant Professor Gail P. Corrington, Ph.D.	P-6	
Assistant Professor Steve Haynes, Ph.D.	P-4	
Assistant Professor Amy Hollywood, Ph.D.	N	
Assistant Professor Mark Muesse, Ph.D.	P-4 *	
LIF Professor Robert G. Patterson, Ph.D. (Fall only)	N *	
(*This is <u>one</u> tenure-track position; when Patterson retires no replacement.)		
Instructor Ellen Armour, M.A.	P-2	
<b><u>Theatre and Media Arts</u></b>		
Visiting Professor Henry Swanson, M.A.	R(VN)	1 / 2
*Associate Professor Tony L. Garner, M.M.	T	
Assistant Professor Frank G. Bradley, Ph.D.	P-5	
Assistant Professor Julia Ewing, M.A.	N	
	<b>TOTALS</b>	<b>54 / 102</b>

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Conversion of full-time tenure-track positions  
to FTE teaching for all full-time faculty  
and FTE teaching including part-time faculty

Full-time tenure-track faculty positions	102.00
less open tenure-track positions	<u>- 1.50</u>
Filled full-time tenure-track faculty positions	100.50
less leave-time for sabbatic or leave of absence	- 7.00
less administrative assignment	- 2.17
less special arrangements	<u>- 2.50</u>
FTE, full-time tenure-track faculty positions	88.83
plus FTE teaching, non-tenure-track positions (18.00-2.00)	<u>+ 16.00</u>
Actual FTE teaching, all full-time faculty	104.83
Plus:	
Actual FTE teaching, all part-time faculty	<u>+ 13.67</u>
Equals:	
Total FTE teaching, all full-time and part-time faculty	118.50



PART-TIME FACULTY ON APPOINTMENT  
 WITH TEACHING FTE, BY DEPARTMENT  
 (Last Revised: October 21, 1992)

Entries in *italics* are considered "adjunct" faculty: officers of instruction who teach three courses or less and are likely to have employment elsewhere. Entries in this type are "members of the faculty." The teaching FTE for each individual is given in parentheses by that person's name; the teaching FTE for a department is given in bold print beside the department name.

<b><u>Anthropology/Sociology</u></b>		<b>0.67</b>
Instructor Diane G. Sachs, M.A.	(0.67)	
<b><u>Art</u></b>		<b>1.67</b>
<i>Associate Professor James F. Williamson, M. Arch.</i>	(0.33)	
<i>Assistant Professor Martha Christian, M.F.A.</i>	(0.33)	
<b>Instructor Betty M. Gilow, B.F.A.</b>	(0.67)	
<i>Instructor Julia E. Graham, B.F.A.</i>	(0.33)	
<b><u>Biology</u></b>		<b>1.00</b>
<i>Professor Gary C. Pascuzzo, Ph.D.</i>	(0.33)	
<b>Assistant Professor Alan P. Jaslow, Ph.D.</b>	(0.67)	
<b><u>Business Administration</u></b>		<b>0.17</b>
<i>Instructor C. Bradford Foster, J.D.</i>	(0.17)	
<b><u>Chemistry</u></b>		<b>0.00</b>
<b><u>Economics</u></b>		<b>0.00</b>
<b><u>Education</u></b>		<b>0.17</b>
<i>Professor Johnnie B. Watson</i>	(0.17)	
<b><u>English</u></b>		<b>2.00</b>
<i>Assistant Professor Richard Lyons, Ph.D.</i>	(0.33)	
<b>Instructor Lisa Hickman, M.A.</b>	(0.83)	
<b>Instructor Charles C. Wilkinson, M.A.</b>	(0.83)	
<b><u>Foreign Languages and Literatures</u></b>		<b>2.00</b>
<b>Associate Professor Johann Bruwhiler, Ph.D.</b>	(0.17)	
<i>Assistant Professor Angela B. Mutzi, Ph.D.</i>	(0.67)	
<i>Instructor Mary S. Quinlan, B.A.</i>	(0.33)	
<i>Instructor Yumi Shiojima, B.A.</i>	(0.33)	
<b>Instructor Harriet L. Skupin, M.A.</b>	(0.50)	
<b><u>Geology</u></b>		<b>0.50</b>
<b>Instructor Carol L. Ekstrom, M.S.</b>	(0.50)	
<b><u>History</u></b>		<b>0.00</b>
<b><u>Humanities (Search)</u></b>		<b>1.33</b>
<i>Assistant Professor Earl C. Davis, Th.D.</i>	(0.33)	
<i>Assistant Professor Michael Schiefelbein, Ph.D.</i>	(0.33)	
<i>Assistant Professor Albert Watanabe, Ph.D.</i>	(0.33)	
<i>Instructor Jesse Garner, M.Div.</i>	(0.33)	
<b><u>International Studies</u></b>		<b>0.00</b>
<b><u>Mathematics and Computer Science</u></b>		<b>0.00</b>

<b><u>Music</u></b>		<b>1.00</b>
Assistant Professor Patricia A. Gray, Ph.D.	(0.50)	
Instructor Charlotte McLain, M.M. Director of the Adams Music Library	(0.50)	
<b><u>Philosophy</u></b>		<b>0.33</b>
Instructor Douglas D. Corbitt, M.A.	(0.33)	
<b><u>Physics</u></b>		<b>0.00</b>
<b><u>Political Science</u></b>		<b>0.17</b>
Professor D'Army Bailey, J.D.	(0.17)	
<b><u>Psychology</u></b>		<b>0.83</b>
Professor Allen O. Battle, Ph.D.	(0.33)	
Assistant Professor Jennifer Makin, Ph.D.	(0.33)	
Assistant Professor Laura Murphy, Ed.D.	(0.17)	
<b><u>Religious Studies</u></b>		<b>1.00</b>
Professor Paul Brown, Th.D.	(0.33)	
Professor Fred W. Neal, Ph.D.	(0.50)	
Distinguished Visiting Lecturer Harry K. Danziger (Sponsored by the Jewish Chautauqua Society)	(0.17)	
<b><u>Theatre and Media Arts</u></b>		<b>0.83</b>
Instructor Terry Scott, M.F.A.	(0.83)	
	<b>TOTAL</b>	<b>13.67</b>

Summary profile of all individuals with faculty status, 1992-93					
	Professor	Associate	Assistant	Instructor	Totals
<b>Full-time, teaching appt.</b>	24	31	50	4	109
<b>Full-time, admin appt.</b>	3	0	1	0	4
<b>Full-time, replace. appt.</b>	2	1	2	3	8
<b>Total full-time appt.</b>	29	32	53	7	121
<b>of which there are:</b>					
<b>Full-time, male</b>	29	21	31	4	85
<b>Full-time, female</b>	0	11	22	3	36
<b>Tenured, full-time</b>	25	29	0	na	54
<b>of which there are:</b>					
<b>Tenured, male</b>	25	20	0	na	45
<b>Tenured, female</b>	0	9	0	na	9
<b>Part-time individuals</b>	7	2	10	14	33
<b>Total in rank:</b>	36	34	63	21	154
					11/6/92

**Rhodes College**  
**Tenure Percentage Report, 1992-93**

			1992-93 percentage	Limit est'd by Board
Tenured faculty (number of individuals)	54	=		
<hr/>		=	52.9%	n.a.
Tenured and tenurable faculty positions	102			
Probationary faculty	38	=		
<hr/>		=	37.3%	n.a.
Tenured and tenurable faculty positions	102			
Tenurable positions open or filled by temp. appt.	3	=		
<hr/>		=	2.9%	n.a.
Tenured and tenurable faculty positions	102			
Tenured faculty (number of individuals)	54	=		
<hr/>		=	45.0%	67%
Full-time officers of instruction	120			
Tenured faculty (number of individuals)	54	=		
<hr/>		=	45.8%	60%
FTE faculty teaching (includes part-time FTE)*	118.00			

**Student to faculty ratio, 1992-93**

			1992-93 Ratio
Number of FTE students	1380	=	
<hr/>		=	11.7 to 1
FTE faculty teaching (includes part-time FTE)*	118.00		

\*Excludes 0.5 faculty member (0.5 FTE) paid for by outside funds

**REPORT OF THE COMMITTEE ON FINANCE** - S. Herbert Rhea, Chair - October 23, 1992

The meeting of the Committee on Finance was called to order by Mr. S. Herbert Rhea at 2:00 p.m. on Thursday, October 22, 1992 in the Hill Board Room, Palmer Hall. Other members in attendance were Mr. Spence Wilson, Mr. Jim Prentiss, Mr. Mike McDonnell, Mr. Charles Sherman, Dr. John Planchon, Mr. Robert Amis, Dean Allen Boone, and Mr. Mac McWhirter.

Mr. Rhea opened the meeting with introductions and a brief discussion and summary of the functions of the Committee on Finance and its role with the Administration and Board of Trustees.

Mr. McWhirter briefly reviewed the audited financial statements for the year ended June 30, 1992. He reported that this report had been reviewed and accepted by the Committee on Audit which met on October 20, 1992. Highlights of the report included:

- 1) the financial condition of the College remains sound with the audit firm providing an "unqualified opinion."
- 2) Tuition and fee income has increased approximately 13% from the previous year with a comparable increase in student financial aid expenditures of 15%.
- 3) The total fund balance of the College has increased by \$15,056,437, to a total of \$130,857,519. The endowment fund accounts for \$13,702,386 of this increase, with the current funds increasing by \$859,462.
- 4) Gifts to the College totaled \$10,874,948 or 90% over the prior year, with the endowment benefiting by \$5,668,618.
- 5) Realized and unrealized gains for College investments for the year were \$7,454,990, primarily in endowment. The endowment fund increased from \$84,197,211 to \$97,899,597 during the year.

Dean Boone then presented the current budget year-to-date (Attachment 1) and noted that with one notable exception, the College budget was right on target through the first quarter of the fiscal year. Total income to-date was running about the same as the same period a year ago. On the expense side, the student financial aid expenditures were over budget by approximately 10%. The Committee discussed at length the reasons for this situation, including rising family need, lower average family incomes, federal loan limits, and the prolonged recession. Recognizing the difficulty in forecasting precisely the financial aid budget, Dean Boone reviewed a number of possible changes in the way financial aid commitments are packaged in order to better predict and control these expenditures in the future.

In addition, Dean Boone explained that due to Rhodes long policy of conservative budgeting that the financial aid overage could be covered in the current-year budget by the Renovation and Replacement account, emergency fund, and lower discretionary spending through the balance of the year.

Dean Boone briefly reviewed the results of the year ending June 30, 1992 and the allocation of renovation & replacement funds. The College has allocated approximately \$800,000 for various capital needs. In addition, due to exceptional year-end results, the College was able to expand its reserves for its self-insurance medical program (\$200,000), fund a portion of the purchase of the new president's home (\$175,000) and expand its emergency fund reserve (\$300,000).

Mr. McWhirter discussed the disposition of several pieces of real estate since the April '92 Board meeting. Two Parkway House units were sold, the Rachel Littler home in Pittsfield, Massachusetts, the Rancho Mirage home (10% interest in Tom Davis' home), and a small parcel out off of Ridgeway. In addition, the College has a contract to sell some property it owns in Desoto County, Mississippi. The Committee expressed satisfaction that several non-income producing endowment assets were sold.

Dean Boone brought the Committee up-to-date on the real estate transactions involving the purchase of the president's new home on Morningside Park and the sale of the existing home on West Drive. Pursuant to the approval of the Executive Committee in June, the College financed \$500,000 of the purchase price through a loan with National Bank of Commerce after discussions with several financial institutions. The loan has a thirty-year amortization and is set at 7.35% for three years. Any outstanding balance at the end of three years is re-priced at prime or 165 basis points above the average 30 day Treasury Bill Rate at the option of Rhodes. It is anticipated that the loan will be paid off by the end of the three-year period. The home on West Drive was sold for \$355,000 in September. President and Mrs. Daughdrill moved to the new home the last week in September.

Mr. McWhirter discussed two banking resolutions setting up accounts for Rhodes programs; one for the deposit of funds in England (Lloyds Bank, P.L.C. of Oxford) for the British Studies program and one for the financial aid account (National Bank of Commerce). The Committee voted to recommend to the Board the adoption of the resolutions.

There being no further business at this time, the meeting was adjourned.

Exhibit G

Attachment 1

SUMMARY

INCOME AND EXPENSE REPORT SEPTEMBER 30, 1992

	1/12 BUDGET	SEPTEMBER ACTUAL	3/12( 25.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1992-93 ACTUAL/ BUDGET	1991-92 ACTUAL/ BUDGET
<b>INCOME:</b>								
TUITION & FEES	1,555,066.83	7,062,090.46	4,665,200.50	10,778,709.94	231.04%	18,660,802.00	57.76%	56.92%
SPECIAL STUDIES	41,666.67	39,923.31	125,000.00	94,376.31	75.50%	500,000.00	13.37%	14.36%
INTEREST & OTHER	71,022.92	81,817.39	213,068.75	380,895.62	178.76%	852,275.00	44.69%	45.58%
ENDOWMENT INCOME	336,779.67	336,779.66	1,010,939.00	1,010,939.78	100.00%	4,043,754.00	25.00%	25.00%
ANNUAL SUPPORT PROGRAM	177,583.33	92,763.14	532,750.00	325,066.32	61.01%	2,131,000.00	15.25%	12.28%
TOTAL EDUCATION & GENERAL	2,032,319.42	7,512,073.76	5,546,750.25	12,507,937.17	192.30%	26,187,833.00	48.07%	46.95%
AUXILIARY ENTERPRISES	498,284.75	1,692,434.52	1,494,854.25	5,284,161.61	353.49%	5,979,417.00	88.37%	90.25%
STUDENT AID	10,416.67	0.00	31,250.00	0.00	0.00%	125,000.00	0.00%	0.00%
TOTAL EDUCATION & GENERAL	2,691,020.84	9,504,508.48	8,073,062.50	17,874,148.78	221.40%	32,292,250.00	55.35%	54.19%
<b>EXPENSE:</b>								
INSTRUCTION & RESEARCH	755,033.92	739,845.88	2,265,101.75	1,867,726.16	82.45%	9,060,407.00	20.61%	20.26%
ATHLETICS	83,459.58	89,349.20	250,378.75	271,974.15	111.02%	1,001,515.00	27.75%	28.68%
LIBRARY	69,298.83	46,361.51	207,896.50	328,702.60	118.10%	831,586.00	39.52%	38.29%
STUDENT SERVICES	214,864.33	243,679.11	644,593.00	704,739.42	109.33%	2,578,372.00	27.33%	26.13%
PLANT OPER & MAINT	187,259.25	179,838.93	561,777.75	550,971.02	98.07%	2,247,111.00	24.51%	24.11%
GENERAL ADMINISTRATION	396,639.33	403,061.49	1,159,719.50	1,227,141.01	105.79%	4,639,678.00	26.44%	17.99%
TOTAL EDUCATION & GENERAL	1,696,555.74	1,706,156.12	5,089,667.25	4,957,304.36	97.39%	20,358,669.00	24.34%	22.06%
AUXILIARY ENTERPRISES	292,860.33	312,337.62	349,532.50	597,443.11	70.40%	3,394,330.00	17.60%	14.99%
SPECIAL STUDIES	42,943.08	29,844.72	128,829.25	102,820.02	79.81%	515,317.00	19.93%	21.47%
STUDENT AID	577,272.92	7,696,450.00	1,737,878.75	7,744,150.00	445.60%	6,751,515.00	111.40%	106.28%
TOTAL EDUCATION & GENERAL	2,601,652.57	9,804,838.46	7,804,917.75	13,401,717.49	171.70%	31,219,831.00	42.92%	39.57%
EXCESS OF INCOME / EXPENSE		-300,327.78		4,472,431.29				
BUDG COMM CONTINGENCY	9,440.25	-25,778.94	28,320.75	-25,653.96	90.58%	113,283.00	22.64%	9.13%
RENOVATION & REPLACENT	79,923.00	0.00	239,784.00	0.00	0.00%	959,136.00	0.00%	0.26%
TOTAL EDUCATION & GENERAL	2,691,020.82	9,779,059.52	8,073,062.50	13,376,063.53	165.68%	32,292,250.00	41.42%	38.22%
EXCESS OF INCOME / EXPENSE		-274,551.04		4,490,005.25				

**REPORT OF THE AUDIT COMMITTEE** - Mr. L. Palmer Brown, Chair - October 23, 1992

The meeting of the Committee on Audit was held in the Hill Board Room of Palmer Hall at 3:00 p.m. on Tuesday, October 20, 1992. Those members of the committee present included the chairman Mr. Palmer Brown, Mr. Edgar Bailey, Mr. George Cates, Dr. Sue Legge, Mr. P. K. Seidman, Vice President David Harlow, Dean Allen Boone, and Mr. N. P. McWhirter. Mr. Jim Hassett, Mr. Bill Drummond and Mr. Mark Dantone represented Ernst and Young in presenting the audit report.

Mr. Brown convened the meeting by restating the responsibilities and duties of the Committee on Audit. He noted that the Committee was responsible for, not only the review of the audit and recommending the hiring of an audit firm, but also the review of policies and procedures approved by the full Board of Trustees. Mr. Brown requested that the resolution recommended by the Committee on Audit and passed by the Board of Trustees at the October 1989 Board meeting be written into these minutes as passed. At that time the resolution was stated and passed as follows:

**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 ByLaws, the final decision in this matter and all other matters is vested in the Board of Trustees.

Mr. Drummond was called upon to present the preliminary draft of the audited financial statements for the year ended June 30, 1992. 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. Tuition and fee income has increased approximately 13% from the previous year with a comparable increase in student financial aid expenditures of 15%. Dean Boone explained the relationship of these two areas and the ongoing problem of student assistance expenditures.
2. The total fund balance of the College has increased by \$15,056,437, to a total of \$130,857,519. The endowment fund accounts for \$13,702,386 of this increase, with the current funds increasing by \$859,462.
3. Gifts to the College totaled \$10,874,948 or 90% over the prior year, with the endowment benefiting by \$5,668,618.
4. Realized and unrealized gains for College investments for the year were \$7,454,990, primarily in endowment. The endowment fund increased from \$84,197,211 to \$97,899,597 during the year.

The subject of obtaining "Conflict of Interest" statements from members of the Board of Trustees was brought up and discussed. The auditors stated that it was not a mandatory procedure but that it was a practice followed by many organizations and one which the auditors recommended. It was the consensus of the Committee that the Board of Trustees should be requested to consider the adoption of such a practice.

Mr. Drummond then presented the Summary of Audit Differences and Ernst and Young's review of management policies and significant estimates.



The Audit Report was accepted by the Committee as presented by Ernst and Young. Mr. Drummond also reviewed the proposed changes in general accounting regulations concerning post retirement benefits and accrual of pledged contributions. Mr. Seidman suggested that the liability accruing from the implementation of FASB 106 be recorded on next year's financial statements.

Mr. Brown inquired as to the following of previous policies passed by this Committee and the Board of Trustees. It was noted that the College continues to maintain the level of spending from the endowment at the 5% level. The Committee asked Mr. McWhirter to research the question as to what would be the implication of the endowment earnings falling below the 5% computation level on any given year. He stated he would do so with the assistance of the College attorneys and report the results to the Committee at the next meeting. Regarding the policy passed in October 1989, Mr. Brown was informed that no additional borrowing of funds had been made during the year, and the level of pledged endowment assets for the 1985 bond issue remains the same.

Mr. McWhirter pointed out to the Committee that a bequest from a major donor has substantially reduced the note being held by the endowment used to acquire the PKA Building from \$1,454,000 to \$113,000.

The representatives from Ernst and Young were excused from the meeting so that the Committee could discuss the two audit proposals presented for FY 92-93. After discussions of the comparable levels of service and fees presented in the two proposals, the Committee voted to recommend the firm of Ernst and Young for the 1992-93 audit.

It was suggested that an interim meeting be held during the year to determine whether competitive bids would be solicited from various CPA firms for the following year's audit.

There being no further business, the meeting was adjourned.

**REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS** - Mr. George E. Cates,  
Acting Chair - October 23, 1992

The meeting was called to order in Room 105, Buckman Hall on October 22, 1992 at 2:00 p.m. by Mr. George E. Cates, Acting Chair. Committee members in attendance were: Trustees: George E. Cates, J. Lester Crain, Jr., John A. Austin, Jr., John M. Wallace III, Mertie Buckman, Nettie Schilling. Student Trustee: Chris T. Buchanan. Staff: William D. Berg, Brian E. Foshee.

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

Mr. Foshee distributed and reviewed a list of approximately 80 projects completed during the summer. The projects included Renovation and Replacement budget items, special projects and routine maintenance. He stated that 68% of the projects were completed by Physical Plant personnel. Highlights of the completed projects include: Complete interior painting of Robb, White, Ellett, Voorhies and Townsend Halls and partial interior painting of Bellingrath and Glassell Halls; Voorhies and Townsend Halls - installed new doors, carpet, lighting, corridor ceilings and 1st floor hvac replacement; Kennedy Hall - replaced three air handling units, renovation of lecture 201, lecture 205 and classroom 207; Clough Hall - constructed several new faculty offices and installed a new chiller and cooling tower and replaced roofs on Bellingrath and Glassell Halls.

Mr. Foshee reported on the Frazier-Jelke air conditioning system. The original 240 ton centrifugal chiller serving Frazier Jelke, the Math Tower, Rhodes Tower and the 1st and 2nd floors of Kennedy Hall, failed in mid August due to metal fatigue. It was determined that the cost to repair was not warranted due to the age (24 years) of the chiller and the long lead time for replacement parts. A temporary chiller was rented in order to keep the buildings operational. The Office of Griffith C. Burr worked with the Physical Plant Engineering Department to investigate and purchase a replacement chiller. A 230 ton York rotary screw chiller was installed approximately 28 days after the original chiller failed. The buildings did experience a few warm days, but classes were not affected. The new chiller, now fully operational, is more energy efficient and quieter than the original.

Mr. Foshee reported that Gamma Phi Beta Sorority is presently in the process of designing a chapter house. Preliminary plans, prepared by Mr. Zeno Yeates, were reviewed. Mr Foshee stated that the new house will be located on the east side of the campus, east of the present AOPi house. Gamma Phi Beta representatives are presently working with their national organization to obtain financing for construction.

Mr. Foshee discussed the status of the Campus Life Center. He stated that the design firm of Hastings and Chivetta had been authorized to proceed into the schematic design phase of the project for the purpose of revising the preliminary plans and providing a detailed cost estimate. It is anticipated that design work will begin in November and will be completed in approximately five months.

Mr. Foshee discussed the new President's Home located at 91 Morningside. The Georgian style home is a beautiful two story, red brick containing approximately 6000 s.f. The home was toured in June by various members of the Executive Committee and Buildings and Grounds Committee. The Executive Committee authorized President Daughdrill, Vice President Harlow and Dean Boone to negotiate a purchase price. The home was purchased in July and working with Lewis Graeber, a prominent residential architect, and C.W. Clark Construction Company, the home was renovated to include: enclosing a porch to create a new family room, new central air conditioning, refinished wood floors, modernized bathrooms, a new roof, interior and exterior painting and new carpet for the second floor. All renovations were completed in approximately 65 working days, and President and Mrs. Daughdrill were moved into their new home on September 22. The President's Home at 671 West Drive was sold in September.

There being no further business, the meeting was adjourned at 2:45 p.m to tour the President's Home.

**DEGREES CONFERRED ON MAY 10, 1992**  
**BACHELOR OF ARTS DEGREE**

Jill Anne Arrington	Atlanta, GA	History
Elizabeth Van Court Awsumb	(Two Degrees)	Music
Emile Joachim Babin III	Rome, GA	Art
Kendel Leigh Bailey	Covington, LA	Economics and Business Administration
Marcus Alexander Baker	Columbia, TN	Economics
Carol Coleman Barton	El Dorado, AR	Music
Gregory Neale Bateman	Memphis, TN	Psychology
Joseph Chandler Battaile, Jr.	Delmar, NY	International Studies
John David Baumgartner	Memphis, TN	Business Administration
William Nevison Becker II	Houston, TX	Economics
Thomas Alan Beebe	Fort Worth, TX	Political Science-Psychology
Christopher Shane Beeson	West Hartford, CT	International Studies
Patrick Ramsey Bell	Dallas, TX	English
Pamela Leigh Bishop	Lexington, KY	Political Science
	Birmingham, AL	International Studies and Political Science
Erica Kristin Blank	St. Louis, MO	International Studies
Kristi Deanne Bolton	Cordova, TN	Theatre
* Tracy Lynn Boney	Charlotte, NC	International Studies and Political Science
*# Norman Kris Boring	McDonald, TN	German
Eldridge Scott Bowen	New Orleans, LA	History
* Allison Paige Boynton	Baltimore, MD	French
Kimberly Ann Brawner	Germantown, TN	International Studies
*# Ashley Elizabeth Brian	Hot Springs, AR	Urban Studies
Sharon Ellen Bridger	Jacksonville, FL	Business Administration and International Studies
Andrea Leigh Bridges	Atlanta, GA	History
Andrew David Brown	Boston, MA	Political Science
Susan Kimberlin Butcher	Shreveport, LA	Anthropology / Sociology
Margaret Diane Campbell	Memphis, TN	Political Science
* Gina Marie Capizzani	Madison, NJ	Economics and Business Administration
Betsy Lynn Carnesale	Memphis, TN	History
Edward J. Carter	Newport, AR	International Studies
Frank White Cater	Birmingham, AL	Business Administration
Howard Everette Cater II	Natchez, MS	International Studies and Political Science
*# Cristi Marie Champlin	Germantown, TN	Psychology
Michelle Skelton Chapman	Olive Branch, MS	Business Administration
Kortney Justine Christensen	Jonesboro, AR	Business Administration
Stephanie Lyn Clark	Buffalo, NY	Anthropology / Sociology
Howard Leon Cleveland IV	Memphis, TN	Psychology
Lillian Claire Cleveland	Atlanta, GA	History
Christine Mary Clippinger	Nashville, TN	Religious Studies
@ Elizabeth Ione Cloar	Memphis, TN	Art
MeChe DeAnne Cochran	Little Rock, AR	Psychology
Kimberly Ann Colyer	Farmington, MO	Political Science
Catherine Ruth Cooper	Birmingham, AL	Anthropology / Sociology
*** John Nathan Copeland	Memphis, TN	Classics
Elizabeth Jane Cotham	Little Rock, AR	Political Science
Anisa Paige Cottrell	Staffordsville, KY	Religious Studies
Christopher William Cox	Jackson, TN	History
Barton Thomas Crawford	Birmingham, AL	English
Alison Margaret Crone	Memphis, TN	History
*# Brian Marshall Curtis	Fort Smith, AR	Economics

\* cum laude  
 \*\* magna cum laude

\*\*\* summa cum laude  
 # Phi Beta Kappa

^ Honors Research  
 @ in absentia

James Morgan Day III Drew McClellan Deckman Jennifer Collins Devereaux Bradley Carroll Dickerson Kathleen Kay Donnelly	Spring City, TN Peachtree City, GA Montgomery, AL Brentwood, TN Southfield, MI	Business Administration Philosophy English Economics and Business Administration Art
***# Carol Annette DuBard Mary Elizabeth Dueker William Donald Duke, Jr.	Vestavia Hills, AL Belleville, IL Nashville, TN	Religious Studies English Business Administration and International Studies International Studies Theatre
*# John Russell Dunn Catherine Marie Eckman Melanie Aleza Elliott Ashley Louise Ellis Kim Ismail Elmiligy	Greensboro, NC Houston, TX Little Rock, AR Birmingham, AL Gent, Belgium	Business Administration Business Administration Economics and Business Administration Psychology Political Science International Studies International Studies History
*# Shannon Raye Emerson Melissa Lynn English Chesney Elizabeth Falk	Marietta, GA Stone Mountain, GA Sevierville, TN	International Studies International Studies History Anthropology / Sociology - Religious Studies Political Science History
* Warren Kelley Fincher Edward Carl Fisher, Jr. Samuel Leonard Flemming	Greenville, TX Charlotte, NC Birmingham, AL	Economics and International Studies English History Political Science Religious Studies International Studies Economics and Business Administration Business Administration Computer Science and Business Administration Psychology English Business Administration German Business Administration Biology Psychology Religious Studies International Studies and Political Science
Tonya Renee Floyd Alison Marie Foster Jonathan Lewis Bartley Fowler Kimberly Ann Franklin Allison Susan Fuss John Patrick Gamble Kelly Andrew Garrett Kenneth Stephen Geers John Joseph Gilluly III Lee Ann Graham Randal Wayne Graham	Little Rock, AR Brandon, MS Ripley, WV Dhahran, Saudi Arabia Memphis, TN Charlotte, NC Monett, MO Sikeston, MO Metairie, LA Meridian, MS Cleveland, TN	Anthropology / Sociology International Studies Economics and Business Administration Business Administration Business Administration Psychology English Business Administration German Business Administration Biology Psychology Religious Studies International Studies and Political Science Anthropology / Sociology Psychology History Anthropology / Sociology International Studies Psychology Music Psychology Biology Russian / Soviet Cultural Studies History Economics and Business Administration History Business Administration and International Studies
Brian Steven Grant Michael Blakely Gratz, Jr. Murry Lane Grayson, Jr. Gary Hennessee Greene Jennifer Renee Gunther Hadley Joseph Hamilton Jennifer Lynn Hamlett Charles West Hammond Kelly Chantal Hartis	Memphis, TN Tupelo, MS Conyers, GA Richmond Hill, GA Northport, AL Germantown, TN St. Louis, MO Southaven, MS Charlotte, NC	
Sara Reid Hawks Beverly Suzanne Hayden Paul Terry Hester Elizabeth Marie Hickman	Little Rock, AR Paducah, KY Brentwood, TN Atlanta, GA	
*# Benjamin Marshall Hillhouse Shannon Elizabeth Hills Victoria Scarlett Holland Dana Michele Hollis Stacy Leigh Holston Jennifer Susan Holyer Stephen Norwood Horn	Charleston, MO Atlanta, GA Huntsville, AL Tremont Bottom, LA Bentley, LA Picayune, MS Lafayette, LA Malden, MO Chattanooga, TN Morristown, TN	
* Jason Todd Howell Sarah Elizabeth Hughes Robert McPhail Hunt III (Double Major)		

\* cum laude  
 \*\* magna cum laude

\*\*\* summa cum laude  
 # Phi Beta Kappa

^ Honors Research  
 @ in absentia

Jennifer Lynn Jenkins	Ripley, TN	International Studies and Political Science
Terry Leon Johns	Fort Worth, TX	Anthropology / Sociology
Nancy Elizabeth Johnson	Atlanta, GA	History
*# William Herman Jordan	Nashville, TN	Economics and Business Administration
Robert Raymond Joseph	New Orleans, LA	Philosophy
Braden Arthur Jubenville	Mobile, AL	Business Administration
David Anthony Kahalley	Mobile, AL	Business Administration
*# Kerry Jean Kane	Memphis, TN	Biology
Kristina Ane Kloss	Prescott, AZ	Theatre
Kenneth Richard Knecht (also BS)	Walnut Creek, CA	Psychology
Wanda Flowe Kuykendall	Huntersville, NC	Anthropology / Sociology
Robert Caballe Lahiere, Jr.	Chattanooga, TN	German - Russian/Soviet Cultural Studies
Laura Kay Landers	Memphis, TN	Music
John Harry Lange III	Atlanta, GA	Biology
Kelly Elizabeth Leach	Owensboro, KY	Economics and Business Administration
* Kai Len Lee	Little Rock, AR	German
Michael Lamar Lewis	Okeechobee, FL	Biology
Kristen Elizabeth Lichtermann	Cordova, TN	Biology
Stuart Stinson Liles	Brandon, MS	English
Henry Valentine Lindeman	Atlanta, GA	Business Administration
*# Judith Marie Long	North Little Rock, AR	Computer Science / Mathematics
Andrea Ludwig	Greenville, MS	Business Administration and International Studies
William Murray Lybrook IV	Atlanta, GA	Business Administration
Allison Elizabeth Manzke	Dallas, TX	History and International Studies
Kyle Anthony Marks	Upper Arlington, OH	Economics and Business Administration
Melissa Jean Martin	Forrest City, AR	History
John Lyman Mason	Tuscaloosa, AL	Political Science
*#^ Amy Alice Matheny	Cleveland, TN	Theatre
John Matsek III	Little Rock, AR	Economics and Business Administration
Marty Brett McAfee	Brush Creek, TN	Political Science
James Benjamin McCormick	Shreveport, LA	Business Administration
Cynthia Jean McCraw	Hattiesburg, MS	English
Mary Jennifer McDaniel	Atlanta, GA	International Studies
Holli Cecile McLeary	Memphis, TN	Psychology
@ Charles Scott McMahan	Norcross, GA	International Studies and Political Science
Sharonda Lynn McMurray	Memphis, TN	Business Administration
Sarah Heinrich Menzer	Memphis, TN	International Studies and Political Science
Benjamin Preston Merchant	The Plains, VA	History
Josephine Ashley Mickle	Kankakee, IL	Economics and International Studies
Kara Lyn Middleton	Cordova, TN	Political Science
Mark Allen Miller	Murray, KY	Biology
Susan Elizabeth Moffatt	Indianapolis, IN	Anthropology / Sociology
Christopher Earl Moore	Franklin, TN	English
Brittan O'Bryan Morel	Brentwood, TN	History
Amanda McLean Murray	Houston, TX	Business Administration
Craig Ellis Nadel	Memphis, TN	Philosophy
Lisa Elizabeth Navarra	Memphis, TN	Religious Studies
@ Marilyn Naylor	Memphis, TN	Psychology
Emily Marie Newsom	Starkville, MS	Business Administration
Heather Welch Nichols	Memphis, TN	English
Lindsay Greer Odom	Charleston, SC	Art
Anna Gaye Owens	Calhoun, GA	Political Science
Kelli Nell Pacello	Germantown, TN	History

\* cum laude

\*\* magna cum laude

\*\*\* summa cum laude

# Phi Beta Kappa

^ Honors Research

@ in absentia

Peter Stephen Pappas	Hot Springs, AR	Business Administration
Lori Dale Parish	Memphis, TN	Psychology
Kimberly Joelle Patten	Mobile, AL	English
Lane Wilsford Patton	Memphis, TN	History
Dorothy Rankin Payne	Russellville, AR	Psychology
Scott Brinkmann Peatross	Shreveport, LA	International Studies and Political Science
Stewart Davis Perry	Anderson, SC	Religious Studies
*# Brian William Picard	Shawano, WI	Economics and International Studies
Laura Michelle Pietrangelo	Germantown, TN	Religious Studies
Kelly Elaine Pledger	North Little Rock, AR	Psychology
Alice Caldwell Pond	Mobile, AL	History
*#^ Daniel Kyle Pond	Nashville, TN	History
Markus Philipp Pott	Kassel, Germany	Biology
Thomas Deward Powell II	Nashville, TN	French
Matthew Thomas Preston	Versailles, KY	International Studies
Tracey Camille Rancifer	Little Rock, AR	Political Science
Carl S. Randall	Mobile, AL	Political Science
Katherine Celene Ray	Bridgeton, MO	History and International Studies
Maria Kathleen Ray	Pensacola, FL	English
Jennifer Jo Rayburn	Murray, KY	Psychology
Lorie Ann Reesor	Shelbyville, KY	Political Science
Allison Kaye Reuber	Olathe, KS	International Studies
Cindy Rita Roberts	Nassau, Bahamas	Psychology
Brett Woods Robinson	Grenada, MS	History
Robert Oliver Roebuck	Birmingham, AL	Religious Studies
Linda Carol Rose	Tulsa, OK	Psychology
Emmett Russell IV	Nashville, TN	English
Russell Curtis Rutledge	Tupelo, MS	Philosophy
Alison Hart Ruwet	Memphis, TN	Urban Studies
Elizabeth Catherine Schaeffer	Columbus, MS	English
O. E. Schow IV	Oak Ridge, TN	Psychology
Valerie Spencer Scott	Memphis, TN	Biology
Temple Thompson Sellers	Atlanta, GA	Business Administration
William James Shapiro	Rutherfordton, NC	Mathematics
Carolyn Sharp	Katonah, NY	Urban Studies
Terron Kaye Shoemaker	Morrilton, AR	International Studies
Katherine Jane Short	Franklin, TN	Anthropology / Sociology
Susannah English Shumate	Clarksville, TN	History
* Carl Brock Sides	Moscow, TN	Philosophy
Ashley Kerr Simmons	Birmingham, AL	English
Russell Noel Sims	Nashville, TN	Urban Studies
* Mary Virginia Slay	Birmingham, AL	Anthropology / Sociology
(Double Major)		Spanish
Suzanne Ruth Smalley	Bonaire, GA	International Studies
Jana Lane Southern	Caruthersville, MO	History and International Studies
Heather Lynn Spurlock	Pensacola, FL	International Studies
Stephen Anthony Staid	Baton Rouge, LA	History
Stacey Lynne Starr	Manchester, TN	Biology
Thomas Richard Stephenson, Jr.	Lamar, AR	International Studies
Burton Newman Stodghill	Paducah, KY	English
*# Julie Elizabeth Story	Spartanburg, SC	Physics
Richard Hahs Stout	Murray, KY	Business Administration
Cynthia Ann Sullivan	Knoxville, TN	Psychology
John Harris Swift	Charlotte, TN	Biology
*# Lacey Kathryn Taylor	Memphis, TN	English
Miriam JaDon Taylor	Atlanta, GA	Anthropology / Sociology
Christina Lee Temple	Memphis, TN	Religious Studies

\* cum laude

\*\* magna cum laude

\*\*\* summa cum laude

# Phi Beta Kappa

^ Honors Research

@ in absentia

	Ellen Kay Thompson	Menlo, GA	Psychology
	William Kevin Thompson	Ocean Springs, MS	Economics
*	Kevin Wood Tilley	Memphis, TN	Economics and Business Administration
*	Bradley Andrews Todd (Double Major)	Harriman, TN	Political Science and Religious Studies
	Jennifer Arden Towson	Memphis, TN	International Studies
	Julia Calmes Trabue	Nashville, TN	International Studies
*	Richard Terry Trenthem, Jr.	Bartlett, TN	History
*	April Camille Tucker	Austin, TX	Mathematics
	Kathryn Eugenia Vieh	Atlanta, GA	Business Administration
	Walter Myles Walcott	Greenwood, MS	Biology
	Mary Gordon Walker	St. Simon's Island, GA	Business Administration and International Studies
*	Kristina Yvette Watkins	Memphis, TN	French
	Courtney Ann Welch	Birmingham, AL	Psychology
	Kimberly Stevens White	Germantown, TN	Business Administration
@	Andrew Lorenzo Wiggs	Columbia, SC	Computer Science and Business Administration
	Barbara Elaine Wilgus	Knoxville, TN	Psychology
*#	Anna Bentley Williams	Nashville, TN	Political Science
	Kathy Anne Williams (Double Major)	Metairie, LA	Anthropology / Sociology and Political Science
	Carolyn Joy Wills	Memphis, TN	Philosophy
@	Sara Jane Wilson	Stelle, IL	Psychology
	Coll Thomas Wise, Jr.	Atlanta, GA	Business Administration
	Christopher Horace Womack	Baker, LA	International Studies and Political Science
*	Belinda Jo Woodiel	McMinnville, TN	Spanish
	Kathryn Elizabeth Woods	Atlanta, GA	Psychology
	Benjamin Zachary Woodworth	Germantown, TN	Political Science
	Robert Loren Wright (also BS)	Memphis, TN	History
	Bruce Allen Zacharzuk	Humboldt, TN	International Studies

**BACHELOR OF SCIENCE DEGREE**

	Melissa Vosche Rutland Avery	Powell, TN	Chemistry
	Anna Marie Becher	Oak Ridge, TN	Biology
	Patrick Michael Blanner	St. Louis, MO	Biology
*	Shannon Colleen Brown	Germantown, TN	Biology
	Michael Robert Couden	Old Hickory, TN	Biology
	James Bradford Diestelhorst	St. Louis, MO	Biology
	Kathleen Marie Donnelly	Sullivan, MO	Biology
*#	Christopher Nick Emanuel	Mobile, AL	Biology
	Claiborne Hambrick Ferguson	Hattiesburg, MS	Biology
*#	Mary Anne Finney	Kingsport, TN	Biology
	Angela Joyce Gailey	Memphis, TN	Biology
	Vincent Wayne Gardner	Birmingham, AL	Biology
*#^	Bradford Wayne Greeley	Germantown, TN	Physics
	Barbara Carolyn Hall	Memphis, TN	Chemistry
	Melanie Lee Hays	Auburn, AL	Chemistry
	Bradley Nathan Jenkins	North Little Rock, AR	Biology
	Dea Griffith Jordan	Mandeville, LA	Biology
	Kenneth Richard Knecht	Walnut Creek, CA	Biology
	Kellee John LaCount	Gastonia, NC	Physics
	Michael Shannon McPherson	Memphis, TN	Physics

\* cum laude  
 \*\* magna cum laude

\*\*\* summa cum laude  
 # Phi Beta Kappa

^ Honors Research  
 @ in absentia

Michael Wayne McQuillen	Louisville, KY	Biology
Cassandra Mae Morgan	Lafayette, LA	Biology
Sherrri Lynn Naron	Franklin, TN	Chemistry
Bryan Keith Nerren	Cleveland, TN	Chemistry
Carl Scott Orthofer	Memphis, TN	Chemistry
Minesh Kumar Patel	Batesville, MS	Biology
* Steven Marquis Peckham	Memphis, TN	Chemistry
Lynne Elizabeth Potts	Mobile, AL	Biology
Regina Marie Reynolds	Memphis, TN	Biology
* Jennifer Suzanne Smith	Marion, AR	Biology
Bronwyn Angela Spiers	Houma, LA	Chemistry
Phillip Edward Tarkington	Memphis, TN	Biology
Carl Ernest Vest	Little Rock, AR	Biology
Brian Hamilton Ward	Monroe, LA	Computer Science / Mathematics
*# Kathy Lynn Wheeler	Wichita Falls, TX	Chemistry
*#^ James Buford White III	Germantown, TN	Physics
Chandra Yvette Whitmore	Little Rock, AR	Biology
Robert Loren Wright	Memphis, TN	Chemistry

**DEGREES CONFERRED ON AUGUST 15, 1992**  
**BACHELOR OF ARTS DEGREE**

Fambrough LaMonte Brownlee III	Psychology
Seth Green Herzog	History
Mary Anne Lacy	Art
(Double Major)	French
Bret Anthony Orsland	Psychology
Martin Ashby Russell	Biology
Lucy Isabel Ugaz-Vigil	International Studies

\* cum laude  
\*\* magna cum laude

\*\*\* summa cum laude  
# Phi Beta Kappa

^ Honors Research  
@ in absentia



Rhodes College Board of Trustees  
Minutes of a Special Meeting  
of the Executive Committee  
June 15, 1992

Pursuant to Article VI, Section 2, of the ByLaws, and call of the Chair, a special meeting of the Executive Committee of the Board of Trustees of Rhodes College was convened by means of a telephone conference call at 3:00 p.m. (Central time), Monday, June 15, 1992.

Trustees participating in the conference call were: Dr. Winton Blount, Mr. Dunbar Abston, Mr. Edgar Bailey, Mr. Kenneth Clark, Mr. Neely Mallory, Mr. Frank Mitchener, Mr. Herbert Rhea, Mr. David Watts, and Mr. Spence Wilson. College staff participants (non-voting) included: President James Daughdrill, Mr. Loyd Templeton, Dean Allen Boone, Mr. Brian Foshee and Mrs. Sherry Fields.

The Chair referenced information that had been furnished Executive Committee members pursuant to this meeting to vote on four recommendations.

The following four recommendations were moved and adopted unanimously by vote of participating members of the Executive Committee:

"That the Chair of the Buildings and Grounds Committee, the Chair and Chair-elect of the Finance Committee, the Dean of Administrative Services and the President of the College be authorized to act for the College on the following recommendations:

1. to buy the 91 Morningside Park property for \$675,000,
2. to finance a portion of the purchase up to \$500,000 with a mortgage that can be paid off in a very few years, a mortgage with the most favorable rate and terms as determined by the Dean of Administrative Services after getting competing offers, and
3. to sell the 671 West Drive property at approximately its appraised value, and that David Harlow be given the right of first refusal on buying the 671 West Drive property. Once the group named above has an appraisal and a recommended selling price and other conditions of sale, they will present their recommendations to the Executive Committee for its approval in the event David Harlow wishes to exercise his right of first refusal."

President Daughdrill noted that five members of the Executive Committee were unable to participate in the conference call, but all expressed earlier their support of the recommendation to purchase the Morningside Park property. These Trustees are: Mr. Robert Buckman, Mr. Charles Cobb, Mr. Henry Goodrich, Ms. Nancy Huggins, and Mr. Michael McDonnell.

Dr. Blount complimented the work that the Chairs and members of the Buildings and Grounds Committee and Finance Committee and the Rhodes administrative staff have done on identifying and negotiating the recommended purchase of an ideal President's Home.

The conference call was adjourned at 3:20 p.m.

  
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Kenneth F. Clark, Jr., Secretary