

**MINUTES OF BOARD OF TRUSTEES
RHODES COLLEGE
January 20 and 21, 1994**

1-94-1 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, January 20, 1994 pursuant to written notice. The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.

The meeting was opened with prayer by Student Trustee Merryl Taylor.

1-94-2 The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

TRUSTEES

Dunbar Abston, Jr. '96
Marion S. Adams, Jr. '96
John A. Austin, Jr. '94
Edgar H. Bailey, '94
Jack R. Blair, '95
J. Bayard Boyle, Jr., '96
Robert H. Buckman, '94
Bruce E. Campbell, Jr., '95
Kenneth F. Clark, Jr., '95
John H. Crabtree, Jr., '96
Tommie S. Dunavant, '95
Bryan M. Eagle, '95
Donald H. Farris, '95
Ted M. Henry, '95
C. Stratton Hill, Jr., '96
Nancy J. Huggins, '94
W. Neely Mallory, '94
Michael McDonnell, '94
Frank M. Mitchener, Jr., '94
Harry J. Phillips, Sr., '96
S. Herbert Rhea, '95
John C. Sites, '94
Mary R. Wardrop, '95
David D. Watts, '95

LIFE TRUSTEES

Paul Tudor Jones

HONORARY TRUSTEES

Robert W. Amis
Mertie W. Buckman
William S. Craddock, Sr.
Frank M. Norfleet
Nettie Schilling
Charles R. Sherman
Frances Tigrett
Alvin Wunderlich, Jr.

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

GUEST

Douglass Alexander

FACULTY TRUSTEES

Horst Dinkelacker, '96
Cynthia Marshall, '94

STUDENT TRUSTEES

Nina Choudhuri
Elizabeth Knight
Merryl Taylor

PRESENT BY INVITATION

William D. Berg
J. Allen Boone
Perry Dement
Sherry J. Fields
David L. Harlow
Marci A. Hendrix
Paula S. Jacobson
Kathleen Laakso
Marshall E. McMahan
N. P. McWhirter
Helen W. Norman
Thomas C. Shandley
Karen A. Silien
Loyd Templeton, Jr.
Sally P. Thomason
Debra M. Warren
Arthur M. Weeden, Jr.
David J. Wottle

The following Trustees were absent:

TRUSTEES

Jack A. Belz, '96
Bland W. Cannon, '94
George E. Cates, '94
J. Lester Crain, Jr. '95
W. L. Davis, '96
Billy M. Hightower, '95
William J. Michaelcheck '95
Joseph Orgill III, '95
James H. Prentiss, '96
K. C. Ptomey, Jr., '94
Vicki G. Roman, '94
Arthur N. Seessel III, '95
Willard R. Sparks, '94
James A. Thomas III, '96
John M. Wallace III, '96
Spence L. Wilson, '96

LIFE TRUSTEE

Winton M. Blount
L. Palmer Brown
Charles P. Cobb
Margaret Hyde
Robert D. McCallum
William C. Rasberry
P. K. Seidman
John W. Wade

HONORARY TRUSTEES

Emily Alburty
Edward Jappe
Harold F. Ohlendorf
Lorna Reimers
John B. Ricker, Jr.
Russel L. Wiener

FACULTY

Marcus D. Pohlmann, '95

STAFF

Brian E. Foshee

Mr. Clark declared a quorum was present. (See Exhibit A, pg. 8 for Board committee list.)

1-94-3 Mr. Mitchener welcomed Marci Hendrix, Administrative Assistant in the President's Office.

1-94-4 The Board approved as mailed the minutes of the Board of Trustees meeting held on October 20 and 21, 1993.

1-94-5 Mr. Mitchener praised the Trustees for their response to the Capital Campaign effort.

1-94-6 President Daughdrill made the following announcements:

Congratulations and thank you for what you have done in the 150th Anniversary Campaign. We move now from Phase One of the Campaign, the Trustee Phase, to Phase Two, the Area Campaigns. We move with a great deal of momentum—successfully meeting the Blount Challenge and the Thomas/Wunderlich Challenge is a tremendous accomplishment. Everyone at the College appreciates it more than you know.

Brian Foshee will not be at the meeting of the Buildings and Grounds Committee for the happy reason that he has a brand-new baby boy who is going home from the hospital today.

You are invited to the President's Home tonight for a cocktail buffet honoring trustees and spouses. Tonight, at 7:00 p.m. at 91 Morningside Park. There is a map at your place, and I remind you, because the weather is so cold, that we have put in a circular drive in front. This evening we will have valet parking so please drive up to the front door, and your car will be parked and attended.

At the April, 1993 meeting, I reported to you that we were beginning a new emphasis at Rhodes. Parents and incoming students are looking at colleges with a critical eye, concerned about affordability. We are emphasizing productivity and cost-saving.

I made that report to you nine months ago. I thought it was now time to present an interim report about what is being done. My initiating this effort was in the broadest brushstroke possible. The person who has really implemented it has been David Harlow, along with the other members of the Cabinet and of the faculty and administration.

1-94-7 The President introduced Executive Vice President David L. Harlow who gave the following report on Productivity at Rhodes:

Last spring in his remarks to the Board of Trustees, the President noted that the College cannot base its success on growth alone—enrollment growth, continued addition of new services, and large tuition increases.

We must be more productive if we are to meet public expectations for more affordable education and continue to prosper.

The charge by the President endorsed by you (the Board) was:

- to redefine our ways of doing things
- to provide quality education without spiraling tuition increases
- to provide students with the most value for their education dollars

That is—we need to increase/improve our productivity.

Considering how to make all of this happen—was the challenge—convert this guidance into action—it was apparent that the ultimate measure of Rhodes College's productivity is STUDENT SUCCESS. That is, a successful college experience leading to graduation.

Another challenge was to break down productivity into its composite pieces.

I recruited a Task Force of Faculty and Administrators—told them that we did not need major changes—we were in good shape—but we did need to consider ways and means by which we could improve our productivity. We were in a position of strength, which was a good place to be, but fine tuning would pay dividends in productivity.

I met with each of the Divisions of the College for a discussion of the PURPOSE and a CHALLENGE for each division member to look at his/her own area of responsibility for ways to make us more productive. I met with the Dean of Academic Affairs and with the chairs of the various academic departments and asked them for initiatives to improve the way they were doing things. Ways to work more efficiently and to cut costs. As a result, we have now in excess of 120 initiatives that have "bubbled up." In fact, in the last few days, five or six new ideas have been submitted.

We identified three areas where significant results could be achieved. We defined those areas as: staffing, resource management, and retention of students.

As a result of these meetings, we established specific objectives. Here are two slides of objectives on the screen. Please note the objective for an FTE (student population) of 1450 by 1998. Our current FTE is 1382. Another objective is to control tuition growth at or below inflation through 1998—a key issue and measure of affordability for our students and their families. In the budget for

the coming year you'll see that tuition, room, and board will increase by 2.6%, a very low increase. This will be appreciated not only by our returning students but it should help make Dave Wottle's job a bit easier.

We intend to reduce the annual payout from endowment by 1/10th of 1% annually for each of the next ten years.

We intend to improve graduation rate to 78%. Our current rate is 73%. The national average is 43%. We are targeting our efforts to retain more students during the first two years. This will significantly increase our graduation rate.

Specific initiatives are underway in the areas of advising, counseling, and peer tutoring. Recent sampling showed that our retention rate from first to second year is up to 86%, which is a 1% increase over previous years. Our second to third year is holding about 92%. We intent to improve the 2nd-3rd year rate by two percentage points.

We intend to achieve a financial aid budget which is no more than 36% of tuition revenues by 1998. If you remember last year, that figure was about 42%. For the year that we're finishing now, it will be 40% and we're going to bring that down steadily to the new target.

We will allocate some cost savings to improve those areas of educational effectiveness which are nationally recognized. These factors are those which produce listings of "top performing liberal arts colleges" in the nation. We have been "up and coming" long enough. Our objective is to make it to the next level.

In the President's remarks last April, he set a cap on hiring of staff and faculty. We're exercising such a cap at present levels. We're taking a hard look at each position which is vacated to see if there is some way to distribute the requirements of that position.

We intend to optimize the use of our residents halls. We are currently at about 95% occupancy. I think we can get even closer to 100%.

We want to identify new sources of income. Some of the initiatives that have come up from the task force and from the Academic Affairs division include conducting more for-credit courses in the summer to use available facilities to increase the income side of our equation.

I have a handout here for you, a listing of some of the initiatives which have been suggested. Some of these are already underway, some are still being developed.

The first one under staffing is quite exciting. "Investigate the pros and cons of contract management of the bookstore." It is Allen Boone's initiative and we actually have two proposals for review. They both look very promising. We expect a decision to be made on that by springtime.

"Flex time for support staff" was the initiative in Dave Wottle's areas. Dave has a portion of his division working early hours in the morning for inputting data to his important recruiting database. He can document an improvement in efficiency of about 15%. Working without interruptions or distractions is more efficient.

We will provide training for academic department chairs. We will expect more management capabilities of our departmental chairs, having to do with budget, evaluations, and personnel management, and some are not prepared for it. We're looking at ways to help improve their capabilities there.

We intend to revise and improve the registration process. It was discussed by both the task force and by department chairs. Currently, we have no idea what the demand is for a particular course. A revised system, which we will test this spring, will help determine course demands, which will allow a more efficient match with teaching resources available. The Dean of Academic Affairs Office is working on this initiative with members of the responsible faculty committee, with our computer center, and with the registrar. This effort should provide better response to the desires and the needs of the students.

Efforts are under way to reduce paper flow and paperwork through the use of computerized forms rather than paper forms. Our Physical Plan organization has already converted to computer submission for repair work requests. Response time has improved, fewer requests have been missed, and more work is being accomplished. Next, we will put the College Handbook and the College Catalogue on the computer.

We have a project underway to have all campus buildings on a computerized system to monitor and control energy use. We expect it to take four years to complete. The expectation is there will be a saving in energy expenditure of about 15% and a saving of about 40 man hours.

In the area of retention, peer assistant and advising programs are exciting and contribute to helping students through the first and second years, which are critical to retaining students into their upper class years. Close cooperation in these efforts between the divisions of Student Affairs and Academic Affairs make these programs successful.

May I answer any questions? Do you have any ideas for us? We'll keep you informed as this program goes along.

Trustee: You said that you hadn't been keeping up with the demand for certain courses and when you find out that it is full and if there are enough more, you add a section. What's the mechanism of finding out courses that students would like to take?

Harlow: Yesterday at the faculty meeting there was some conversation about this issue. The faculty committee on curriculum has determined to make our catalogue more definitive of what courses we have and can offer. We are going in the right direction by making our catalogue more accurate and realistic for students. As we do this, we will also be more responsive to their expectations. We will also be much more efficient in matching our teaching resources with the student needs. All of these efforts will be through the actions of the department chairs with the guidance of the Dean of Academic Affairs.

Trustee: David, have you talked about changes in the faculty/student ratio?

Harlow: As we build our student body to 1450, and maintain a cap on hiring, that ratio will change. Mark McMahon and his staff are monitoring that. The change will not be large. I think it's going to change from just under 12 to 1 to just under 13 to 1. This will produce some savings and improve productivity. An important measure is class size, currently on average about 18; this may go as high as 20 when we are at 1450 FTE.

Trustee: You mentioned two figures about graduation rates: what our current graduation rate and what the national is. What is the graduation rate in our peer group of colleges.

Harlow: As you know, we watch 50 peer colleges. We stand among the 50 in position 38th. The middle one in that group is at about 83%, and we're at about 73% for graduation rate.

Trustee: David, I just want to say that this is one of the most encouraging reports I've ever heard sitting here as a trustee. An outstanding report, truly.

Harlow: The guidance was clear and the cooperation from all the divisions made the effort exciting. I believe we will show results. That completes my report, Mr. Chairman.

1-94-8 Before adjourning to committee meetings, Mr. Mitchener asked Mr. Herbert Rhea to serve as Acting Chair of the Finance Committee.

1-94-9 The Board adjourned to committee meetings at 1:45 p.m.

Friday, January 21, 1994

1-94-10 The Board of Trustees resumed its meeting on Friday, January 21, 1994 at 9:00 a.m. in the Edmund Orgill Room on campus.

The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.

The meeting was opened with prayer by Mr. Robert Amis.

1-94-11 Secretary Clark called the roll. Members present were:

TRUSTEES

Dunbar Abston, Jr. '96
 Marion S. Adams, Jr. '96
 John A. Austin, Jr. '94
 Edgar H. Bailey, '94
 Jack R. Blair, '95
 J. Bayard Boyle, Jr., '96
 Robert H. Buckman, '94
 Kenneth F. Clark, Jr., '95
 John H. Crabtree, Jr., '96
 W. L. Davis, '96
 Bryan M. Eagle, '95
 Donald H. Farris, '95
 Ted M. Henry, '95
 Billy M. Hightower, '95
 C. Stratton Hill, Jr., '96
 Nancy J. Huggins, '94
 W. Neely Mallory, '94
 Frank M. Mitchener, Jr., '94
 Harry J. Phillips, Sr., '96
 S. Herbert Rhea, '95
 Arthur N. Seessel III, '95
 John C. Sites, '94
 James A. Thomas III, '96
 Mary R. Wardrop, '95
 David D. Watts, '95

LIFE TRUSTEES

Paul Tudor Jones
 P.K. Seidman

HONORARY TRUSTEES

Robert W. Amis
 Mertie W. Buckman
 William S. Craddock, Sr.
 Frank M. Norfleet
 Nettie Schilling
 Charles R. Sherman
 Frances Tigrett
 Russel L. Wiener

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

GUEST

Douglass Alexander

FACULTY TRUSTEES

Horst Dinkelacker, '96
 Cynthia Marshall, '94
 Marcus D. Pohlmann, '95

STUDENT TRUSTEES

Nina Choudhuri
 Elizabeth Knight
 Merryl Taylor

PRESENT BY INVITATION

William D. Berg
 J. Allen Boone
 Perry Dement
 Sherry J. Fields
 David L. Harlow
 Marci A. Hendrix
 Paula S. Jacobson
 Marshall E. McMahon
 N. P. McWhirter
 Helen W. Norman
 Thomas C. Shandley
 Karen A. Silien
 Loyd Templeton, Jr.
 Sally P. Thomason
 Debra M. Warren
 Arthur M. Weeden, Jr.
 David J. Wottle

The following Trustees were absent:

TRUSTEES

Jack A. Belz, '96
 Bruce E. Campbell, Jr., '95
 Bland W. Cannon, '94
 George E. Cates, '94
 J. Lester Crain, Jr. '95
 Tommie S. Dunavant, '95
 Michael McDonnell, '94
 William J. Michaelcheck '95
 Joseph Orgill III, '95
 James H. Prentiss, '96
 K. C. Ptomey, Jr., '94
 Vicki G. Roman, '94
 Willard R. Sparks, '94
 John M. Wallace III, '96
 Spence L. Wilson, '96

LIFE TRUSTEE

Winton M. Blount
 L. Palmer Brown
 Charles P. Cobb
 Margaret Hyde
 Robert D. McCallum
 William C. Rasberry
 John W. Wade

HONORARY TRUSTEES

Emily Alburty
 Edward Jappe
 Harold F. Ohlendorf
 Lorna Reimers
 John B. Ricker, Jr.
 Alvin Wunderlich, Jr.

STAFF

Brian E. Foshee
 Kathleen Laakso

Mr. Clark declared a quorum was present. (See Exhibit A, pg. 8 for Board committee list.)

1-94-12 Mr. Mitchener, on behalf of the Board, thanked President Daughdrill and the staff for the cocktail buffet at the President's Home.

1-94-13 President Daughdrill made the following announcement:

I have a very happy announcement. News releases were sent out this morning announcing the inauguration of the Mertie W. Buckman International Internship Program. This will provide opportunities for Rhodes students who are majoring in International Studies to spend two months in another country, will pay their airfare both ways, their living accommodation while they are there, and a side trip of one week to any place in the country that they choose. It will be a tremendous opportunity for our students. The Buckmans have set into motion efforts to globalize the curriculum and the educational experience that Rhodes students have. We will send you the full news release to give you more details. This gift of the Buckman family is very generous and the program is named for Mertie Willigar Buckman.

1-94-14 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David Watts, Chair (Exhibit B, pgs. 9-10).

Committee report received.

1-94-15 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. J. Bayard Boyle, Jr., Chair (Exhibit C, pg. 11).

The Board approved that the following Trustees be re-elected to the Class 1997:

Edgar H. Bailey	Dr. K. C. Ptomey, Jr.
Robert H. Buckman	Ms. Vicki G. Roman
Ms. Nancy Huggins	Mr. John C. Sites
Mr. W. Neely Mallory	Mr. James A. Thomas III
Mr. Frank M. Mitchener, Jr.	

1-94-16 The Board approved the following Trustee nominees for election to the Class of 1997:

Mr. John M. Boswell III '67, New York, NY
Mr. J. Robert Dobbins '70, Dallas, TX
Mrs. Barbara H. Hyde, Memphis, TN
Mr. William Ralph Jones III '79, Humboldt, TN
Mrs. Beth Simpson, '58, Memphis, TN

1-94-17 The Board approved the following election beginning with the 1994-95 term:
Dr. Bland W. Cannon to Honorary Trustee

1-94-18 The Board approved the following nominees for honorary degrees to be awarded at Commencement on May 14, 1994:

Dr. Ferrol Sams, author, Rhodes parent
The Reverend Doug Bailey, Calvary Episcopal Church
Dr. Maya Angelou, author, playwright, actress, producer
Mr. Charles Murray, Fellow, American Enterprise Institute
Dr. Charles J. Ping '51, President, Ohio University

1-94-19 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Ms. Nancy J. Huggins, Chair. (Exhibit D, pg. 12).

Committee report received.

1-94-20 REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. John H. Crabtree, Chair (Exhibit E, pg. 13).

Committee report received.

1-94-21 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. Harry J. Phillips, Sr., Chair. (Exhibit F, pgs. 14-16).

Committee report received.

1-94-22 REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Acting Chair. (Exhibit G, pg. 17).

Committee report received.

1-94-23 The Board voted to accept the 1994-95 preliminary operating budget. (Exhibit H, pgs. 18-23).

1-94-24 REPORT OF THE COMMITTEE ON INVESTMENT - Mr. Mr. James A. Thomas III, Acting Chair. (Exhibit I, pg. 24).

Committee report received.

1-94-25 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar Bailey, Chair. (Exhibit J, pg. 25).

Committee report received.

1-94-26 REPORT OF THE COMMITTEE ON SPECIAL STUDIES - Mr. Jack R. Blair, Chair (Exhibit K, pg. 26-27).

Committee report received.

The meeting went into executive session immediately following break at approximately 10:45 a.m.

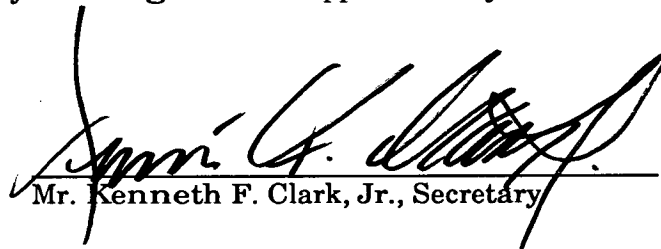

Mr. Kenneth F. Clark, Jr., Secretary

Exhibit A

BOARD OF TRUSTEES COMMITTEES FOR 1993-94

Board Dir. & L'ship		Faculty Member	Student Member	Staff (Non-Voting)
J. Bayard Boyle, Jr. Ch.* Dunbar Abston, Jr. Robert H. Buckman* W. Neely Mallory* Frank M. Mitchener, Jr.* John C. Sites	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances Tigrett	Ben W. Bolch		Loyd C. Templeton, Jr. Helen W. Norman
Buildings & Grounds				
Edgar H. Bailey, Ch.* George C. Cates Billy M. Hightower C. Stratton Hill, Jr. K. C. Ptomey	Emily Alburty Margaret R. Hyde Lorna A. Reimers Nettie Schilling	Marcus D. Pohlmann #	Elizabeth C. Knight #	Brian E. Foshee William D. Berg
Development				
David D. Watts, Ch.* John A. Austin, Jr. Kenneth F. Clark, Jr.* W. L. Davis, Jr. John M. Wallace, III Mary R. Wardrop	Mertie Buckman Edward Jappe William C. Rasberry P.K. Seidman	Robert M. MacQueen	Rossanna T. Punzalan	Paula Jacobson Perry Dement
Enrollment				
John H. Crabtree, Jr. Ch.* Tommie S. Dunavant* Bryan M. Eagle Donald H. Farris James H. Prentiss Willard R. Sparks	Robert W. Amis Charles R. Sherman	Cynthia Marshall #	Nilanjana Choudhuri #	David J. Wottle Arthur M. Weeden, Jr.
Fac. & Educ. Program				
Harry J. Phillips, Sr. Ch.* Bland W. Cannon Joseph Orgill III Vicki G. Roman Arthur N. Seessel III James A. Thomas III	William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Valerie Z. Nollan	G. Michael Gonda	Marshall E. McMahon Kathleen Laakso
Finance				
Spence L. Wilson, Ch.* Jack A. Belz Bruce E. Campbell, Jr.* Michael McDonnell William J. Michaelcheck S. Herbert Rhea*	John B. Ricker, Jr. Russel L. Wiener	Horst R. Dinkelacker #	Timothy C. Ballard	J. Allen Boone N. P. McWhirter
Student & Campus Life				
Nancy J. Huggins, Ch.* Marion S. Adams, Jr. Jack R. Blair J. Lester Crain, Jr. Ted M. Henry	Harold F. Ohlendorf Alvin Wunderlich, Jr.	Daniel E. Cullen	Merryl H. Taylor #	Thomas C. Shandley Karen A. Silien
Investment				
Michael McDonnell, Ch.* Bruce E. Campbell, Jr. James A. Thomas III	Robert D. McCallum Ralph C. Hon	Deborah N. Pittman		J. Allen Boone N. P. McWhirter
Audit				
L. Palmer Brown, Ch. George E. Cates Edgard H. Bailey	P. K. Seidman	Rebecca Sue Legge		N. P. McWhirter
Special Studies				
Jack R. Blair, Ch.* Robert H. Buckman Kenneth F. Clark, Jr. Tommie S. Dunavant Arthur N. Seessel III		W. Larry Lacy		Sally P. Thomason Mel G. Grinspan

* Executive Committee Member
Elected by Faculty or Students

* Frank M. Mitchener, Jr., *ex officio*, all committees
* James H. Daughdrill, Jr., *ex officio*, all committees
* David L. Harlow, *ex officio*, all committees

REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David D. Watts '63, Chair -
January 21, 1994

Chair David D. Watts '63 called the meeting to order at 2:15 p.m.

Those members present were John A. Austin, Jr. '52, Kenneth F. Clark, Jr., Mary R. Wardrop '55, Mertie Buckman, David D. Watts '63, Rossanna T. Punzalan '94, Perry D. Dement '83 and Paula S. Jacobson. G. Douglass Alexander and Paul Ollinger '91 were guests.

(David Watts calls on Ken Clark, Deputy Chair of the Campaign to make a report on the Campaign.)

CAMPUS LIFE CENTER

Pledges by trustees to meet the Blount Challenge totalled \$2.6 million. In addition, the Wunderlich/Thomas Challenge to achieve 100% Voting Trustee participation was also met. Special thanks to our trustees who gave generously to the Campus Life Center before and in response to the Blount Challenge, and to all other Trustees who made pledges to the Capital Projects of the Campaign

MAJOR COMMITMENTS

Special recognition goes to Harry and Weetie Phillips for their \$1 million gift to the Campus Life Center. Library Lane will be renamed Phillips Lane in honor of their gift.

In addition, Mike and Bickie McDonnell have pledged \$500,000 to create an endowed Professorship in the Classics. The terms of this Chair, the Irene and J. Walter McDonnell Chair in Classics will be defined at a later date.

The Committee reviewed the revised goal for the Campus Life Center. Early construction cost projections of \$17.4 million have increased to \$20.4 million. This increase was anticipated, due to the length of time since the original estimate and the difference between the architect's estimate and actual construction costs. In order to more accurately indicate the cost of the building, the endowment costs have been separated from construction costs. This change is indicated in this report.

To date we have raised \$11,178,219 toward construction of the building.

PHASE II OF THE CAMPAIGN

The \$3 million raised by Trustees will challenge all other Alumni and Friends to pledge \$6 million in 1994. This 2 for 1 challenge will complete funding for the CLC.

Top priority, however, is to focus on a few donors who can pledge \$2 million of this \$6 million as a completion fund. This solicitation will occur immediately.

Phase II will be accomplished through a series of Regional Campaigns. These Campaigns will be held in seven cities including Memphis.

Our goal is to maintain the same motivation and urgency as we have had in the first phase, with special emphasis on soliciting these early major commitments for the \$6 million Challenge.

In addition, these Regional Campaigns will set up a Rhodes network and a presence in other cities that we have not had previously.

That concludes my report.

(David Watts continues)

ANNUAL FUND

Annual Fund Director Perry Dement reported on the mid-year progress of the Annual Fund. To date, pledges and receipts stand at \$1,500,241, even with last year on this date. Areas showing greatest success are the Alumni area (+9.8%), the Red and Black Society (+9.2%), and the Diehl Society (+6.7%). Mr. Dement projected that the Annual Fund will fall just short of its goal.

Pledges to the new young Red and Black Society are encouraging. The goal was 35 new members, and 18 have been recruited. In the Diehl Society, an anonymous donor has pledged to double any new memberships or increased memberships. This challenge will be marketed to the entire membership in the next few weeks,

Pledges to the Trustee Division of the Annual Fund stand at \$438,726. Trustee Chair Mary Wardrop reported that, with renewals and projected increases, the goal of \$550,000 (+4.6%) will be achieved.

Perry Dement will present another projection at the April meeting.

PLANNED GIVING

Acting Dean Paula Jacobson reported that 10 new estate plans totaling \$1,923,880 have been added to the estate plan total in the last six months. Those pledges bring our known total in deferred gifts to \$50,377,421.

EXECUTIVE SESSION--TRUSTEE GIVING

The Development Committee then reviewed the capital, annual, and deferred giving of members of the Board of Trustees.

The meeting was adjourned at 3:45 p.m

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. J. Bayard Boyle, Jr., Chair - January 21, 1994

The meeting was called to order in the Orgill Room of South DeWitt Clough Hall at 2:00 p.m.

Members present: J. Bayard Boyle, Jr., Chair, Dunbar Abston, Jr., Robert H. Buckman, W. Neely Mallory, Frank M. Mitchener, Jr., John C. Sites, Frances Tigrett, and President James H. Daughdrill, Jr. Faculty Member: Ben W. Bolch, Staff Members: Helen W. Norman, Loyd C. Templeton and Sherry J. Fields. Absent Members: Winton M. Blount, L. Palmer Brown, Charles P. Cobb, and Robert D. McCallum.

A motion was passed that the following Trustees be recommended to the Board for reelection to the Class of 1997:

Mr. Edgar H. Bailey	Dr. K. C. Ptomey, Jr.
Mr. Robert H. Buckman	Ms. Vicki G. Roman
Ms. Nancy J. Huggins	Mr. John C. Sites
Mr. W. Neely Mallory	Mr. James A. Thomas III
Mr. Frank M. Mitchener, Jr.	

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

Mr. John M. Boswell III '67, New York, NY
Mr. J. Robert Dobbins '70, Dallas, TX
Mrs. Barbara H. Hyde, Memphis, TN
Mr. William Ralph Jones III '79, Humboldt, TN
Mrs. Beth Simpson, '58, Memphis, TN

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 14, 1994:

Dr. Ferrol Sams, author, Rhodes parent
The Reverend Doug Bailey, Calvary Episcopal Church
Dr. Maya Angelou, author, playwright, actress, producer
Mr. Charles Murray, Fellow, American Enterprise Institute
Dr. Charles J. Ping '51, president, Ohio University

A motion was passed that the following Trustee be recommended to the Board for Honorary Trusteeship:

Dr. Bland W. Cannon

After some discussion, it was decided to put together a list of criteria for Trustees. A draft will be mailed to the Board Directions and Leadership Committee before the April meeting.

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

REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Ms. Nancy J. Huggins '74, Chair - January 21, 1994

The committee on Students and Campus Life was called to order by Chairman Nancy J. Huggins at 1:50 p.m. in Robinson Social Room. Members in attendance were: Marion Adams, Jack Blair, Ted Henry, Merryl Taylor and Alvin Wunderlich; Ex-Officio members Thomas C. Shandley and Karen A. Silien. Present by invitation: Daniel Cullen, John Harp, Judy Roaten, Merryl Taylor, Michelle Thompson, Sandi George Tracy and Nancy Turner. The following members were absent: Lester Crain, Henry Goodrich and Harold Ohlendorf.

Karen Silien, Associate Dean of Student Affairs began with an update on the needs of the Student Health Center. Currently the Health Center is staffed full-time by a registered nurse, thirty hours a week by a medical assistant and seven hours by a nurse practitioner. The demand for the nurse practitioner greatly exceeds what we offer. Last year 2,365 students visited the Health Center, the nurse practitioner saw 607 students and 132 students were unable to be seen. With the assistance of the Alumni Office a Physician's Advisory Board has been established. The Board consists of twelve physicians and will serve in an advisory capacity, offer ideas and provide future directions for the Health Center. As a result of the Physicians Advisory Board, Rhodes is exploring a relationship with the resident program at University of Tennessee. This would allow Rhodes to become an educational site for UT residents and greatly increase our ability to provide more hours for student care.

Assistant Directors of Residence Life, John Harp and Michelle Thompson introduced the focus areas of residence hall programming. Focus areas include: political, spiritual, cultural, sexuality, emotional, and life planning. The resident assistants are challenged to be creative with programming and student participation. Each of the 28 RAs coordinate at least four activities per semester. Residence hall programming is up from last year with a total of 91 programs offered to residents for 1992-93 and to-date 112 programs for 1993-94.

In the fall of 1991 the internship program was centralized under the direction of Career Services with 11 students participating. Sandi George Tracy, Director of Career Services highlighted the growth of the internship program stating that more than 70 students will be participating in the program for the spring 1994 semester. The range of the internship sites varies greatly with opportunities to fit most all students' interests. Partnerships have been formed with: Federal Express, Coors, Kraft, First Tennessee, Memphis Symphony, World Trade Center Memphis and International paper (a complete list was distributed to the committee). On-campus national recruitment is down 42% nationally over the last four years. Ms. Tracy also reported on the Senior Survey for the class of '93. The initial report indicated that Rhodes graduates have been very successful in the world of work and in the pursuit of advanced education. Of 354 graduates in the class of 1993, 278 (79%) surveys were complete enough to use for the study. Completion of a final report is expected by the first of March. Recent studies show that 30% of college graduates will be under-employed (will not find college-related jobs) for a life time.

Nancy Turner, president of Student Assembly and Merryl Taylor, student representative informed the committee of two relatively new and popular groups on campus. (1) "The Group" began about a year ago as a small group of students concerned about abuse of alcohol and the lack of social alternatives among college students. Originally members were non-drinkers that felt a need to seek out others with similar social habits. However, in a year, The Group has grown to over fifty members and includes students from all facets of the College—Greeks, independents, athletes, drinkers and non-drinkers. The Group meets weekly to discuss set topics which have been expanded to include non-alcohol related issues. (2) "Catalyst" was formed as a result of the FIPSE Grant, a drug/alcohol prevention grant. This group of 28 students look for effective ways for Rhodes students to deal with alcohol and drug prevention. Catalyst members focus not only on the individual, but on the environment—hoping for more positive and healthier environment at Rhodes. Both groups are sponsored by the Counseling and Student Development Center.

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

REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. John H. Crabtree, Jr. '57, Chair -
January 21, 1994

The Committee on Enrollment was called to order at 1:50 p.m. by Chairperson John Crabtree with the following members in attendance: Mr. Robert Amis, Ms. Nina Choudhuri, Mr. Bryan Eagle, Mr. Donald Farris, Dr. Cynthia Marshall, Mr. Charles Sherman, Mr. Art Weeden, and Dean Dave Wottle.

ADMISSIONS REPORT

Dean Wottle reported that the admission's office is quite pleased with student response to our Early Decision option this year and encouraged by the response we have seen to date from students applying under our Regular Decision plan.

The admission year started off on an encouraging note as inquiries to the College were running 10% ahead of last year's record number. We currently have inquiries from 25,399 students compared to 23,162 last year at this time. Early Decision, an admission option available to students who definitely know they want to attend Rhodes, also has seen a healthy increase over last year. Sixty-three students applied this year compared to 48 a year ago (a 31% increase) and, to date, we have 50 deposited students versus 35 last year.

While our deadline for Regular Decision applications is not until February 1, the response to date is encouraging. As of January 19, we have received a total of 1,364 applications compared to 1,293 last year. Dean Wottle noted that this is particularly significant since last year we set an all-time record for applications received.

Dean Wottle also shared the fact that the academic qualifications of our applicant pool is higher than the previous two years. The average applicant this year to date ranks in the top 8% of their graduating class, has a 3.74 grade point average and has an average SAT of 1185 and ACT of 28.

FINANCIAL AID REPORT

Art Weeden offered a brief update of the student financial aid budget status for the 1993-94 academic year. He indicated that we are well within our current budget and that any surplus we may have at the end of the year would normally go into the Renovation and Replacement budget. The financial aid budget for 1994-95 will be approximately the same as this year's budget.

Mr. Weeden responded to several questions about our financial aid program. He indicated that, due to a recent change in our policy concerning outside scholarships, it is now to the advantage of our students to secure this type of scholarship. Chairman Crabtree requested that he determine the amount of outside scholarships our students are receiving this year compared to the past several years and report the findings to the committee in April.

As part of the Productivity Initiatives of the College, Mr. Weeden is currently exploring several changes to the current student employment program. There was an extended discussion by the committee on some of these proposed changes. Mr. Weeden will have more to report on this topic at the April Board meeting. Student employment is also well within budget for the current year.

There being no further business, the meeting was adjourned at 2:35 p.m.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM -
Mr. Harry J. Phillips, Chair - January 21, 1994

Members present were Mr. William Craddock, Mr. Paul Jones, Mr. Frank Norfleet, Mr. Harry Phillips, Professor Valerie Nollan, Dean Mark McMahon, Dean Kathleen Laakso, Ms. Katherine Richardson

Mr. Phillips, chair, called the meeting to order at 2:00 PM and welcomed everyone. Professors Michael Leslie, Nigel McGilchrist and John Planchon were introduced to the members of the committee. Prof. Leslie is the new director of British Studies At Oxford (BSAO), Prof. McGilchrist is the new director of European Studies, and Prof. Planchon is the Chair of the Department of Economics and Business Administration and director of the new MS in Accounting Program.

Prof. Michael Leslie began his remarks by noting that BSAO, a program of which Rhodes is justly proud, is highly regarded both in the USA and in England. In its 24 years of operation over 2000 students have taken part, and many of these still speak of BSAO's abiding influence on their lives. Prof. Leslie's goal in taking over responsibility for BSAO is to preserve and consolidate the remarkable creation of the late Prof. Yerger Clifton, and to further develop the program by playing fully to its academic strengths and the opportunities it offers.

After a few years in which enrollment declined in response to adverse political and economic circumstances, the program returned to financial stability in 1993. Beginning in 1994, a number of changes will both enhance the program and direct expenditures to maximize the benefit to students and faculty. While preserving the 4-year chronological pattern (The Middle Ages, The Renaissance, The Enlightenment, and The Nineteenth and Early Twentieth Centuries), new courses will address areas of constant interest: a course on Shakespeare in performance in 1994, and, in 1995, a course on the contemporary political evolution of Britain (post-imperial and post-Cold War; continued centrality in the UN, NATO, and the European Union).

In future years BSAO will aim to increase the participants' contact with British academics, writers, and students; and it will ensure that participants have more direct experience of Britain than has been possible in recent years. Prof. Leslie aims to maintain the reputation as one of the finest summer programs available, and to enhance the already excellent experience it offers.

Prof. Nigel McGilchrist reported that European Studies has accrued a healthy credit in 1993 (approx. \$20,000) in spite of the legacy of sterling for dollars purchased expensively in 1992 at £1.00 = \$1.676. This has been achieved by a paring down of unnecessary expenses, whilst maintaining the program's usual high standards. Year on year enrollment continues to rise, and a "bumper year" is expected in 1994. This permits the program to maintain two important objectives: (1) keeping the (already high) cost of the program unchanged for at least three years in a row and (2) aiming to build up a maintainable reserve fund of \$50-60,000 over the next four years. This is important because this program still remains very vulnerable to security problems, political change, and instability in Europe, and might need, one year, to be able to rely on a reserve fund.

Prof. McGilchrist went on to say that the program is six years old and enjoying support and student interest that is growing exponentially. Increasing enrollment is important for the financial basis of the program, but we are reaching a point where we are moving from the intimate "family" feel of previous years with small groups (under 30) to the feel of a larger, more institutional program. This is regrettable, but for the moment, we cannot afford to turn good, qualified students away. To date, the syllabus of European Studies has remained unchanged, apart from minor alterations in itinerary and course curricula. Prof. McGilchrist shall be proposing to the Deans of Rhodes and Sewanee, in the first place, an alternating roster of syllabi, whereby the present, well-tried syllabus will alternate with a Classical Civilization syllabus in Europe. This opens the way to considering, further in the future, combining our existing humanities program with a program in Political, Governmental and Economic studies. This program would run alongside the present humanities program, sharing the same facilities but having different teaching staff and syllabi and an appropriate and different itinerary in Europe.

Prof. John Planchon told the committee that the first cadre of graduate students entered Rhodes' MS in Accounting Program in August 1993. There are five full-time students and one part-time

student; all are Rhodes graduates with majors in Business Administration and all emphasized Accounting as undergraduates. Two of the five students were admitted on probation because, while they had satisfactory GMAT (Graduate Management Admissions Test) scores, they did not have the required undergraduate grade point average (3.000). Both were required to have a 3.000 average at the end of their first semester in the program, and both succeeded in doing so. One of these two students truly excelled, making three "A's" and two "A-'s."

At this point in the year, it appears that, on a full-cost basis, the program will lose about \$6,206 this year. However, on an incremental cost basis, the revenue of the program will exceed the additional cost incurred by about \$46,248. In other words, the program covered its incremental cost and made a net contribution of over \$46,000 to the College.

To date, there are four Rhodes students and one Millsaps student who seem likely to enroll in August 1994. In addition, another 58 students indicated an interest in the program by having their GMAT scores sent. Prof. Planchon has written those students who appear to meet the entrance requirements to encourage them to apply. With inquiries up and a March 1 deadline for applications, Professor Planchon is sanguine about the enrollment figures for 1994-95.

Acting Dean Mark McMahon, responding to the committee's charge at the meeting on October 21, 1993, reported on the tenure situation at the College. The committee had expressed concern that the percentage of faculty tenured at Rhodes will soon meet the limits set by the Board.

We began the 1993-94 academic year (AY94) with 52.2% (= 59/113) of full-time faculty positions occupied by tenured faculty compared to the limit of 67%. The problem for the short term may be stated quite simply: With the prospect of very few retirements (perhaps as few as 4) between the current academic year and the academic year 1999-2000 (AY00), and with a potential of 39 probationary faculty members coming up for tenure review during this period, the relevant percentage seems destined to exceed the limit set by the Board unless "something" is done. (Each additional faculty member tenured adds approximately 0.877 percentage points to the percent tenured. The number of tenured faculty that corresponds to the 67% limit is 76.)

This situation is relatively "new." Over the 7 years ending in AY93, 6 tenured faculty resigned, 6 people were hired with tenure, 21 (of 25) people considered were granted tenure and 18 people retired. As a consequence, over this 7 year period, the net change in the number of tenured faculty was only 3 people. On the other hand, over the next 7 years, there may be as many as 39 people considered for tenure and as few as 4 people retiring. This, in brief, is the "source" of the short-term problem we face when we compare what seems to be the likely outcome over the next several years with the limit of 67%. There is, however, a long-term problem as well.

Unless "something" is done, even if we were to allow the percent tenured to rise without limit in the short run (on the grounds that the percent tenured can be expected to turn back down), there is a tendency to stay above the 67% limit in the long term—possibly for 20 years or more. During this period of time, we would presumably have to hire people under false pretenses or hire people for non-tenure-track positions. If conditions in the employment market for faculty tighten over this period, this could mean that we would be unable to attract the best qualified faculty to Rhodes.

Dean McMahon reported that recommendations to alleviate the problem will be made to the Board at the April meeting. Currently, a number of options are being examined, including: (1) creating a retirement option to encourage tenured faculty to retire, (2) redefining the standards for tenure, and (3) lengthening the probationary period from the current six years.

In the discussion that followed, Professor Nollan pointed out that a combination of tactics might be used. In particular, Rhodes could institute a retirement incentive and redefine the standards for tenure so that everyone has a better understanding of what is required. She pointed out that lengthening the probationary period would likely incur some sort of sanction from the American Association of University Professors (AAUP). Prof. Nollan also pointed out that, in considering solutions to the problem, we should not lose sight of the importance of maintaining high quality in curriculum, in the faculty, and in the students.

Several Board members asked about the rationale behind the 67% tenure limit and whether or not

the circumstances that created the need for the limit might have changed. While no one present knew exactly what the reasons were at the time the limit was passed, discussion suggested that limits help to provide a flow of new faculty and new ideas as well as providing the flexibility to respond to changes in student demands, especially if limits are imposed at the level of the academic department. Dean McMahon also noted that, at the time the limits were adopted, the tenure criteria were less well defined and less stringent than they are now. We currently have some excellent faculty in probationary positions, and expectations are that the market for faculty will tighten in the future, although no one has a very good idea of when that might occur.

The question was raised if faculty ever begin to reduce the effort they put into their teaching and scholarship once granted tenure. It was generally agreed that, while most faculty do not, and would not if they are of the calibre to achieve tenure, there are some faculty who do.

Mr. Phillips asked Board members to submit ideas for topics, in addition to continuing consideration of the tenure problem, for the April meeting. The meeting adjourned at 4:00 PM.

Tenure at Rhodes
A Report to the Board Committee
on Faculty and Educational Program
20 January 1994

Introduction

At its meeting on October 21, 1993, the Board Committee on Faculty and Educational Program instructed the Acting Dean of Academic Affairs to produce a white paper on the tenure situation at the College. The Committee expressed concern that the percentage of faculty tenured at Rhodes will soon meet the limits set by the Board:

The College has adopted certain limits on the proportion of the faculty that may hold their positions with tenure. The limit, expressed as a percent of all full[-]time officers of instruction, is 67%. When expressed as a percent of the total faculty on appointment (in full[-]time equivalents) the percent is 60%. These limits apply to the faculty as a whole, but plans should be made to avoid tenured-in departments as well. If these percentages are exceeded, the President should expect to justify the higher numbers to the Board of Trustees. (*Rhodes College Handbook*, "Statement of Policies and Procedures in regard to Faculty," III-10)

While the interpretation of the "percent of all full[-]time officers of instruction" has varied over the years, in this report it is consistently defined as the **ratio of the number of tenured faculty to the total number of full-time faculty positions** (times 100 to convert to percent). The total number of full-time faculty positions includes tenured, probationary (on tenure track but not yet tenured) and non-tenure-track positions. Among other things, this definition, focusing on positions, provides a denominator that is influenced by policy instead of chance, and it avoids such practices as counting both a tenured faculty member on leave and the faculty member's replacement.

The percent of full-time equivalents (FTE's) is even more ambiguous than the percent of all full-time officers of instruction, and the FTE percentages reported in this document are taken directly from the reports of years past without any attempt to "standardize" them. FTE's are virtually impossible to reconstruct after the fact.

The focus in this document is on the ratio of tenured faculty to the number of full-time faculty positions because I believe it is more meaningful and more important than any of the alternatives, including the FTE percentage.

The "short-term problem"

Summary

We began the 1993-94 academic year (AY94) with 52.2% (= 59/113) of full-time faculty positions occupied by tenured faculty (and a ratio of tenured faculty to total

FTE of 50.6%--see Appendix I). In AY95, there will be 114 full-time faculty positions (because of the combination of two part-time positions into one full-time, non-tenure-track position in Art). This number is not likely to increase in the foreseeable future. The limit of 67% applied to 114 positions yields a maximum tenured number of 76 faculty ($= .67 \times 114$). The problem for the short term may be stated quite simply:

With the prospect of very few retirements between AY94 and AY00 (i.e., the academic year 1999-2000), and with a potential of 39 probationary faculty members coming up for tenure review during this period, the relevant percentages seem destined to exceed the limits set by the Board unless "something" is done.

Put another way, the number of additional tenured faculty that would take us to the 67% limit, 17 ($= 76 - 59$), is less than half of the 39 faculty scheduled for tenure review between now and AY00, and there are not likely to be enough retirements to help. If no attrition in the tenured and tenure-track faculty occurs, the limit will be reached in AY96. Allowing for some attrition, we will not reach the limit until AY97.

Elaboration

While it is unlikely that **everyone** who is currently a probationary faculty member will be considered for and granted tenure, the quality of probationary faculty at Rhodes is quite good. Recent experience suggests that perhaps as many as 25% of probationary faculty will either leave Rhodes of their own volition, not have their contracts renewed prior to being considered for tenure (in the sixth year), or be denied tenure. However, even if 25% of the current probationary faculty were to leave Rhodes, that would still leave 29 faculty to be considered for tenure with only 17 places to fill before we reach the 67% limit. On the other hand, with the end of mandatory retirement at the age of 70 and the uncertainty regarding the future of Social Security, we cannot assume that **everyone** will retire at (or before) age 70. Furthermore, the employment prospects for faculty at present are not good, and this might reduce the rate at which faculty choose to leave Rhodes. All-in-all, predicting faculty retention/attrition over the next few years is very difficult (and, for the longer term, not necessarily very relevant).

Appendices II and III illustrate what would happen to the percentage of full-time positions occupied by tenured faculty if (1.) no one currently in a probationary position were to leave (by choice of the individual or the College) before being considered for tenure, (2.) everyone considered for tenure were to be granted tenure, and (3.) all faculty were to retire at age 70. As previously noted, these assumptions are not realistic, but they provide a rough indication of the problem and its magnitude. (There are two possible cases illustrated in Appendices II and III, one in which the percentage of full-time positions that are non-tenure-track remains at the 14% level of AY95 and one in which this percentage increases to 20%. The relevance of these alternatives will be explained below.)

As indicated above, one of the factors tending to push the percentage tenured above the 67% limit in the next several years is that we are likely to have very few

retirements in these years. Appendices IV and V illustrate in two different ways the current age distribution of faculty, age 40 and above. Appendix IV shows the age distribution of the faculty in the current fiscal year and Appendix V shows the number of people who will reach the age of 70 by fiscal years. ***It is quite possible that, between AY94 and AY00, there will be 4 (or fewer) retirements in the absence of some change in policy.***

Another factor entering into the potential problem is the fact that, over the past seven years (AY87 - AY93), an unusually large number of faculty were hired as the total number of faculty on appointment increased with enrollment (see Appendix VI). Furthermore, a number of recent hires were allowed to count years of teaching elsewhere toward their six-year probationary period at Rhodes (a not uncommon practice at some educational institutions). Therefore, we have a relatively large number of faculty in the tenure "pipeline," resulting in the uncomfortable "bulge" that is now upon us. ***Between AY94 and AY00, there may be as many as 39 people considered for tenure.***

Both of these factors are relatively "new." Over the 6 years ending in AY92, there was actually a small reduction in the number of tenured faculty; but in AY93, the balance that had been maintained between the numbers added and lost began to change toward an imbalance of more tenured faculty added than lost. Over the 7 years ending in AY93, 6 tenured faculty resigned, 6 people were hired with tenure, 21 (of 25) people considered were granted tenure and 18 people retired. As a consequence, over this 7 year period, the net change in the number of tenured faculty was only 3 people. (See Appendix VI.) On the other hand, over the next 7 years, there may be as many as 39 people considered for tenure and as few as 4 people retiring. This, in brief, is the "source" of the short-term problem we face when we compare what seems to be the likely outcome over the next several years with the limit of 67%. There is, however, a long-term problem as well.

The "long-term problem"

Summary

An examination of Appendix III shows two things: the "bulge" that depicts the short-term problem and a tendency to stay above the 67% limit in the long term. The graph shows that, even if we were to allow the percent tenured to rise without limit in the short run (on the grounds that the percent tenured can be expected to turn back down), it could take 20 years or more to return to the limit. During this period of time, we would presumably have to hire people under false pretenses or hire people for non-tenure-track positions. If conditions in the employment market for faculty tighten over this period, this could significantly reduce our ability to recruit the best people.

Unless "something" is done, once the 67% limit is exceeded, the percent of faculty tenured may stay above the limit for 20 or more years. This could mean that we would be unable to attract the best qualified faculty to Rhodes at a time when the ability to hire faculty is significantly reduced.

Part of the long-term problem is simply the result of having a limit; once the limit is attained, the number of additional faculty that can be tenured is limited to retirements and resignations of tenured faculty. But if we go above the limit, and if we do not hire any faculty for tenure-track positions until we are once again below the limit, we could damage the quality of the faculty by not being able to hire for tenure-track positions for a very long period of time.

Elaboration

Based on reports from departments attempting to hire for next year, the number of people seeking teaching positions substantially exceeds the number of positions available in almost all fields; in the impersonal vernacular of economics and business, it is a buyers' market. This has, in fact, been the case for a number of years, and this has been one of the external factors enabling us to hire unusually good faculty. For several years, there have been predictions that this situation would "soon" be reversed, but there are no obvious signs of such a change in the near future.

One step that has already been taken to address the longer-term problem is to convert some positions that are currently tenure-track to non-tenure-track. As indicated in the table in Appendix VI, the number of tenure-track positions will decline next year (from 102 to 98). The percent of full-time faculty positions defined as non-tenure-track will then be 14%. Current plans are to increase non-tenure-track positions to 20% and, as time permits, to spread these positions across departments as evenly as possible. (This is the reason there are two different columns for "% tenured" in the table in Appendix II and two different lines in the graph in Appendix III.) As may be seen in Appendix III, while this redefinition of positions does not affect the short-term problem, it does reduce the magnitude of the long-term problem.

At present, it appears that we will be able to recruit good people for non-tenure-track positions because of the buyers' market. We do not know how long this will last, however, and it certainly should change over the next 20 - 30 years. When it does, if we are not able to offer tenure-track positions because we are still above the limit, we will have to settle for less-well-qualified faculty. Clearly, we need to find a way to avoid this situation.

Conclusion

The purpose of this report is to inform the Board of the nature and magnitude of our current tenure problem and how the situation developed. It is not the purpose of this document to recommend possible courses of action to resolve our dilemma; recommendations will be made to the Board at the April meeting.

It is, however, worth noting the areas in which it might be possible to make changes that will allow us to stay within the limit. One obvious possibility is a retirement option to encourage tenured faculty to retire, either to pursue other opportunities or simply to take life a bit easier. The problems with this approach

are many, including what may possibly be a very substantial cost and finding a plan that would stay within the IRS guidelines and the age discrimination laws.

A second possibility is to redefine the standards for tenure. While our standards are currently quite stringent, as previously indicated, the quality of the faculty currently on probation in tenure-track positions is quite good. Nevertheless, it is, of course, possible to redefine the standards so that fewer probationary faculty would qualify for tenure.

A third possibility might be to lengthen the probationary period from the current six years to something longer than six years. This would help the short-run problem somewhat and possibly result in tenuring fewer people in the long run as well.

Appendix I

Tenure Percentage Report, 1993-94

			1993-94 percentage	Limit est'd by Board
<u>Tenured faculty (number of individuals)</u>	59	=		
Full-time faculty positions	113	=	52.2%	67%
 <u>Probationary faculty</u>	 39	 =		
Full-time faculty positions	113	=	34.5%	n.a.
 <u>Tenurable positions open or filled by temp. appt.</u>	 4	 =		
Full-time faculty positions	113	=	3.5%	n.a.
 <u>Non-tenure-track full-time faculty positions</u>	 11	 =		
Full-time faculty positions	113	=	9.7%	n.a.
 <u>Tenured faculty (number of individuals)</u>	 59	 =		
FTE faculty teaching (includes part-time FTE)	116.67	=	50.6%	60%

Student to faculty ratio, 1993-94

			1993-94 Ratio
<u>Number of FTE students</u>	1382	=	
FTE faculty teaching (includes part-time FTE)	116.67	=	11.8 to 1

Full-time faculty positions = tenure track + non-tenure track
 FTE faculty teaching = the number of full-time faculty that would
 be required to teach the number of class sections being taught

Appendix II

Projections of retirement and tenure, full-time faculty positions (Caveat legens!)

These projections assume that faculty will retire at the end of the fiscal year in which they turn 70, that no probationary faculty choose to leave or are denied reappointment before the tenure decision, and that everyone considered is granted tenure. In the figures in the last column, it is also assumed that we will have 20% of the faculty on non-tenure-track appointments. In the figures in the second and third to last columns, it is assumed that the FY 95 percentage (14%) of non-tenure-track positions will be continued but no more will be converted. Numbers in bold italicized print indicate that retirees will be replaced with non-tenure-track positions. This is done to allow for the projections in the last column, and it does not necessarily mean that these specific positions will remain non-tenure-track any more than the specific positions already converted will necessarily remain non-tenure-track. As time permits, non-tenure-track positions will be distributed across departments in an attempt to spread the "burden." The total number of positions for FY 94 is 113 (102 tenure-track and 11 non-tenure-track), but the total number of positions in FY 95 and beyond is 114 (98 tenure-track and 16 non-tenure-track). The additional full-time position in FY95 reflects the combination of two part-time positions (2/3 + 1/3) in Art into a single full-time non-tenure-track position.

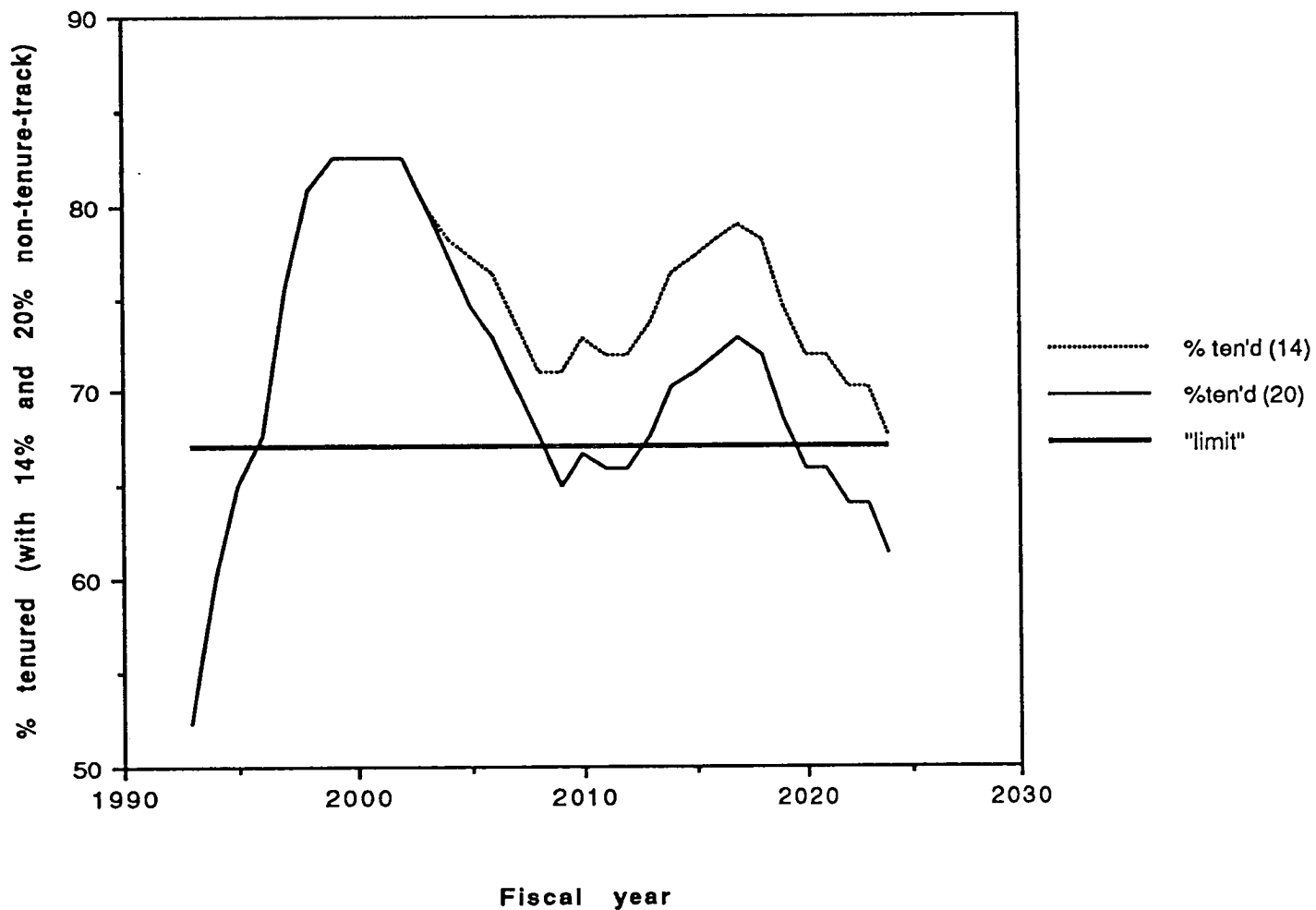
Fiscal Year	Number of Retirees	Age in FY 94	Number tenured	# tenured (14% ntt)	% tenured (14% ntt)	% tenured (20% ntt)
1994	0			59	52.21%	52.21%
			9	68	60.18%	60.18%
1995	0			68	60.18%	60.18%
			6	74	64.91%	64.91%
1996	0			74	64.91%	64.91%
			3	77	67.54%	67.54%
1997	0			77	67.54%	67.54%
			9	86	75.44%	75.44%
1998	1	66		85	74.56%	74.56%
			7	92	80.70%	80.70%
1999*	2	65		90	78.95%	78.95%
			4	94	82.46%	82.46%
2000	1	64		93	81.58%	81.58%
			1	94	82.46%	82.46%
2001	0		0	94	82.46%	82.46%
2002	0		0	94	82.46%	82.46%

* The FY 99 number of retirees includes one person who will retire in FY 99 who is not age 65 in FY 94.

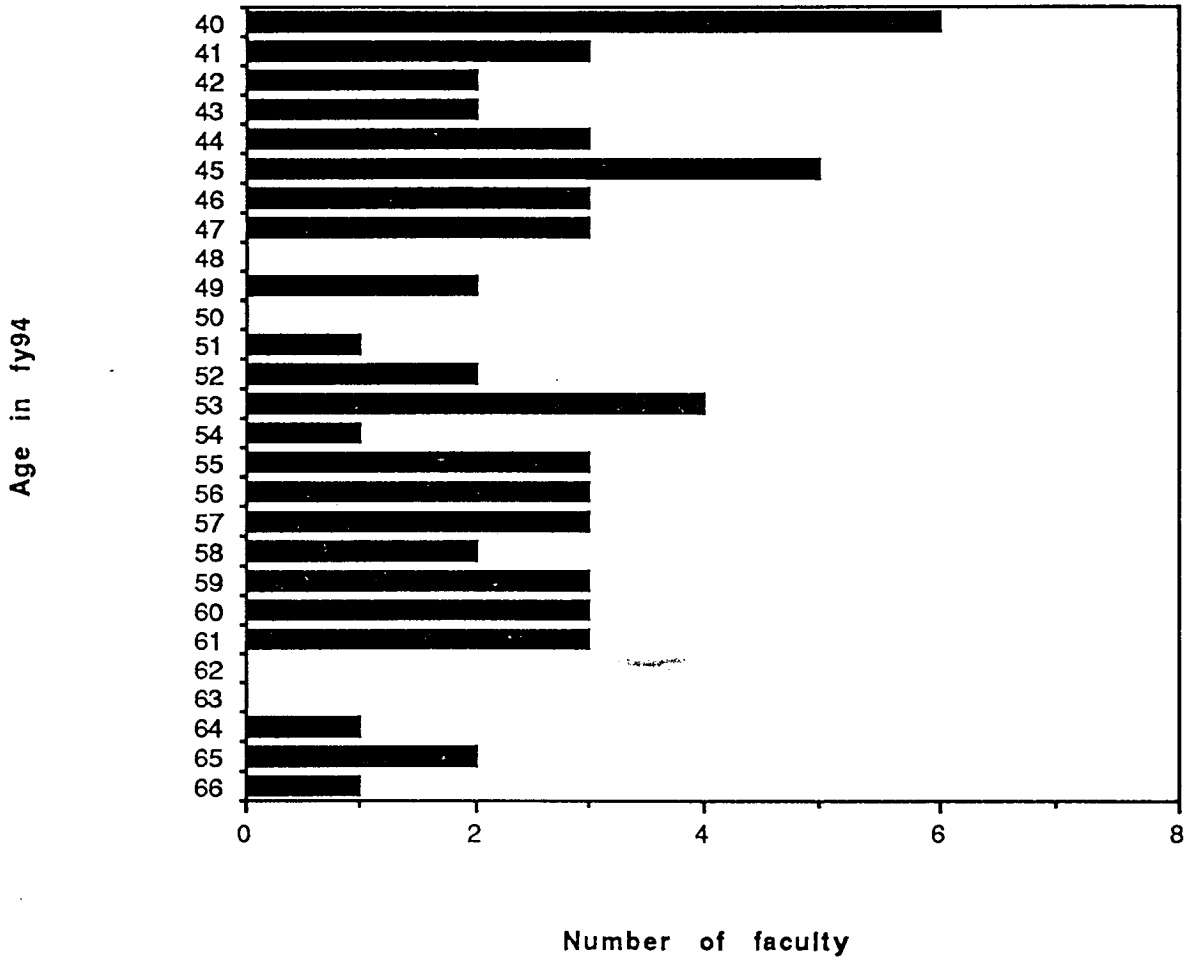
Fiscal Year	Number of Retirees	Age in FY 94	Number tenured	# tenured (14% ntt)	% tenured (14% ntt)	% tenured (20% ntt)
2003	3	61	0	91	79.82%	79.82%
2004	3	60	1	88	77.19%	77.19%
				89	78.07%	77.19%
2005	3	59	2	86	75.44%	74.56%
				88	77.19%	74.56%
2006	2	58	1	86	75.44%	72.81%
				87	76.32%	72.81%
2007	3	57	0	84	73.68%	70.18%
2008	3	56	0	81	71.05%	67.54%
2009	3	55	3	78	68.42%	64.91%
				81	71.05%	64.91%
2010	1	54	3	80	70.18%	64.04%
				83	72.81%	66.67%
2011	4	53	3	79	69.30%	63.16%
				82	71.93%	65.79%
2012	2	52	2	80	70.18%	64.04%
				82	71.93%	65.79%
2013	1	51	3	81	71.05%	64.91%
				84	73.68%	67.54%
2014	0		3	84	73.68%	67.54%
				87	76.32%	70.18%
2015	2	49	3	85	74.56%	68.42%
				88	77.19%	71.05%
2016	0		1	88	77.19%	71.05%
				89	78.07%	71.93%
2017	3	47	4	86	75.44%	69.30%
				90	78.95%	72.81%

Fiscal Year	Number of Retirees	Age in FY 94	Number tenured	# tenured (14% ntt)	% tenured (14% ntt)	% tenured (20% ntt)
2018	3	46		87	76.32%	70.18%
			2	89	78.07%	71.93%
2019	5	45		84	73.68%	67.54%
			1	85	74.56%	68.42%
2020	3	44	0	82	71.93%	65.79%
2021	2	43		80	70.18%	64.04%
			2	82	71.93%	65.79%
2022	2	42	0	80	70.18%	64.04%
2023	3	41		77	67.54%	61.40%
			3	80	70.18%	64.04%
2024	6	40		74	64.91%	58.77%
			3	77	67.54%	61.40%

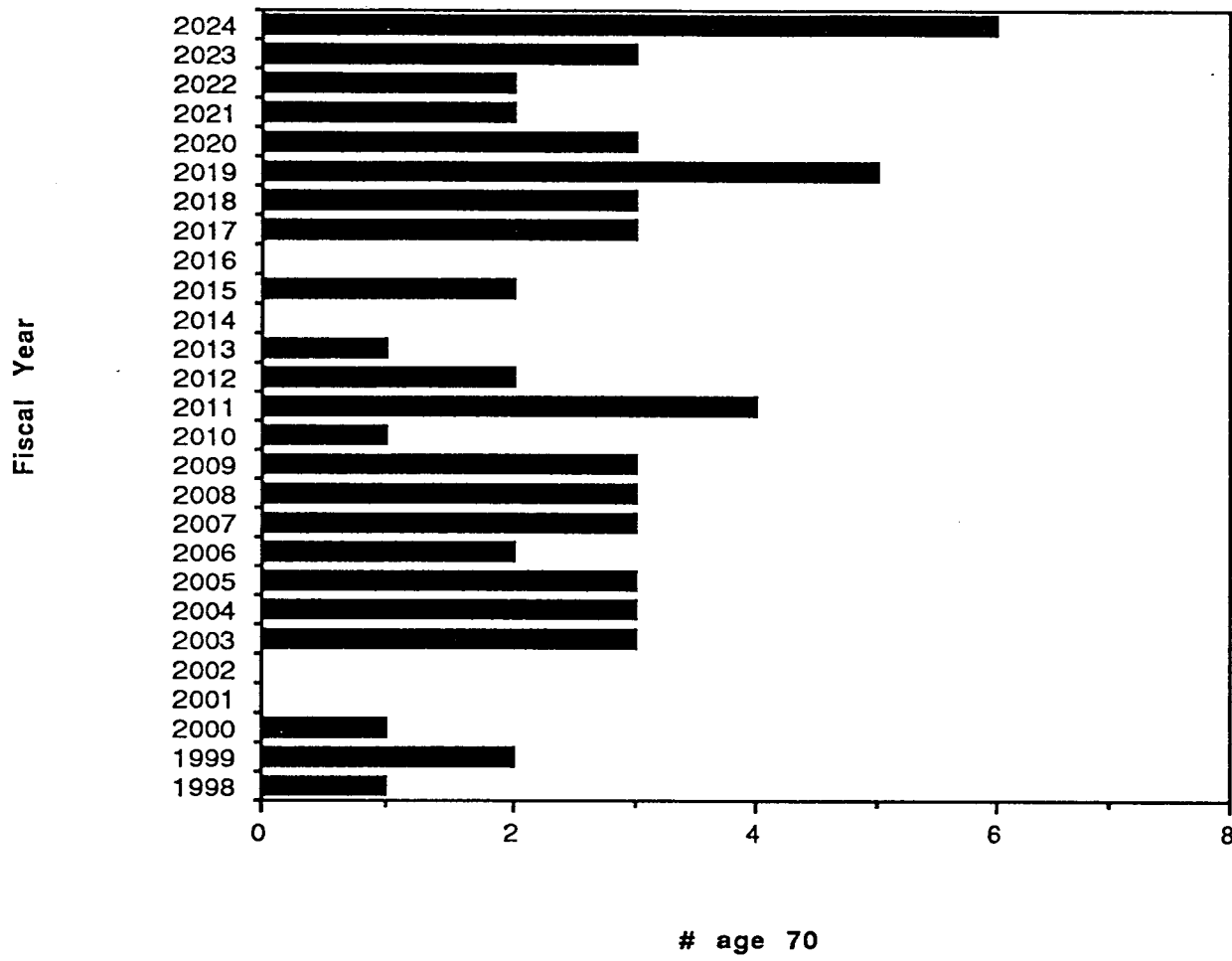
Appendix III: % of full-time positions occupied by tenured faculty by fiscal year (assuming that no probationary faculty choose to leave or are denied reappointment, that all considered for tenure are granted tenure, and that all retire at age 70)



Appendix IV
Distribution of faculty by age attained in fiscal year 1994



Appendix V
Number of faculty attaining the age of 70
by fiscal year (None in years 1994 - 1997)



Appendix VI											
Changes in tenured faculty, academic years 1986-87 through 1992-93											
	1	2	3	4	5	6	7	8	9	10	11
	Academic Year						Total	AY	Total	AY	AY
	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	(6 years)	1992-93	(7 years)	1993-94	1994-95
Considered for tenure	2	1	4	5	4	3	19	6	25	9	5
Denied tenure	0	0	0	2	0	2	4	0	4	?	?
Granted tenure	2	1	4	3	4	1	15	6	21	?	?
Hired with tenure	2	1	0	1	1	0	5	1	6	0	?
Total add'l tenured	4	2	4	4	5	1	20	7	27	?	?
Retirements	2	2	5	4	0	1	14	1	15	0	?
Anticipated retirements	0	0	0	1	1	0	2	1	3	0	0
Resignations, tenured	2	1	1	0	2	0	6	0	6	?	?
Total loss of tenured	4	3	6	5	3	1	22	2	24	?	?
Net Δ in ten'd faculty	0	-1	-2	-1	2	0	-2	5	3	?	?
Addendum:							<i>Average</i>		<i>Average</i>		
At the beginning of AY:							(6 years)		(7 years)		
Tenured	56	56	55	53	52	54	54.33	54	54.29	59	?
Ten trck ft positions	88	91	92	94	97	101	93.83	102	95.00	102	98
Probationary faculty	32	35	37	41	45	47	39.50	48	40.71	43	?
Non-ten-trck ft pos's	4	7	7	11	6	12	7.83	12	8.43	11	16
Total ft positions	92	98	99	105	103	113	101.67	114	103.43	113	114
Tenured as % ft pos's	60.87%	57.14%	55.56%	50.48%	50.49%	47.79%	53.44%	47.37%	52.49%	52.21%	?
Tenured as % FTE	54.05%	52.67%	51.48%	46.29%	45.61%	46.28%	49.25%	45.57%	48.69%	50.57%	?
FTE students	1215	1293	1321	1349	1365	1393	1323	1380	1331	1382	
FTE students/ft pos's	13.21	13.19	13.34	12.85	13.25	12.33	13.01	12.11	12.88	12.23	
FTE students/tt ft pos's	13.81	14.21	14.36	14.35	14.07	13.79	14.10	13.53	14.01	13.55	
FTE students/tenured	21.70	23.09	24.02	25.45	26.25	25.80	24.34	25.56	24.52	23.42	
Approx FTE faculty	103.6	106.33	106.83	114.5	114	116.67	110.32	118.5	111.49	116.67	
Approx FTE pt faculty	13.6	17	16.67	15.5	20.17	16.17	16.52	13.67	16.11	13	
Approx FTE stu/FTE fac	11.73	12.16	12.37	11.78	11.97	11.94	11.99	11.65	11.94	11.85	

REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea, Acting Chair - January 21, 1994

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 20, 1994, in the Hill Board Room, Palmer Hall. Other members in attendance were Mr. Michael McDonnell, Dr. Horst Dinkelacker, Mr. Timothy Ballard, and Mr. N.P. McWhirter.

Mr. McWhirter reviewed the year-to-date income/expense budget summary through the period ending December 1993 (attachment #1). On a positive note, through the first six months of the fiscal year, total income received was about the same as the same period a year ago (76.87% of budget versus 77.12% for the prior year). Expenditures for student financial aid are projected to remain within budget this year. Total expenditures to date were running slightly lower than the previous year (58.89% versus 60.67% for the prior year). Overall, the budget picture at mid year looks good.

Mr. Rhea reviewed the preliminary 1994-95 operating budget (attachment # 2). The fundamental assumptions include a slight enrollment increase from an average of 1330 FTE to 1345. Residence hall occupancy is projected to remain stable at 1030 students. With regard to student charges, the rates for tuition, room, and board will increase 3%, 0%, and 3% respectively for an average 2.6% increase, the lowest rate increase in over 20 years. The total increase in operating expenditures is projected to be 3.8% over the current year. Noncompensation expenditures are budgeted to increase at a very modest rate of 1.9%, well below projected inflation. Compensation expenditures for salaries and fringe benefits are expected to increase about 6%. 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 a 11.3% increase in income from endowment. The budget was approved unanimously as recommended.

Mr. McWhirter presented the cash management report which reflected a 3.13 % current yield on short term managed cash reserves totaling \$7,812,000. Intermediate funds currently are yielding approximately 6%.

Mr. McWhirter briefly reviewed the College property and liability insurance program (attachment #3). Additional comprehensive liability coverage in the amount of \$5,000,000 was added during the past year bringing the total to \$15,000,000. In addition, the Directors and Officers liability coverage now stands at \$5,000,000. The College continues to add to its property coverage as needed each year, with total property replacement values now exceeding \$98,000,000.

There being no other business the committee adjourned at 2:40 p.m.

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: January 20, 1994
RE: 1994-95 Operating Budget

I recommend the following operating budget for 1994-95:

	Budget 1993-94	Budget 1994-95
INCOME:		
Tuition	\$19,098,549	\$19,860,358
Fees	1,531,550	1,506,313
Room & Board	4,752,255	4,813,183
Gifts & Grants	2,116,800	2,152,500
Endowment	4,392,101	4,887,221
Other Income	1,798,704	1,757,200
Total Income	\$33,689,959	\$34,976,775
EXPENSE:		
Compensation	15,204,111	16,148,856
Non-Compensation	18,485,848	18,827,919
	\$33,689,959	\$34,976,775

	93-94	% CHANGE	94-95
BUDGET ASSUMPTIONS:			
Tuition Rate	\$14,758	3.0%	\$15,200
Room	\$2,696	0.0%	\$2,696
Board	\$2,012	3.0%	\$2,072
TOTALS:	\$19,466	2.6%	\$19,968
Fall Enrollment (FTE)	1330		1345
Dormitory Occupancy	1030		1030

INCOME BUDGET:	93-94		94-95
TUITION AND FEES:			
Tuition	\$18,942,007	4.2%	\$19,736,558
Tuition-Summer School	\$12,000	0.0%	\$12,000
Tuition- MS/Acctng.	\$88,542	-31.3%	\$60,800
Summer Writing/Scholars	\$56,000	-8.9%	\$51,000
European Studies	\$371,890	-0.6%	\$369,600
Student Activity Fees	\$210,140	1.1%	\$212,510
Applied Music Fees	\$30,000	-13.3%	\$26,000
Special Course Fees	\$25,000	0.0%	\$25,000
Application Fees	\$61,200	30.7%	\$80,000
Extra Hours	\$4,000	25.0%	\$5,000
Graduation & Misc. Fees	\$35,000	0.0%	\$35,000
Registration & Transcripts	\$4,000	12.5%	\$4,500
Special Studies	\$583,650	-8.4%	\$534,660
Micro Center	\$12,000	8.3%	\$13,000
Music Academy	\$194,670	3.3%	\$201,043
TOTAL:	\$20,630,099	3.6%	\$21,366,671
ROOM & BOARD:			
Room	\$2,721,342	0.0%	\$2,721,342
Board	\$2,030,913	3.0%	\$2,091,840
TOTAL:	\$4,752,255	1.3%	\$4,813,183

GIFTS AND GRANTS:			
Church	\$55,000	-32.7%	\$37,000
Annual Support Program	\$2,061,800	2.6%	\$2,115,500
TOTAL:	\$2,116,800	1.7%	\$2,152,500
ENDOWMENT INCOME:	\$4,392,101	11.3%	\$4,887,221
OTHER INCOME:			
Theater	\$19,604	2.0%	\$20,000
Bookstore	\$845,000	3.6%	\$875,000
Interest Income	\$280,000	-10.7%	\$250,000
Swimming Pool	\$44,750	0.0%	\$44,750
Indirect Cost Recovery	\$16,700	-100.0%	\$0
Miscellaneous Income	\$2,000	-75.0%	\$500
Traffic Fines	\$17,000	0.0%	\$17,000
Dividends, Royalties, Commissions	\$60,000	15.0%	\$69,000
College Work-Study	\$125,000	0.0%	\$125,000
Athletic Income	\$2,650	0.0%	\$2,650
Restricted Scholarships	\$196,000	0.0%	\$196,000
Telephone	\$90,000	2.6%	\$92,300
Parkway House	\$100,000	-35.0%	\$65,000
TOTAL:	\$1,798,704	-2.3%	\$1,757,200
TOTAL INCOME BUDGET:	\$33,689,959	3.8%	\$34,976,775

EXPENSE BUDGET:	1993-94			1994-95			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	EDUC. & GENERAL:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES			
Art	\$187,599	\$16,478	\$204,077	\$208,943	\$17,433	\$226,376	11.4%	5.8%	10.9%
Religious Studies	\$623,071	\$14,055	\$637,126	\$648,881	\$14,055	\$662,936	4.1%	0.0%	4.1%
English	\$668,176	\$20,745	\$688,921	\$684,308	\$21,045	\$705,353	2.4%	1.4%	2.4%
Foreign Languages	\$680,300	\$20,280	\$700,580	\$760,043	\$21,870	\$781,913	11.7%	7.8%	11.6%
Language Center	\$30,738	\$2,567	\$33,305	\$32,275	\$2,567	\$34,842	5.0%	0.0%	4.6%
Music	\$323,590	\$23,773	\$347,363	\$348,771	\$23,941	\$372,712	7.8%	0.7%	7.3%
Philosophy	\$200,094	\$3,325	\$203,419	\$210,099	\$3,325	\$213,424	5.0%	0.0%	4.9%
Theater/Med Arts	\$227,851	\$30,299	\$258,150	\$252,364	\$30,799	\$283,163	10.8%	1.7%	9.7%
Search/Values Course	\$0	\$6,250	\$6,250	\$0	\$6,250	\$6,250	0.0%	0.0%	0.0%
Summer Writing/Scholars	\$25,102	\$30,815	\$55,917	\$26,357	\$25,829	\$52,186	5.0%	-16.2%	-6.7%
Music Academy	\$176,923	\$13,600	\$190,523	\$183,084	\$13,850	\$196,934	3.5%	1.8%	3.4%
European Studies	\$46,032	\$325,858	\$371,890	\$50,005	\$310,646	\$360,651	8.6%	-4.7%	-3.0%
Anthro & Sociology	\$166,267	\$11,690	\$177,957	\$191,747	\$11,450	\$203,197	15.3%	-2.1%	14.2%
Economics & Business	\$652,078	\$20,744	\$672,822	\$734,790	\$20,219	\$755,009	12.7%	-2.5%	12.2%
MS/Accounting	\$13,200	\$13,362	\$26,562	\$16,748	\$13,408	\$30,156	26.9%	0.3%	13.5%
Education	\$51,006	\$4,195	\$55,201	\$53,556	\$4,195	\$57,751	5.0%	0.0%	4.6%
History	\$488,916	\$16,128	\$505,044	\$502,210	\$16,128	\$518,338	2.7%	0.0%	2.6%
International Studies	\$338,135	\$15,958	\$354,093	\$395,961	\$15,788	\$411,749	17.1%	-1.1%	16.3%
Political Science	\$324,653	\$17,319	\$341,972	\$349,077	\$18,269	\$367,346	7.5%	5.5%	7.4%
Psychology	\$336,838	\$14,250	\$351,088	\$373,153	\$13,750	\$386,903	10.8%	-3.5%	10.2%
Biology	\$495,854	\$40,495	\$536,349	\$520,680	\$40,995	\$561,675	5.0%	1.2%	4.7%
Chemistry	\$341,963	\$35,448	\$377,411	\$359,061	\$35,273	\$394,334	5.0%	-0.5%	4.5%
Mathematics & Comp. Sci.	\$351,405	\$13,761	\$365,166	\$368,976	\$13,961	\$382,937	5.0%	1.5%	4.9%
Physics	\$317,935	\$13,529	\$331,464	\$333,833	\$13,907	\$347,740	5.0%	2.8%	4.9%
Summer School	\$22,694	\$150	\$22,844	\$23,828	\$150	\$23,978	5.0%	0.0%	5.0%
Interdisciplinary Humanities	\$13,843	\$818	\$14,661	\$0	\$0	\$0	-100.0%	-100.0%	-100.0%
Computer Center	\$303,270	\$204,099	\$507,369	\$318,433	\$204,099	\$522,532	5.0%	0.0%	3.0%
Library	\$456,126	\$366,753	\$822,879	\$478,932	\$388,794	\$867,726	5.0%	6.0%	5.5%
Research & Faculty Devel.	\$88,297	\$103,500	\$191,797	\$92,711	\$110,500	\$203,211	5.0%	6.8%	6.0%
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	\$1,300	\$1,300	\$0	\$1,000	\$1,000	0.0%	-23.1%	-23.1%
Urban Studies	\$0	\$1,000	\$1,000	\$0	\$1,300	\$1,300	0.0%	30.0%	30.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$519,963	\$162,375	\$682,338	\$527,945	\$176,600	\$704,545	1.5%	8.8%	3.3%
TOTAL:	\$8,471,919	\$1,572,169	\$10,044,088	\$9,046,771	\$1,598,646	\$10,645,417	6.8%	1.7%	6.0%

STUDENT SERVICES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Athletics	\$561,729	\$341,770	\$903,499	\$595,149	\$343,570	\$938,719	5.9%	0.5%	3.9%
Swimming Pool	\$30,815	\$14,219	\$45,034	\$32,355	\$14,219	\$46,574	5.0%	0.0%	3.4%
Counseling Center	\$122,789	\$7,333	\$130,122	\$128,928	\$7,333	\$136,261	5.0%	0.0%	4.7%
Career Services	\$110,423	\$21,501	\$131,924	\$115,943	\$21,918	\$137,861	5.0%	1.9%	4.5%
Admissions	\$452,043	\$389,821	\$841,864	\$474,645	\$397,415	\$872,060	5.0%	1.9%	3.6%
Registrar	\$138,897	\$14,456	\$153,353	\$147,250	\$15,451	\$162,701	6.0%	6.9%	6.1%
Financial Aid Office	\$166,942	\$57,870	\$224,812	\$175,289	\$59,500	\$234,789	5.0%	2.8%	4.4%
Chaplain/Kinney	\$47,920	\$5,800	\$53,720	\$50,316	\$5,800	\$56,116	5.0%	0.0%	4.5%
Dean Of Students	\$258,428	\$74,170	\$332,598	\$271,349	\$76,102	\$347,451	5.0%	2.6%	4.5%
Campus Safety	\$367,767	\$16,490	\$384,257	\$393,377	\$16,820	\$410,197	7.0%	2.0%	6.8%
Student Activity Fund	\$0	\$129,200	\$129,200	\$0	\$130,131	\$130,131	0.0%	0.7%	0.7%
Residential Life	\$20,560	\$35,827	\$56,387	\$21,589	\$36,527	\$58,116	5.0%	2.0%	3.1%
Multi-Cult. Aff.	\$0	\$6,565	\$6,565	\$0	\$6,565	\$6,565	0.0%	0.0%	0.0%
Health Services	\$35,778	\$29,093	\$64,871	\$37,568	\$30,833	\$68,401	5.0%	6.0%	5.4%
Student Center	\$0	\$2,688	\$2,688	\$0	\$2,741	\$2,741	0.0%	2.0%	2.0%
TOTAL:	\$2,314,091	\$1,146,803	\$3,460,894	\$2,443,758	\$1,164,925	\$3,608,683	5.6%	1.6%	4.3%
PLANT OPER. & MAIN.:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Housekeeping	\$744,489	\$55,949	\$800,438	\$807,522	\$55,949	\$863,471	8.5%	0.0%	7.9%
Physical Plant	\$619,126	\$175,329	\$794,455	\$670,081	\$175,329	\$845,410	8.2%	0.0%	6.4%
Utilities	\$0	\$457,309	\$457,309	\$0	\$467,436	\$467,436	0.0%	2.2%	2.2%
Grounds	\$205,905	\$48,982	\$254,887	\$222,260	\$48,982	\$271,242	7.9%	0.0%	6.4%
Mailroom	\$31,844	\$8,000	\$39,844	\$33,437	\$8,463	\$41,900	5.0%	5.8%	5.2%
TOTAL:	\$1,601,364	\$745,569	\$2,346,933	\$1,733,300	\$756,159	\$2,489,459	8.2%	1.4%	6.1%

GENERAL ADMINISTRATION:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Administrative Services	\$332,613	\$147,449	\$480,062	\$349,244	\$150,383	\$499,627	5.0%	2.0%	4.1%
Board of Trustees	\$0	\$56,121	\$56,121	\$0	\$57,250	\$57,250	0.0%	2.0%	2.0%
Pres. Plan for Excellence	\$0	\$111,308	\$111,308	\$0	\$113,591	\$113,591	0.0%	2.1%	2.1%
Hill/Pres Acad Discr Fund	\$0	\$46,884	\$46,884	\$0	\$47,820	\$47,820	0.0%	2.0%	2.0%
President's Office	\$278,544	\$89,165	\$367,709	\$292,471	\$90,950	\$383,421	5.0%	2.0%	4.3%
Executive Vice-Pres.	\$193,463	\$91,035	\$284,498	\$203,137	\$92,855	\$295,992	5.0%	2.0%	4.0%
Comptroller	\$364,801	\$81,625	\$446,426	\$383,041	\$83,250	\$466,291	5.0%	2.0%	4.4%
Planning & Inst. Analysis	\$69,795	\$11,195	\$80,990	\$73,285	\$11,195	\$84,480	5.0%	0.0%	4.3%
Development	\$722,508	\$266,032	\$988,540	\$784,941	\$256,008	\$1,040,949	8.6%	-3.8%	5.3%
College Relations	\$163,858	\$78,545	\$242,403	\$172,051	\$78,593	\$250,644	5.0%	0.1%	3.4%
Public Information	\$141,924	\$103,476	\$245,400	\$149,021	\$109,417	\$258,438	5.0%	5.7%	5.3%
Insurance	\$0	\$244,100	\$244,100	\$0	\$253,000	\$253,000	0.0%	3.6%	3.6%
Staff Training & Devel.	\$0	\$25,000	\$25,000	\$0	\$25,500	\$25,500	0.0%	2.0%	2.0%
TOTAL:	\$2,267,506	\$1,351,935	\$3,619,441	\$2,407,191	\$1,369,812	\$3,777,003	6.2%	1.3%	4.4%
AUXILIARY ENTERPRISES:	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
Residence Halls	\$63,694	\$467,917	\$531,611	\$66,053	\$476,222	\$542,275	3.7%	1.8%	2.0%
Food Service	\$0	\$1,651,259	\$1,651,259	\$0	\$1,715,802	\$1,715,802	0.0%	3.9%	3.9%
Special Studies	\$288,787	\$277,045	\$565,832	\$245,196	\$266,860	\$512,056	-15.1%	-3.7%	-9.5%
McCoy Theater	\$0	\$19,604	\$19,604	\$0	\$20,000	\$20,000	0.0%	2.0%	2.0%
Bookstore	\$136,632	\$626,710	\$763,342	\$143,463	\$670,000	\$813,463	5.0%	6.9%	6.6%
Parkway House	\$0	\$123,150	\$123,150	\$0	\$109,050	\$109,050	0.0%	-11.4%	-11.4%
Telephone System	\$21,383	\$177,000	\$198,383	\$22,452	\$180,191	\$202,643	5.0%	1.8%	2.1%
Debt Service	\$0	\$1,018,655	\$1,018,655	\$0	\$1,074,908	\$1,074,908	0.0%	5.5%	5.5%
Desk-Top Publishing	\$38,735	\$18,515	\$57,250	\$40,672	\$18,515	\$59,187	5.0%	0.0%	3.4%
TOTAL:	\$549,231	\$4,379,855	\$4,929,086	\$517,836	\$4,531,548	\$5,049,384	-5.7%	3.5%	2.4%
STUDENT FINANCIAL AID:	\$0	\$7,660,340	\$7,660,340	\$0	\$7,728,140	\$7,728,140	0.0%	0.9%	0.9%
STUDENT WAGES:	\$0	\$515,178	\$515,178	\$0	\$515,178	\$515,178	0.0%	0.0%	0.0%
BUDGET CONTINGENCY:	\$0	\$115,500	\$115,500	\$0	\$125,296	\$125,296	0.0%	8.5%	8.5%
RENO. & REPLACEMENT:	\$0	\$998,499	\$998,499	\$0	\$1,038,215	\$1,038,215	0.0%	4.0%	4.0%
GRAND TOTALS:	\$15,204,111	\$18,485,848	\$33,689,959	\$16,148,856	\$18,827,919	\$34,976,775	6.2%	1.9%	3.8%
UNALLOCATED BUDGET			\$0			\$0			

REPORT OF THE COMMITTEE ON INVESTMENTS - Mr. James A. Thomas III, Acting Chair
- January 21, 1994

James A. Thomas III gave the following report in the absence of the Investment Chair Michael McDonnell. Our endowment last year increased in value by 17% to \$115 million, with all of our four money managers having an excellent year for us. The equity segment of our portfolio increased by 23% as opposed to a 10% increase in the market as a whole as measured by the Dow Jones Industrial.

We had net contributions to the fund last year of \$3.5 million. We took out of the fund, as Herb Rhea reported, \$4.3 million. The increase in the fund in the last two years, as Herb pointed out, using 5% of the two-year moving average, allows us to budget for \$500,000 more next year, \$4.8 million.

Under Mike's leadership, we hired two specialty managers two and a half years ago: one a hedge-fund manager and the other a small capitalization growth stock manager. Over this period one has annualized returns of 40% and the other 25% and that compares with the S&P returns of 13%. I would like very much to commend Mike on his leadership on this committee. As you know, Mike is always thinking in the future. He and Bruce Campbell, who is a very hard-nosed banker, make an excellent team on this committee. I think this committee has done a really outstanding job. I would like to commend those two men for the record.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chair
- January 21, 1994

The meeting was called to order at 2:00 p.m. by Mr. Edgar H. Bailey, Jr., Chair. Committee members in attendance were: Elizabeth C. Knight, C. Stratton Hill, Jr., William D. Berg, Nettie Schilling, Dean Allen Boone

Mr. Bailey welcomed members of the Committee and asked Dean Allen Boone to proceed with the agenda items.

Dean Boone presented a status report on the design of the proposed Campus Life Center. The project architects Hastings and Chivetta, are nearing completion of the design development phase and will shortly begin preparation of final construction documents and bid specifications. Several renderings of various public spaces were reviewed as well as the space allocation of the entire complex. Barring any unforeseen delays, the plans could be completed by mid to late summer 1994. Depending on the financial arrangements, the fall of 1994 would be the earliest that construction could commence. A more probable target date, however, is approximately March '95. The Committee then reviewed a progress report on physical plant renovations over the past five years. Rhodes has been fortunate in virtually eliminating many of the deferred maintenance problems experienced by many colleges and universities. Most of the major mechanical systems, built-up roofs, heating/air-conditioning systems have been upgraded with Renovation & Replacement (R&R) funds in recent years. While there are still some priority needs, Rhodes is not having to play the "catch up" game. Annual renovation funds will increasingly be targeted at projects which enhance productivity, efficiency, and cost savings as well as preventive maintenance.

Dean Boone presented a brief report on some of the productivity initiatives in the Physical Plant Department. For example, the College has been installing a state-of-the-art computerized energy management system. Operational schedules of each building are monitored and controlled 24 hours a day. When all campus buildings are brought into the system, annual energy savings in the 10-15% range are possible. Other initiatives include the new computerized work order system, detailed mechanical system database, re-negotiated vending machine contract, etc.

There was general discussion concerning emergency preparedness on campus. Dean Boone briefly reviewed the general building capabilities (emergency lighting, exit lights, emergency electrical generating capacity, radio transmission capability, etc.). The College also has an up-to-date emergency management plan and has recently held campus-wide staff training on this subject.

Finally, there was some discussion concerning the loss of two trees in Oak Alley during the Christmas holidays. The Committee expressed hope that the integrity of Oak Alley could be maintained, recognizing of course, that these trees have a finite life span.

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

REPORT OF THE COMMITTEE ON SPECIAL STUDIES - Mr. Jack Blair, Chair - December 15, 1993

Mr. Jack Blair, Chair, called the meeting of the Special Studies Committee to order at 8:00 a.m. Others present were: Bob Buckman, Ken Clark, Sally Thomason, Mel Grinspan, Bill Wix, and Polly Hubbell.

CURRENT STATUS

The mid-year financial report of Special Studies shows that the established programs—The Institute for Executive Leadership, the Continuing Legal Education Seminar, continuing education courses, the C. Whitney Brown Management Seminar, the Institute for Publishing & Writing Children's Books, and Facility rental contracts—income and expenses are on budget.

Corporate program contracts are currently short of projections. The short-term picture is okay. There are five proposals pending, more in the works, and expenses are being carefully monitored so anticipated income is projected to cover expenses. However, it is becoming increasingly clear that the viability of the Center's programs in Leadership Development and International Cross/cultural education depend on building long-term relationships with some key companies in the area. We need to position ourselves as a partner with complimentary resources to be used in businesses' own established training delivery systems. A major challenge is that, although the need for good training seems to be universally acknowledged, it is usually discretionary expense and in many cases a low priority for most small companies and even many of the larger ones. Yet, according to the Wall Street Journal, major national companies spent millions of dollars in executive education in 1992, or an average of \$4,997 per person.

WHAT IS BEING DONE HERE AT RHODES?

Special Studies is concentrating efforts on learning about the training needs of area businesses and telling them about the Center's expertise in leadership and international cross/cultural programs. Three things are being done:

ONE-ON-ONE CONTACT - In November and December twelve small breakfast meetings were held on campus (9 focused on Leadership Assessment and 3 on international cultural program capabilities). Seventy-five representatives from 36 companies attended one of these meetings. Follow-up calls are now in process.

A NEW BROCHURE - An attractive descriptive piece, designed to be used as "leave behind" information after an initial contact, has been produced and mailed out to 80 primary contacts and members of the Rhodes Board of Trustees.

CREATING OPPORTUNITIES FOR EXPOSURE TO PROGRAMS

- Four cross-cultural open enrollment seminars (2 on Latin America; 2 on the Pacific Rim) are being offered this spring to introduce companies to our capabilities.
- Representatives from interested companies will be invited to sit in as observers on seminars we currently conduct for Kellogg, Baptist, and Smith & Nephew Richards, to get an idea of the Rhodes approach.
- And, we are considering expanding our Special Studies Committee to include representatives from a number of the key businesses here in the city to give them some ownership of the program we are developing.

Rhodes' Trustees can play a key role in helping to establish this Leadership learning center at Rhodes. If you haven't done so, read the new brochure and tell me or Sally Thomason who we should be talking with among your companies and contacts. This type of resource is very much needed in the Memphis area and we can be a part in building it.

Pricing of the seminars was discussed, as an open-enrollment format would require a different pricing structure than a customized program created specifically for an individual company. Mr. Buckman suggested price be based on a new formula to ensure greater surplus for the division. With this financial cushion, a good breakeven for any of these open enrollment seminars would be a half-full class, with the rest becoming surplus.

Mr. Grinspan reported on the C. Whitney Brown Management Seminar, scheduled for March 4, 1993. Herb Cohen will be the speaker. He spoke briefly about the Seidman Town Hall Lecture Series for spring, 1994 and the re-broadcasts to air on WKNO and other NPR stations nationwide.

Dean Thomason reported that the Continuing Legal Education seminar scheduled for January 28, 1994 has twelve law firms and three corporate legal department sponsors. She also reported on the Institute for Publishing and Writing Children's Books schedule for June 9-11, 1994, and changes on the Institute for Executive Leadership for 1994-95. The Institute will no longer be a 26-week course offered once a year, but a 12-week course offered twice a year, once in the fall and again in the spring.

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

10-93-1 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, October 21, 1993 pursuant to written notice. The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.

The meeting was opened with prayer by Mr. Joseph Orgill. Mr. Mitchener asked that there be a moment of silence in thanksgiving for the lives of former trustee John Tully, Prof. Yerger Clifton, Coach Leland Smith, and student Ned Powell.

10-93-2 The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

TRUSTEES

Dunbar Abston, '96
John A. Austin, '94
Edgar H. Bailey, '94
Jack R. Blair, '95
Bayard Boyle, Jr., '96
Robert H. Buckman, '94
Bland W. Cannon, '94
Kenneth F. Clark, Jr., '95
John H. Crabtree, Jr., '96
J. Lester Crain, '95
Donald H. Farris, '96
Ted M. Henry, '95
C. Stratton Hill, Jr., '96
Nancy J. Huggins, '94
W. Neely Mallory, '94
Michael McDonnell, '96
Frank M. Mitchener, Jr., '94
Joseph Orgill III, '95
James H. Prentiss III, '96
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, '96
Mary R. Wardrop, '95

David D. Watts, '95
Spence L. Wilson, '96

LIFE TRUSTEES

Winton M. Blount
L. Palmer Brown
Charles P. Cobb
Paul Tudor Jones
Robert D. McCallum
P.K. Seidman

HONORARY TRUSTEES

Robert W. Amis
Mertie W. Buckman
William S. Craddock, Sr.
Frank M. Norfleet
Charles R. Sherman
Frances Tigrett
Russel L. Wiener

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

GUEST

Douglas Alexander

FACULTY TRUSTEES

Horst Dinkelacker, '96
Cynthia Marshall, '94

STUDENT TRUSTEES

Nina Choudhuri
Elizabeth Knight
Merryl Taylor

PRESENT BY INVITATION

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

The following Trustees were absent:

TRUSTEES

Marion S. Adams, '96
Jack A. Belz, '96
Bruce E. Campbell, Jr., '95
George E. Cates, '94
W. L. Davis, '96
Tommie S. Dunavant, '95
Bryan M. Eagle, '95
Billy M. Hightower, '95
William J. Michaelcheck, '95
Harry J. Phillips, Sr., '96
John C. Sites, '94
Willard R. Sparks, '94
S. Ray Zbinden, '94

LIFE TRUSTEES

Margaret Hyde
William C. Rasberry
John W. Wade

FACULTY TRUSTEES

Marcus D. Pohlmann, '95

BY INVITATION

Kathleen Laakso
Lloyd C. Templeton, Jr.

HONORARY TRUSTEES

Emily Alburty
Edward Jappe
Harold F. Ohlendorf
Lorna Reimers
John B. Ricker, Jr.
Nettie Schilling
Alvin Wunderlich, Jr.

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

10-93-3 Mr. Mitchener welcomed the following new members of the Board:

TRUSTEES:

Mr. Donald Farris, President of Farris Investment Enterprises and Farris Aviation.
Mr. Harry J. Phillips, Sr., returning trustee, Chairman of the Executive Committee of Browning-Ferris Industries, Inc.
Mr. Spence L. Wilson, returning trustee, President of Kemmons Wilson, Inc.

FACULTY:

Dr. Horst R. Dinkelacker, Professor of German and Chair of the Department of Foreign Languages and Literatures

STUDENTS:

Ms. Elizabeth C. Knight, '95, junior from Birmingham, Alabama, majoring in biology with a minor in psychology
Ms. Merryl Taylor, '94, senior from Birmingham, Alabama, majoring in history with a minor in American Studies.
Ms. Nina Choudhuri, '94, senior from St. Louis, Missouri, is a returning trustee.

10-93-4 The Board approved as mailed the minutes of the Board of Trustees meeting held on April 15 and 16, 1993.

10-93-5 The President asked permission to change the agenda so that Mr. Winton M. Blount could give the Campaign Report before returning to Montgomery, Alabama. Mr. Blount's remarks are as follows:

As President Daughdrill said earlier, the most important item at this meeting of the Board of Trustees is the status of the Campaign we have going. I think we're at a very important time in the Campaign. We have some good news—we've had more than \$5 million added to the Campaign since the last meeting of the Board. We have \$40 million of our \$120 million goal. But we've got too much in one place and not enough in the other.

The single most important element of the Campaign is the Campus Life Center. The \$17 million project is absolutely vital to Rhodes College for its future—as far as getting students to come here. All of our competition have wonderful facilities like this already—Sewanee, Davidson, Emory, Vanderbilt, and a lot of others. And since the Bryan gift in July 1992, we have had only one major gift since that time.

Most of you know that we have two challenges—not only the \$1 million challenge that expires on December 31, but the challenge that Jim Thomas and Al Wunderlich have issued paying the last \$200,000 on this challenge. In other words, if \$1.8 million is pledged, and if all Trustees pledge to one of the top priorities of the capital campaign, then they will pay the last \$200,000.

Again, we're doing well if you look at the overall Campaign. But the focus is badly out of whack. We need to make adjustments so we can move on to success.

Doug Alexander, our development consultant, is here today and is going to be making the principal remarks about the Campaign. It's my pleasure to introduce Mr. Doug Alexander President of Alexander, O'Neill, Haas, & Martin.

MR. DOUG ALEXANDER'S REPORT

I thank you for the opportunity to address the Board about the 150th Anniversary Campaign. I was involved with the Campaign during its planning time, and then I was not involved with the College for approximately a year, so I've had the opportunity to look at what was done, to step back, and to come back in it, and it is in this context that I make these remarks.

My report has a different tone than prior Development reports and Campaign reports. We've had a tendency to say that things were moving along well, and they are if you look at gross numbers. We're at \$40 million dollars. But I think there are some things we need to take a serious look at, and that's what my remarks will be today.

We're going to have to do some things in the Campaign differently in the future than we've done in the past if the top capital priority projects that you as a Board approved at North River really happen. I feel relatively confident that our goal will be met. But meeting the numbers goal does not mean that you have had a successful campaign, and that's why I want you to do both.

I would like to talk about the strengths of what has been done, and to talk about the weaknesses. The ability to stand up in front of a Board and say things that are not totally positive

shows the real strength of an institution. Take, for example, Harvard University did a study a number of years ago on why their undergraduate teaching was so poor. Can you imagine that happening at Eastern or Brookhaven College? I think the fact that you're willing to hear some things that are not totally upbeat and happy shows the real strength of the College.

We've reached \$40 million of our goal. That is very positive. The alumni participation has gone above 50%. This is wonderful progress.

The trustees have been very generous givers to the annual fund and we have a tremendous number of deferred gifts for the College which will make its long-term future better. We've done a very good job, I think, of marketing the Campaign—the materials and videos are top notch.

Now, let me talk about the weaknesses, so we can correct them. First, we have emphasized future giving while we have current priorities. Second, we announced the Campaign too soon. There were people to be seen before we announced the Campaign. Third, the Campaign, has not had a sense of urgency—that's one thing that you've got to have. Fourth, it's been primarily a staff-driven campaign. We need to correct that.

But most importantly, there's been a lack of Trustee giving to the top priority capital projects. If you remember, at North River you approved the top priority cash projects, which had a goal of \$47 million. That is where we have failed. Whether by ability or by inclination, we have not fulfilled the top capital project priorities. We have 41 Trustees -- voting, former, life, and honorary -- who have not given to the top priority capital projects. Quite honestly, that's unacceptable. From the point of view of the College, we have not gotten the types and size of cash gifts that we need.

We need a \$17 million building; my real fear is that it will be a \$22 million building before we build it. The lack of cash giving creates a problem for the College, not just for the Campaign. Every year that building is put off is hurting the College.

The Campus Life Center is not going to happen without a sense of urgency. Fortunately, we have received the challenge from Red and Carolyn Blount. Fortunately, we have received the challenge from Jim Thomas and Al Wunderlich. But time is running out. We have got to get people to give in order to make the Challenge a success, make this facility a success, and make the Campaign a success.

Rhodes is the most prestigious institution in the Mid-South. Trustees should, could, and must, do more on a cash basis. I think you need to review your process of identifying and involving Trustees. I think some people have been brought on the Board with low expectations of giving. Being on the Board is more than giving \$1,000 a year to the institution.

The Campus Life Center must be the top priority of the College and of the Campaign. And we're making progress. Within the last two months, we have had more involvement, more discussion, more controversy, more analysis, more commitment from the Campaign Executive Committee than in the prior three years. We have a sense of urgency now.

My fear is that the building is either a.) going to be cut back and not what we want it to be, b.) that it will be delayed and will hurt in admissions, and c.) that it is going to cost a lot more than we ever thought.

We must, as this meeting breaks up, revisit each Trustee, especially those who have not made a cash commitment to the capital campaign, and ask them to seriously consider making a cash commitment to the Campus Life Center. We need millions of dollar in a short period of time.

My challenge to you is to do better. Jim said in his comments about Rhodes that we seek not the good, but the best. So I challenge each of you, let's meet this challenge gift of the Blount's; let's give -- 100% of us -- to the top priorities to meet the Thomas/Wunderlich Challenge; and let's get that Campus Life Center built. If we don't, there will be big ramifications for the College and the Campaign.

I will stop at this point and invite questions.

Questions:

"As I understand the problem, it's not the Campaign total; it's the mix of the cash and the future gifts—is that correct?" Yes; 60% of the funds committed thus-far fall into two categories: annual giving, which will be spent and gone; and deferred giving, which is not here. For the top capital projects, for which you approved of \$47 million dollars, we only have \$16 million.

"If I give money to name an already existing facility, where does the money go?" It goes to where you designate it, or it could be up to the discretion of the Board.

"To meet the Blount Challenge, we have to pledge by December 31. Do we have to pay by then, too?" No; it can be paid over a five-year period, by December 31, 1998.

"What is cash; define cash." It is money that you can spend to pay for the building. Anything that is liquid that you can sell and pay the bills that the contractor sends us.

"Do you want us to divide what is needed by the number of Trustees, and all pledge the same amount?" No, we're not asking for equal giving; we're asking for equal sacrifice.

(No more questions.)
Thank you, Mr. Chairman.

10-93-6 Before adjourning to committee meetings, Mr. Mitchener asked Ms. Vicki Roman to serve as Acting Chair of the Committee of Faculty and Educational Program. He reminded the members that the Trustees would be having cocktails with Pentaceratops in the lobby of Frazier Jelke Science Center at seven o'clock followed by dinner in Margaret Hyde Hall of Catherine Burrow Refectory at eight o'clock.

10-93-7 The Board adjourned to committee meetings at 2:00 P.M.

Friday, October 22, 1993

10-93-8 The Board of Trustees resumed its meeting on Friday, October 22, 1993 at 8:30 A.M. in the Edmund Orgill Room on campus.

The meeting was called to order by the chair, Mr. Frank M. Mitchener, Jr.

The meeting was opened with prayer by Ms. Nina Choudhuri.

Secretary Clark called the roll. Members present were:

TRUSTEES

Dunbar Abston, '96
John A. Austin, '94
Edgar H. Bailey, '94
Jack A. Belz, '96
Jack R. Blair, '95
Bayard Boyle, Jr., '96
Robert H. Buckman, '94
Bland W. Cannon, '94
Kenneth F. Clark, Jr., '95
John H. Crabtree, Jr., '96
J. Lester Crain, '95
W. L. Davis, '96
Donald H. Farris, '96
Ted M. Henry, '95
C. Stratton Hill, Jr., '96
Nancy J. Huggins, '94
W. Neely Mallory, '94
Michael McDonnell, '96
Frank M. Mitchener, Jr., '94
Joseph Orgill III, '95
James H. Prentiss III, '96
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, '96

Mary R. Wardrop, '95
David D. Watts, '95
Spence L. Wilson, '96

LIFE TRUSTEES

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

HONORARY TRUSTEES

Robert W. Amis
Mertie W. Buckman
William S. Craddock, Sr.
Frank M. Norfleet
Charles R. Sherman
Frances Tigrett
Russel L. Wiener

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

GUEST

Douglas Alexander

FACULTY TRUSTEES

Horst Dinkelacker, '96
Cynthia Marshall, '94
Marcus D. Pohlmann, '95

STUDENT TRUSTEES

Nina Choudhuri
Elizabeth Knight
Merryl Taylor

PRESENT BY INVITATION

William D. Berg
J. Allen Boone
Perry Dement
Sherry J. Fields
Brian E. Foshee
Josephine B. Hall
David L. Harlow
Paula S. Jacobson
Kathleen Laakso
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

The following Trustees were absent:

TRUSTEES

Marion S. Adams, '96
Bruce E. Campbell, Jr., '95
George E. Cates, '94
Tommie S. Dunavant, '95
Bryan M. Eagle, '95
Billy M. Hightower, '95
William J. Michaelcheck, '95
Harry J. Phillips, Sr., '96
John C. Sites, '94
Willard R. Sparks, '94
S. Ray Zbinden, '94

LIFE TRUSTEES

Winton M. Blount
Margaret Hyde
William C. Raspberry
John W. Wade

FACULTY TRUSTEES**HONORARY TRUSTEES**

Emily Alburty
Edward Jappe
Harold F. Ohlendorf
Lorna Reimers
John B. Ricker, Jr.
Nettie Schilling
Alvin Wunderlich, Jr.

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

10-93-10 Mr. Mitchener, on behalf of the Board, thanked President Daughdrill and the staff for the lovely dinner party.

10-93-11 President Daughdrill introduced Mr. John Harp who showed an audio-visual on "Life At Rhodes"

President Daughdrill next introduced Ms. Helen Norman who showed an audio-visual of a segment on Rhodes' Honor Council which had previously been aired on national TV.

10-93-12 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David Watts, Chair.
(Exhibit B, pgs. 11 & 12)

Committee report received.

10-93-13 The Board approved the following resolution:

The Red and Black Society provides an important opportunity for alumni, parents and friends to take an active part in the life of the College through special involvement and financial support. To foster new and increased memberships among young alumni, membership requirements for alumni who have not yet celebrated their 10th year reunion shall be \$500.

10-93-14 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. Bayard Boyle, Chair (Exhibit C, pgs. 13-24)

Committee report received.

Mr. Boyle reported that the Synod of Living Waters had approved the Amended and Restated Charter of the College and that the College attorneys would file the appropriate documents with the State of Tennessee.

10-93-15 Mr. Boyle stated that prospective trustee candidates were discussed and that a slate would be presented to the Board for approval at the January meeting.

10-93-16 Mr. Boyle stated that candidates for honorary degrees were discussed and that a slate would be presented to the Board for approval at a later time.

10-93-17 The Board approved the amended College ByLaws: (Exhibit C, pgs, 13-23)

10-93-18 The Board approved the following resolution and asked that a copy be sent to the family of each deceased member:

IN MEMORIAM

**YERGER HUNT CLIFTON
1930-1993**

**EDWARD RODGERS POWELL
1972-1993**

**JOHN MARTIN TULLY
1925-1993**

**LELAND L. SMITH, JR.
1951-1993**

Established in 1848, with a population today of 3,000, Rhodes is a small community. We revere our ancestors, welcome newcomers to our midst each fall, bid *bon voyage* to others in spring,

celebrate our victories, support one another in defeat, share great joy and, inevitably, deep, unanswered sadness.

In the past few months our community has once again felt the pain and grief that comes with the loss of its own. Our College family is diminished by the deaths of

Yerger Clifton, Professor of English and founder of British Studies at Oxford;

Ned Powell, a student who put devotion to Rhodes above all else;

John Tully, Rhodes Trustee and distinguished business leader; and

Leland Smith, Assistant Coach of Football and beloved mentor.

By what seems like cruel symmetry, we are reminded that the lives of faculty, students, trustees, and staff are finite.

These four have been removed from our midst, but not from our hearts. We rise above sorrow to celebrate their lives and to rejoice at the places in our community that will be forever theirs.

10-93-19 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE -

Ms. Nancy Huggins, Chair. (Exhibit D, pgs. 25 & 26)

Committee report received.

10-93-20 REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. John H. Crabtree, Chair.
(Exhibit E, pgs. 27 & 28)

Committee report received.

10-93-21 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

- Ms. Vicki Roman, Acting Chair. (Exhibit F, pgs. 29 & 30)

Committee report received.

10-93-22 The Board approved the following resolution:

Dr. David Jeter, Associate Professor of Chemistry, be promoted to Professor of Chemistry effective immediately.

10-93-23 REPORT OF THE COMMITTEE ON FINANCE - Mr. Spence L. Wilson, Chair.
(Exhibit G, pgs. 31-48)

Committee report received.

10-93-24 Because changes in federal tax laws have required that the College amend its Defined Contribution Retirement Plan originally established in 1945, the Board approved that the following "403b" annuity plan for eligible College employees be adopted. (Exhibit G, pgs. 33-48)

10-93-25 REPORT OF THE COMMITTEE ON INVESTMENT - Mr. Michael McDonnell,
Chair. (Exhibit H, pg. 49)

Committee report received.

10-93-26 REPORT OF THE COMMITTEE ON AUDIT - Mr. L. Palmer Brown, Chair. Exhibit
I, pg. 50)

Committee report received.

10-93-27 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.

10-93-28 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar Bailey, Chair. (Exhibit J, pg. 51)

Committee report received.

10-93-29 REPORT OF THE COMMITTEE ON SPECIAL STUDIES - Mr. Jack R. Blair, Chair (Exhibit K, pg. 52)

Committee report received.

10-93-30 REPORT OF THE AD HOC COMMITTEE ON THE M.A.I.S. DEGREE PROGRAM - Dr. P.K. Siedman, Chair. (Exhibit L, pgs. 53 & 54)

10-93 31 President Daughdrill made the following remarks:

It has been a practice to give me a few minutes to comment on some of the things that have been discussed, and to add additional information.

A.) Mention has been made several times about the first-time accomplishment of 50% participation by alumni in the Annual Fund. That is a super achievement in the history of this College. Like "breaking the four minute mile," we join a whole new set of institutions when we approach foundations and say that more than 50% of our alumni participated in the Annual Fund. I would like to ask Perry Dement, who heads our Annual Fund, to stand, so the Board might recognize him for this tremendous accomplishment. (Applause)

B.) There are two folders, at your place: one blue and one red. They are about faculty professional activities. It is a wonderful thing when our faculty continue to be students and scholars themselves. They provide an example to our students that the life of the mind is always exploring and adding to the body of scholarship; it doesn't stop when you graduate. Many of these projects were accomplished with the participation of our students, and that has been an exciting part of their education. These two reports are not something you'll want to read paragraph by paragraph, but those disciplines that you are most interested in, or those professors whom you know best, will be of special interest. We're proud of those accomplishments.

C.) At the January, 1993 meeting of the Board, I made a report that will change part of the culture of the Rhodes' campus. The subject of my report was cost saving. Even though we are financially sound, we cannot sit back and simply project this into the future. In yesterday's *Chronicle of Higher Education*, we read that the University of Pennsylvania is closing their religion department and Washington University in Saint Louis is cutting back. These institutions are not on the "quivering lip of chill penury." These are well-to-do institutions, but they are becoming more and more cost conscientious. Families of college bound students are becoming more cost conscious in shopping for a college. So, the best-planned institutions are looking at ways to retain quality but save costs.

A great deal has been done since I made that report at the January, 1993 Board meeting. David Harlow has coordinated our plans since then. He has met with the members of every division of the College (in the case of faculty, it has been with the Department Chairs). They have made a great deal of progress. I have asked David Harlow to report at the January, 1994 Board meeting to tell you what has been done, what is being done, what will be done to provide excellence at lower costs..

D.) Several questions have been raised about income that the College has received from planned or deferred gifts. Since 1987—the close of the last capital campaign—the College has received \$1.7 million in matured, planned, or deferred gifts.

E.) Last weekend at Homecoming, a portrait of Dean Charles I. Diehl, the long term Dean of Men and Professor of English, was unveiled. It was a happy, wonderful occasion where alumni participated in the unveiling. And it is a great portrait! Also, I want to tell you that a portrait is being painted of Red Blount, and it will be unveiled at a Board meeting in 1994.

F.) I would like to repeat some of the comments I made the other night at the Diehl Society. With the deaths of Professor Yerger Clifton, Trustee John Tully, Coach Leland Smith, and student Ned Powell, this community has grieved together and supported each other, and we have become aware of the brevity of life and our own finiteness. We have also seen how precious are the bonds of friendship and how important is the faith that we hold.

Can you imagine any more important dreams than we have at Rhodes? The purpose of this College is to help students to lead lives of genuineness and excellence; to expand the horizons of knowledge and scholarship; and to live as a community of truth, loyalty and service. I simply don't know of an organization anywhere that has more important ideals and mission than we do.

Can you imagine any higher values than we have at Rhodes? To use the words of Dr. Diehl, "We hold aloft the unpurchasables as the most desired things in life" -- not the things you can see, not things that are advertised, not things that satisfy temporarily, not things that feed our hedonistic desires. We hold aloft the unpurchasables as the highest desires in life. Those, Dr. Diehl went on to say, include the development of the spirit to glorify God and to enjoy Him forever.

Also, I don't know of a higher commitment than Rhodes College has. This Board, with the exception of new Trustees, studied the needs of this College in depth, and at a retreat at North River prioritized those needs. Then you developed those priorities in work groups for a full year. Next, the Board adopted a capital campaign so that we could realize those four top priorities. And now you are pledging and soliciting others to help the College meet these priorities. There has never been a time when I have been more excited about what we can accomplish, or more committed to the future strength of Rhodes. I give you my promise that I will dream with you, plan with you, give with you, and work with you in every way I can to strengthen the future of the College.

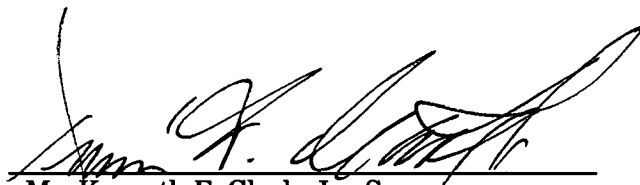
I am grateful for your generosity and for your selflessness. Red and Carolyn Blount flew up here only hours after meeting with the family of the Director of the Alabama Shakespeare Festival who died unexpectedly yesterday. And they are flying back to Montgomery today for the funeral. That kind of commitment among our Trustees is amazing and much appreciated.

Lots of colleges rise above the quality of their presidents. I have never, however, heard of a private college that rises above the quality and the commitment of its Board of Trustees. Thank you for the commitment that you make to this institution. We are very grateful!

Mr. Chairman, that completes my remarks.

10-93-32 Degrees conferred on Saturday, May 15, 1993 and August 15, 1993 (Exhibit M, pgs. 55-61) See action of Board 79-4-12.

10-93-33 The meeting went into executive session immediately following break at approximately 11:00 A.M.



Mr. Kenneth F. Clark, Jr., Secretary

BOARD OF TRUSTEES COMMITTEES FOR 1993-94

<u>Board Dir. & L'ship</u>	<u>Faculty Member</u>	<u>Student Member</u>	<u>Staff(Non-Voting)</u>
* J. Bayard Boyle, Jr., Ch. Dunbar Abston, Jr. * Robert H. Buckman * W. Neely Mallory * Frank M. Mitchener, Jr. John C. Sites	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances Tigrett	Ben W. Bolch	Loyd C. Templeton, Jr. Helen W. Norman
<u>Buildings & Grounds</u>			
* Edgar H. Bailey, Ch. George E. Cates Billy M. Hightower C. Stratton Hill, Jr. K. C. Ptomey S. Ray Zbinden	Emily Alburty Margaret R. Hyde Lorna A. Reimers Nettie Schilling	#Marcus D. Pohlmann	#Elizabeth C. Knight Brian E. Foshee William D. Berg
<u>Development</u>			
* David D. Watts, Ch. John A. Austin, Jr. * Kenneth F. Clark, Jr. W. L. Davis, Jr. John M. Wallace, III Mary R. Wardrop	Mertie Buckman Edward Jappe William C. Rasberry P.K. Seidman	Robert M. MacQueen	Rossanna T. Punzalan Paula S. Jacobson Perry D. Dement
<u>Enrollment</u>			
* John H. Crabtree, Jr. Ch. * Tommie S. Dunavant Bryan M. Eagle Donald H. Farris James H. Prentiss Willard R. Sparks	Robert W. Amis Charles R. Sherman	#Cynthia Marshall	#Nilanjana Choudhuri David J. Wottle Arthur M. Weeden, Jr.
<u>Fac. & Educ. Program</u>			
* Harry J. Phillips, Sr. Ch. Bland W. Cannon Joseph Orgill, III Vicki G. Roman Arthur N. Seessel, III James A. Thomas	William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Valerie Z. Nollan	G. Michael Gonda Marshall E. McMahon Kathleen Laakso
<u>Finance</u>			
* Spence L. Wilson, Ch. Jack A. Belz * Bruce E. Campbell, Jr. Michael McDonnell William J. Michaelcheck * S. Herbert Rhea	John B. Ricker, Jr. Russel L. Wiener	#Horst R. Dinkelacker	Timothy C. Ballard J. Allen Boone N.P. McWhirter
<u>Stu. & Campus Life</u>			
* Nancy J. Huggins, Ch. Marion S. Adams, Jr. Jack R. Blair J. Lester Crain, Jr. Ted M. Henry	Harold F. Ohlendorf Alvin Wunderlich, Jr.	Daniel E. Cullen	#Merryl H. Taylor 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	Deborah N. Pittman	J. Allen Boone N.P. McWhirter
<u>Audit</u>			
L. Palmer Brown, Ch. George E. Cates Edgar H. Bailey	P.K. Seidman	Rebecca Sue Legge	N.P. McWhirter
<u>Special Studies</u>			
* Jack R. Blair, Ch. Robert H. Buckman Kenneth F. Clark, Jr. Tommie S. Dunavant Arthur N. Seessel III		W. Larry Lacy	Sally P. Thomason Mel G. Grinspan

* Executive Committee Member
Elected by Faculty or Students

* Frank M. Mitchener, Jr., ex officio. all committees
* James H. Dauchdrill, Jr., ex officio. all committees

REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David D. Watts '63, Chair -
October 21, 1993

Chair David D. Watts '63 called the meeting to order at 2:15 p.m.

Members present were John A. Austin, Jr. '52, Kenneth F. Clark, Jr., John M. Wallace, III '75, Mary R. Wardrop '55, David D. Watts '63, Rossanna T. Punzalan '94, Perry D. Dement '83, Paula S. Jacobson and G. Douglass Alexander

1992-93 ANNUAL FUND

Perry Dement, Director of Annual Giving, reported on a successful year, with gifts totalling \$1,880,408 in unrestricted funds, a 5.1% increase over the previous year. Strong areas of the '92-'93 Annual Fund were the Parent Division (16.5% increase), Friends Division (42.5% increase) and Campus Division (26.5% increase). The most notable achievement was reaching 50% participation among alumni donors.

In reviewing last year's totals, the committee noted the small amount of support received from Tennessee Foundation for Independent Colleges (less than \$10,000 with dues paid of an equal amount). The committee voted unanimously to support the administration's decision to terminate our membership in TFIC, (if the administration needs their approval of this policy change).

Plans for 1993-94 are to raise \$2,050,000, a 9% increase over last year. Two of the division leaders this year are trustees. Mary Wardrop '55 chairs the Trustee Division of the Annual Fund and John Austin '52 serves as President of the Red and Black Society.

RED AND BLACK SOCIETY

In order to stimulate larger gifts from young alumni, Perry Dement recommended adoption of the following resolution:

The Red and Black Society provides an important opportunity for alumni, parents and friends to take an active part in the life of the College through special involvement and financial support. To foster new and increased memberships among young alumni, membership requirements for alumni who have not yet celebrated their 10th year reunion shall be \$500.

Perry Dement reported that currently 4 alumni in this category are members of the Red and Black Society. In addition, only 2 alumni give over \$500. Staff believes that there are over 200 alumni prospects who may be interested in making gifts of \$500 in order to be members of the Red and Black Society. The opportunity allows young alumni to "lift their sights" and make larger commitments earlier.

150TH ANNIVERSARY CAMPAIGN

Acting Dean Paula Jacobson briefed the committee on the progress of the Campaign since the April 15 announcement. (see attached for amounts raised in each area of the Campaign.)

Discussion focused on:

- the four priority capital projects, especially the Campus Life Center.
- the Trustee Challenge, issued by Red Blount
- the need to discourage individuals moving Annual Fund gifts to Capital in order to achieve the Challenge goals.
- the need to focus on current giving in all solicitations.

Doug Alexander, development consultant, reported on the role of the Development Committee during a Campaign. Top priorities should include:

- to monitor the Annual Fund,
- to oversee the 150th Anniversary Campaign,
- to monitor long term policies such as TFIC,
- to recruitment of volunteers and
- to advise the College in planned giving opportunities.

PLANNED GIVING

Acting Dean of Development Paula Jacobson reported that we have 355 known estate plan gifts totalling \$49,922,651. \$1,290,954 has been added since July 1. Jacobson reported on some of the marketing and recognition activities in Planned Giving.

DEAN OF DEVELOPMENT

Ms. Jacobson reported that the search committee had interviewed several candidates, considered one candidate seriously but unsuccessfully. Jim Thomas heads the Search Committee and he will renew the search in the near future.

Having no other business, the committee adjourned at 3:30 p.m.

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP - Mr. J. Bayard Boyle, Jr., Chair - October 22, 1993.

Members present: J. Bayard Boyle, Jr., Dunbar Abston, Jr. Robert H. Buckman, W. Neely Mallory, Frank M. Mitchener, Jr., L. Palmer Brown, Charles P. Cobb, Robert D. McCallum, Frances Tigrett, President Daughdrill; Faculty: Ben W. Bolch; Staff: Loyd C. Templeton, Jr., Helen W. Norman, Josephine B. Hall, Sherry J. Fields.

Members absent: John C. Sites and Winton M. Blount

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 amendments to the College Bylaws:

Article I, Section delete **official institution** and replace with **affiliate**.

Article III, Section 15 19th line down, change **suite** to **suit**.

Article V, Section 5 Last sentence, change **sixty (60)** to **thirty (30)** days' written notice.

Amended College Bylaws to read as follows:

BYLAWS OF RHODES COLLEGE

ARTICLE I.	AUTHORITY AND GENERAL PROVISIONS
ARTICLE II.	GOVERNANCE
ARTICLE III.	THE BOARD OF TRUSTEES
ARTICLE IV.	BOARD OFFICERS
ARTICLE V.	BOARD MEETING
ARTICLE VI.	BOARD COMMITTEES
ARTICLE VII.	ADMINISTRATION
ARTICLE VIII.	FACULTY, STUDENTS, EMPLOYEES
ARTICLE IX.	PROCEDURE
ARTICLE X.	INDEMNIFICATION

Article I: Authority And General Provisions

Section 1. Act of Incorporation and Name. The corporation is duly chartered as a corporation not for profit pursuant to the laws of the State of Tennessee under the name "Rhodes College."

Section 2. Relationship to Church. Pursuant to the "Plan of Union" of 1873, as subsequently modified and finally formulated in 1973, the corporation is recognized to be an affiliate of the Synod of Living Waters of the Presbyterian Church, U.S.A., as therein provided.

Section 3. Purpose and Power. The corporation shall have the power to establish, maintain, operate and conduct a college for the purpose of the education of students in the liberal arts and sciences; to determine the requirements for the admission of students to said institution; to prescribe courses and the requirements of graduation. It shall have the power to confer degrees upon its graduates, and such honorary degrees upon others as the governing board of the institution may determine. It shall have full power and authority to employ all necessary teachers and employees as may be necessary for the proper conduct of the institution, and to do any and all things necessary or proper in carrying out the purposes of the establishment of such institution.

Section 4. Ownership and Control. The corporation owns and controls the land, buildings, and all other assets held in its name.

Section 5. Seal and Colors. The seal of the corporation shall be circular in form with two enclosing circles, displaying upon the enclosed field a black shield, having on it a cardinal St. Andrew's cross; at the intersection in the center of the shield there shall be shown the Bible. The shield shall be divided into four parts: the upper section a right arm bent at an acute angle, the hand grasping the handle of a mallet; the left section an owl; the right section the Hebrew symbol of the bush that burned but was not consumed; the bottom section a lotus flower. Under the shield there shall be sprigs of oak and laurel intertwined. Surrounding the shield on the left, the top, and

the right sides shall be the words truth, loyalty and service. Between the two concentric circles shall be a dark blue field and the following lettering in gold, "The Seal of Rhodes College, 1848." The date indicates the year when the institution had its beginnings as Montgomery Masonic College in Clarksville, Tennessee.

The official colors of the corporation shall be cardinal and black.

Section 6. Principal Office and Fiscal Year. The corporation's principal office shall be Memphis, Shelby County, Tennessee and its fiscal year shall close on the thirtieth (30) of June.

Section 7. Records. The corporation shall keep correct and complete records and books of account and shall keep minutes of the proceedings of the Board of Trustees. These records shall be maintained at the office of the corporation and shall be open for inspection by members of the board for any proper purpose at any reasonable time.

Article II: Governance

Section 1. The Board of Trustees. The governing body of the corporation shall be a Board of Trustees in which the corporate powers are vested pursuant to its charter. This responsibility cannot be delegated or abrogated.

Article III: The Board Of Trustees

Section 1. Powers and Duties. The Board of Trustees shall have and exercise the corporate powers prescribed Bylaw. The essential function of the Board shall be policy making and responsibility for sound management. It shall formulate and determine the general, educational and financial policies as shall be deemed necessary for the administration and development of the College in accordance with its stated purposes. The Board shall, but without limitation:

1. Determine and review the aims and purposes of the educational program of the College.
2. Authorize the establishment and discontinuance of programs and departments.
3. Elect a president, who shall be the chief administrative officer of the College, and remove the president from office with or without cause; and to appoint such other persons as the president recommends as officers of the College, and remove them with or without cause.
4. Evaluate periodically the effective implementation of duties of all College officers, taking appropriate action.
5. Approve appointment, promotion and dismissal of faculty members upon recommendation of the President.
6. Set terms and conditions of employment, salary policies and schedules for faculty members, administrative officers and staff and all other employees of the College.
7. Authorize the awarding of all earned degrees upon the recommendation of the faculty, and the awarding of all honorary degrees upon the recommendation of the President.
8. Determine or approve policies that relate to the instruction, extracurricular activities, campus and residential life of students.
9. Oversee the fiscal affairs of the College, including approval of budgets, supervision of investments and fixing of tuition and fees.
10. Authorize the acquisition and disposition of all property and physical facilities, including the construction of new buildings. Where circumstances warrant, this power may be delegated by the full Board to a Board committee.
11. Approve plans for and obtain necessary funds from all possible sources for academic and physical development and maintenance purposes.

Section 2. Periodic Review of the College. To assure that every aspect of the management and operations of the College is being performed with due effectiveness and with the general policies laid down by the Board, there shall be conducted a periodic audit and review of the state of the College, emphasizing progress toward major goals. At least once every five years there shall be an evaluation of: (1) the general management of the institution with special reference to the Office of the President and the chief administrative offices; (2) the educational program, including faculty and student affairs and special studies; (3) the business affairs and physical plant and grounds management; (4) the programs for public relations, resource development and financing; and (5) the Board operation and trustee effectiveness. The review and evaluation shall be conducted or authorized by the Board as it deems appropriate and reported to the full Board. Trustees and Board committees shall be involved as appointed or directed by the Chair of the Board following consultation with the President.

Section 3. Membership. The Board of Trustees shall consist of members elected by the Board, members elected by the faculty of the College, members elected by the student body of the College, life members, honorary members, and members ex officio as follows. Trustees need not be

residents of the State of Tennessee.

Section 4. Number and Terms of Members Elected by the Board. There shall be forty-two (42) trustees elected by the Board of Trustees, including an adequate number of alumni of the College. They shall be elected at any regular or special meeting by a majority vote of the Board from among those persons nominated by the Committee on Board Directions and Leadership, and shall assume office beginning with the fall meeting of the Board, and serve for a term of three (3) years or until their successors are elected and qualified. Except for the Chair of the Board, they may not be elected for more than three (3) consecutive three-year terms. At least twelve (12) months must have elapsed before any Board-elected trustee having served three consecutive three-year terms may be elected for another such term. Despite the expiration of a Trustee's term, he or she shall continue to serve until his or her successor is elected and qualified or until there is a decrease in the number of Trustees. A Trustee may resign at any time by delivering written notice to the Board of Trustees, its Chair or President, or to the corporation. A resignation shall be effective when the notice is delivered unless the notice specifies a later effective date.

Section 5. Numbers of Members Elected by the Faculty. Three (3) persons who are currently full-time members of the Rhodes faculty shall be members of the Board of Trustees. The manner in which they are to be elected shall be determined by the faculty governing body, subject to the approval of the Board. Faculty-elected trustees shall be elected for a term of three (3) years and shall not be eligible for reelection in the year the term expires. They shall assume office beginning with the fall meeting of the Board. Despite the expiration of a Trustee's term, he or she shall continue to serve until his or her successor is elected and qualified or until there is a decrease in the number of Trustees. A Trustee may resign at any time by delivering written notice to the Board of Trustees, its Chair or President, or to the corporation. A resignation shall be effective when the notice is delivered unless the notice specifies a later effective date.

Section 6. Number and Terms of Members Elected by the Students. Three (3) persons who are students in good standing at the College shall be members of the Board of Trustees. The manner in which their election is carried out shall be determined by the student governing body subject to the approval of the Board. Student-elected trustees shall be elected for a term of one (1) year. They shall assume office beginning with the fall meeting of the Board. Despite the expiration of a Trustee's term, he or she shall continue to serve until his or her successor is elected and qualified or until there is a decrease in the number of Trustees. A Trustee may resign at any time by delivering written notice to the Board of Trustees, its Chair or President, or to the corporation. A resignation shall be effective when the notice is delivered unless the notice specifies a later effective date.

Section 7. Life Trustees. At the discretion of the Board, any trustee, whether or not eligible for reelection, who has attained the age of seventy may be appointed a life trustee by a majority vote of the Board at a duly constituted meeting. Candidates shall be nominated by the Committee on Board Directions and Leadership. Life trustees do not have a vote but are urged to attend meetings of the Board and to serve on its committees as appointed by the Chair of the Board. Such life trusteeships shall be conferred upon those whom the Board wishes to honor for their distinguished service to the College and shall remain in effect for the lifetime of the trustee so elected.

Section 8. Honorary Trustees. Those individuals who have or who may serve the College, the Church, Memphis and the Mid-South, or the nation with distinction may be appointed honorary trustees by a majority vote of the Board of Trustees at a duly constituted meeting. Candidates shall be nominated by the Committee on Board Directions and Leadership. Honorary trustees shall constitute an Advisory Board to the Board of Trustees.

Section 9. Members Ex Officio. The President of the College shall serve as a member of the Board ex officio. No other administrator of the College shall serve as a member of the Board.

Section 10. Voting Privileges. Each member elected to the Board except the President, faculty, students, life and honorary members shall have the power to cast one vote on any issue to be determined by the Board.

Section 11. Retirement. Elected members of the Board, other than life and honorary trustees, shall retire at the conclusion of the term during which they reach their seventieth (70) birthday. That term shall end in October immediately prior to the fall meeting of the Board.

Section 12. Removal. The office of any trustee, other than life or honorary trustees, who shall have failed to attend three (3) consecutive regular meetings of the Board without sufficient reason shall thereby automatically become vacant. The Board of Trustees may remove one (1) or more Trustees with or without cause. The Board may remove a Trustee without cause by the vote of two-thirds (2/3) of the Trustees then in office.

Section 13. Vacancies. Whenever the Board shall declare a vacancy on the Board to exist, it shall be filled by the body which originally elected the trustee in the manner provided in Sections 4,

5, 6 or 7 above as is appropriate. Any trustee elected for the balance of an unexpired term shall in addition thereto be eligible for the maximum number of complete consecutive terms as trustee provided by these by-laws.

Section 14. Representation. Members of the Board shall serve as trustees of the College as a whole and not as representatives of any other body.

Section 15. Discharge of Duties of Trustees. A Trustee shall discharge his or her duties as a Trustee, including such Trustee's duties as a member of a committee, in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner he or she reasonably believes to be in the best interests of the corporation. In discharging his or her duties, a Trustee shall be entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by: (i) one (1) or more officers or employees of the corporation whom the Trustee reasonably believes to be reliable and competent in the matters presented; (ii) legal counsel, public accountants, or other persons as to matters the Trustee reasonably believes are within the person's professional or expert competence; or (iii) a committee of the Board of Trustees of which he or she is not a member, as to matters within its jurisdiction, if the Trustee reasonably believes the committee merits confidence. A Trustee is not acting in good faith, however, if he or she has knowledge concerning the matter in question that makes reliance otherwise permitted by this Bylaw unwarranted. A Trustee shall not be liable for any action taken as a Trustee, or any failure to take any action if he or she has performed the duties of his or her office in compliance with this Bylaw or if he or she is immune from suit pursuant to the provisions of Section 48-58-601 of the Tennessee nonprofit Corporation Act, as now in effect or as may be hereafter amended. A Trustee shall not be deemed to be a fiduciary with respect to the corporation or with respect to any property held or administered by the corporation, including without limitation, property that may be subject to restrictions imposed by the donor or transferor of such property.

Article IV: Board Officers

Section 1. Officers of the Board. The officers of the Board shall consist of a chair, a vice chair, a treasurer and a secretary.

Section 2. Election, Terms and Vacancies of Officers. The above officers shall be elected at the annual meeting by majority vote of the members of the Board, upon nomination of the Committee on Board Directions and Leadership from among voting members of the Board. They shall serve for a term of one year or until their successors shall have been elected and qualified. Officers may be eligible for reelection; however, no trustee shall serve in the same office for more than six (6) consecutive terms. Any vacancy among the officers may be filled at any duly constituted meeting of the Board upon nomination of the Committee on Board Directions and Leadership.

Section 3. Chair and Vice Chair. The Chair shall preside at all meetings of the Board and shall perform the duties customary to that office. The Chair shall be chair of the Executive Committee and a member *ex officio* of all committees of the Board. In the absence of the Chair, the Vice Chair shall preside at meetings of the Board and Executive Committee and perform all duties incident to the office of Chair. The Chair shall appoint all standing and ad hoc committees of the Board after consulting with the President of the College. In the event of a tie vote the Chair shall cast the deciding vote.

Section 4. Treasurer. The Treasurer of the Board shall be a member of the Finance Committee. The Treasurer of the Board shall have authority to sign any official documents duly prepared and requiring signature of the Treasurer of the Board. The Treasurer of the Board shall be responsible to the Finance Committee in seeing that the policies and procedures established through this Committee are accomplished. The treasurer shall report to the Board at such times as it may direct and shall provide a written account of the financial condition of the College at the annual meeting. The Treasurer of the Board shall not administer the business and financial office of the College.

Section 5. Secretary. The Secretary of the Board shall record all votes, shall keep a record of all meetings and shall give due notice of all meetings of the Board and Executive Committee. The secretary shall communicate actions of the Board and Executive Committee to all proper persons and organizations. The secretary shall ensure that these By-laws are adhered to in all matters. The secretary's records shall be kept in the office of the corporation. The President shall provide a stenographer-typist to the secretary for all meetings of the Board and Executive Committee, and for all activities necessary in connection therewith.

Section 6. Discharge of Duties of Officers. An Officer with discretionary authority shall discharge his or her duties under that authority in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner he or she

reasonably believes to be in the best interest of the corporation. In discharging his or her duties, an officer shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by: (i) one (1) or more officers or employees of the corporation whom the officer reasonably believes to be reliable and competent in the matters presented; or (ii) legal counsel, public accountants, or other persons as to matters the officer reasonably believes are within the person's professional or expert competence. An officer is not acting in good faith, however, if he has knowledge concerning the matter in question that makes reliance otherwise permitted by this Bylaw unwarranted. An officer shall not be liable for any action taken as an officer, or any failure to take any action, if he or she has performed the duties of his or her office in compliance with this Bylaw.

Article V: Board Meetings

Section 1. Annual Meeting. The annual meeting of the Board of Trustees shall be held in the spring on a date and time fixed by the Board upon recommendation by the Committee on Board Directions and Leadership.

Section 2. Regular Meetings. In addition to the annual meeting, there shall not be fewer than two (2) other regular meetings of the Board at such dates and times as fixed by the Board upon recommendation of the Committee on Board Directions and Leadership.

Section 3. Special Meetings. Special meetings of the Board may be called by the Chair of the Board, by any five (5) voting members of the Board, or by the President and any four (4) voting members of the Board. The secretary shall issue the call for the meeting.

Section 4. Location. All annual, regular and special meetings of the Board shall be held at the College unless another place shall be designated by the Board at its preceding meeting.

Section 5. Notice. Written notice of every annual, regular and special meeting of the Board shall be sent by the secretary to members not less than ten (10) days before such meeting, but such notice may be waived by any trustee either before, at, or after the meeting. Notice shall state the date, place and time of said meeting. The agenda, data or material to be discussed shall be sent in advance whenever possible. Any Board action to remove a Trustee, to amend the corporation's charter or Bylaws, or to approve a matter that would require approval by the members if the corporation had members, shall not be valid unless each Trustee is given at least thirty (30) days' written notice that the matter will be voted upon at a Trustees' meeting or unless notice is waived by all Trustees entitled to vote on such matter.

Section 6. Order and Nature of Business. The agenda and order of business during Board meetings shall be determined by the chair in consultation with the President. Board meetings shall address themselves to important matters of policy and planning and priority issues and problems, giving minimal attention and time to administrative matters. At least once a year the Board shall consider the long-range plans and future of the College.

Section 7. Attendance by Non-Trustees. Persons not Board members but concerned with matters appearing on the agenda of annual, regular and special meetings and persons possessing expert knowledge required for Board deliberations may be invited to participate in such deliberations of the Board as may be appropriate. Such persons may include certain administrative staff, faculty and students. Invitations may be extended by the Chair of the Board after consultation with the president of the College or by vote of the majority of the members of the Executive Committee after consultation with the President.

Section 8. Executive Session. The Board may hold an executive session in the course of any annual, regular or special meeting in which only voting members shall participate.

Section 9. Expenses. The Board shall make provision for the reimbursement of expenses incurred by its members in attending meetings and conducting official Board business.

Section 10. Action Without Meeting. Action required or permitted to be taken by the laws of the State of Tennessee at a Board of Trustees' meeting may be taken without a meeting. If all the Trustees consent to taking such action without a meeting, the affirmative vote of the number of Trustees that would be necessary to authorize or to take such action at a meeting shall be the act of the Board. The action must be evidenced by one (1) or more written consents describing the action taken, signed by each Trustee in one (1) or more counterparts, indicating each signing Trustee's vote or abstention on the action, and which shall be included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this section shall be effective when the last Trustee signs the consent, unless the consent specifies a different effective date. A consent signed under this section shall have the effect of a meeting vote and may be described as such in any document. Written notice of the action taken shall be given to all Trustees not entitled to vote.

Section 11. Waiver of Notice. A Trustee may waive any notice required by these Bylaws, the Charter, or by any provision of the laws of the State of Tennessee, before or after the date and time

stated in the notice. The waiver must be in writing, signed by each Trustee entitled to notice, and filed with the minutes or corporate records. In addition, a Trustee's attendance at or participation in a meeting waives any required notice to him or her of the meeting unless the Trustee at the beginning of the meeting (or promptly upon his or her arrival) objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

Article VI: Board Committees

Section 1. Committees of the Board. There shall be an Executive Committee, standing committees and ad hoc committees of the Board. Standing Committees shall include: Committee on Board Directions and Leadership, Committee on Faculty and Educational Program, Committee on Students and Campus Life, Committee on Finance, Committee on Buildings and Grounds, Committee on Development, Committee on Enrollment, Committee on Audit and Committee on Investments. Other standing committees may be established by the Board from time to time as required to oversee permanent functions of a major character. Ad hoc committees may be appointed by the chair of the Board with the approval of a majority of the members of the Board at any meeting when such appointment is voted upon. The term of ad hoc committees shall be for one (1) year unless otherwise fixed by the Board.

Section 2. Action Without Meeting. Action required or permitted to be taken by the laws of the State of Tennessee at a committee meeting may be taken without a meeting. If all the Committee members consent to taking such action without a meeting, the affirmative vote of the number of committee members that would be necessary to authorize or to take such action at a meeting shall be the act of the Board. The action must be evidenced by one (1) or more written consents describing the action taken, signed by each committee member in one (1) or more counterparts, indicating each signing committee member's vote or abstention on the action, and which shall be included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this section shall be effective when the last committee member signs the consent, unless the consent specifies a different effective date. A consent signed under this section shall have the effect of a meeting vote and may be described as such in any document.

Section 3. Executive Committee. The Executive Committee shall exercise all powers of the Board at such times as the Board is not in session, except that it shall not have the power to alter or revoke any previous order, resolution or vote of a meeting of the Board unless specifically granted such power by the Board, and it shall not have the power to (1) authorize distributions; (2) approve or recommend to the Board of Trustees dissolution, merger, or the sale, pledge or transfer of all or substantially all of the corporation's assets; (3) elect, appoint or remove Trustees or fill vacancies on the Board or on any of its committees; or (4) adopt, amend or repeal the Charter or Bylaws of the corporation. Further, no committee may approve any transaction wherein there is a Trustee or officer conflict of interest unless such committee consists entirely of members of the Board of Trustees who have no direct or indirect interest in the transaction. The provisions of the Tennessee Nonprofit Corporation Act, as now in effect or hereafter amended, the Charter, and these Bylaws that govern meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the Board of Trustees shall apply to committees and their members as well. The Executive Committee shall report all its actions in writing to the Board at the next regular meeting.

The members of the Executive Committee shall consist of all officers of the Board, the chairs of all standing committees, and not more than three (3) trustees-at-large appointed by the Chair.

The President of the College shall serve on the Executive Committee, without vote.

Regular meetings of the Executive Committee shall be held at the call of the Chair of the Board at such time and place as the Chair may designate. Special meetings shall be called by the Chair of the Board upon written request of any two (2) members of the committee. For both regular and special meetings of the committee, the secretary shall, at least seven (7) days before such meeting, send to each member of the committee a notice of date, place and time of said meeting. The agenda, data or material to be discussed shall be sent with notice of the meeting whenever possible.

Conference telephone meetings are permitted.

Section 4. Standing Committees. The chairs and members of standing committees shall be appointed by the Chair of the Board for terms of one year beginning with the fall Board meeting. Membership on committees shall not be limited to members of the Board, but non-Board members may serve as voting members of committees only with the approval of the Board, except the Committee on Board Directions and Leadership and the Committee on Investments.

Each committee shall meet at least three (3) times a year, at the call of the chair and with at least seven (7) days notice. The chair shall assure that the discussions and actions of his

committee are properly recorded and promptly distributed to its members and to members of the Board.

An officer of the College shall be appointed by the President to serve with each committee as staff secretary. Such officers shall serve as non-voting representatives of the President under the President's supervision and coordination.

The agenda for and nature of business of all standing committee meetings shall emphasize issues, problems and opportunities of a policy-making nature and focus on major programs, functions and priorities of the College rather than on administrative detail.

Section 5. Committee on Board Directions and Leadership. The function of this Committee shall be:

- to assess and appraise Board organization, operation, membership and attendance to assure maximum effectiveness and to make such recommendations from time to time as, in the Committee's judgment, will accomplish the objectives of the Board;
- to recommend to the Board the meeting dates for stated meetings of the Board;
- to maintain a trustee candidate list through a constant search to identify individuals best able to serve the College as trustees;
- to make nominations for membership on the Board and for officers of the Board;
- to develop and maintain a program of orientation for new trustees;
- to design a continuing program of education of trustees concerning issues confronting higher education, problems confronting the College, and related matters;
- to oversee personnel policies of the College;
- to consider and recommend to the Board candidates for honorary degrees to be conferred by the College;
- to serve as the agent of the Board for the coordination and review of all nominations for honorary degrees by any person;
- to recommend and enforce procedures for selecting candidates and conferring honorary degrees;
- to assess and appraise all aspects of college relations and public information, publications, advertising and audio visuals.

The Assistant to the President for College Relations shall serve as the administrator and secretary of this Committee.

Section 6. Committee on Faculty and Educational Program. The function of this Committee shall be:

- to appraise periodically the regular and special educational programs and activities of the College and to reflect its judgment thereon to the Board of Trustees;
 - to bring to the Board recommendations of the President concerning academic plans, programs and policy;
 - to review faculty policies, appointments and to make recommendations to the Board;
 - to foster good communication and constructive relationships between the Board and faculty.
- The Dean of Academic Affairs shall serve as the administrator and secretary of this Committee.

Section 7. Committee on Students and Campus Life. The function of this Committee shall be:

- to assess and appraise all aspects of student life and student policies;
- to maintain a continuing relationship with student groups in order to provide a mutual understanding among the students and the Board;
- to bring to the Board recommendations concerning any aspects of campus and residential life of students which are brought to it.

The Dean of Student Affairs shall serve as administrator and secretary of this Committee.

Section 8. Committee on Finance. The function of this Committee shall be:

- to assure that there is an up-to-date financial plan for the College, projected at least five (5) years ahead and based on educational goals, assumptions and requirements;
- to review the annual budget for the College, as prepared by the administration, and present the same with its recommendations to the Board, and to consider all requests for approval of expenditures or the incurring of obligations which are not included in the annual budget upon presentation to the Board;
- to recommend to the Board such action as it may deem advisable to improve the financial condition of the College, including recommendations as to the College audit and insurance underwriting and the retention of legal counsel and fiscal consultants;
- to review and recommend policies and programs for the financing of fringe benefits for faculty, staff and students;
- to establish requirements for appropriate fidelity bonding of such officers and employees and

in such amount as deemed advisable;

to require and examine periodic reports of the College's financial condition and affairs.

The chair of the Committee on Investments shall serve as an ex officio member of this Committee.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this standing Committee.

Section 9. Committee on Buildings and Grounds. The function of this Committee shall be:

to study and recommend to the Board a master campus plan continuously updated so as to reflect educational goals and financial needs and projections as coordinated with appropriate Board committees;

to evaluate the condition of physical facilities and grounds, the needs for and use of equipment, and the allocation of space, and to report on and make recommendations at least annually concerning the condition and required maintenance thereof;

to oversee authorized plant construction and physical improvements; and to recommend the retention of campus planners, architects, plant consultants and contractors as required.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this Committee.

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

to study, promote, and take leadership in policies and plans for achieving the financial support required to realize the educational and physical development objectives of the College;

to review and recommend to the Board policies, programs and leadership for fund raising, church relations, and alumni programs.

to coordinate and evaluate the major fund-raising, church relations, and alumni committees in their endeavors to fulfill approved College policies and plans;

to take an active role in the fund-raising process.

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

Section 11. 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.

Section 12. Committee on Audit. The function of this Committee shall be:

to recommend an outside auditor and maintain liaison between the outside auditor and the Finance Committee;

to review financial statements and management letters prepared by the outside auditors and make such recommendations it may think appropriate to the Board;

to consider policy questions related to financial systems and controls deserving Board attention.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this Committee.

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

to establish policies and procedures with respect to investment and reinvestment of all funds and to have general oversight of the investments of the College;

to decide on retention or sale of real estate given to the College, provided the real estate is not used by the College and is not part of the campus of the College;

to review the performance of all investment portfolios on a quarterly basis and report such results to the Board;

to recommend such action as it may deem advisable to improve the return on investments, including, but not limited to, recommendations as to retention of investment consultants and portfolio managers.

The chair of the Committee on Finance shall serve as an ex officio member of this Committee.

The Dean of Administrative Services or the appointee of the Dean of Administrative Services shall serve as the administrator and secretary of this Committee.

Section 14. 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.

Article VII: Administration

Section 1. President. The governance of the College is delegated by the Board of Trustees to the President, and by the President to the appropriate officers of the College. The President is the chief executive officer of the College and is an ex officio member of all committees of the Board, without vote. In matters of academic administration, the channel of delegation is from the Board of Trustees to the President, and from the President to the Executive Vice President, to the Dean of Academic Affairs, to the faculty. The faculty's special responsibility toward the educational program, faculty appointments, and the organization of the faculty is so delegated, as are the faculty's special responsibilities in relation to students.

The President shall:

1. Promptly and effectively execute all resolutions, policies, rules and regulations adopted by the Board, and perform all duties prescribed by the Board.
2. Formulate and recommend to the Board policies, programs and plans for the educational, financial and physical development of the College.
3. Make all nominations of administrative officers and faculty members for appointment to the College, and all recommendations for their salaries, promotions or dismissal.
4. Establish a management organization to carry out effectively the policies of the College; ensure that the College is properly staffed with personnel competent to discharge their responsibilities and to carry out said policies effectively; provide adequate opportunities for the development and advancement of personnel.
5. Prescribe the specific duties and assignments of the principal officers reporting to the president and establish and define the duties of committees to advise and assist the President in the execution of the President's duties.
6. Prepare and present to the Board through the Committee on Finance a proposed budget for the ensuing fiscal year and see that the budget when adopted is enforced.
7. Serve as the chief voice and interpreter of the College to its constituencies and take leadership in obtaining support of the College from all possible sources.
8. Approve and be responsible for all internal handbooks and manuals of policies and procedures.
9. Recommend to the Board statements of purpose, goals and mission of the College.
10. Prepare and submit to the Board an annual report and such special reports as the President may deem desirable and as the Board may require.

Section 2. Other College Officers. Other officers of the College shall be appointed by the Board as recommended by the President. These shall be defined as "cabinet-level" or "management team" administrators, and their duties shall be designated by the President, subject to the approval of the Board. Such officers may be removed upon the recommendation of the President and approval of the Board.

Section 3. Other Administrative Staff. The President may appoint, without Board approval, additional administrative staff with specific duties and powers as may be required by the educational and business needs of the College.

Section 4. Channel to the Board. Any official communication from the faculty, students, staff or officers of the College shall ordinarily be presented in writing to the Board of Trustees through the President.

Section 5. Relationship to Board Officers. No officer or administrator of the College, including the President, shall serve as an officer of the Board nor act as parliamentarian.

Article VIII: The Educational Program,

Faculty, Students, Employees

Section 1. The Educational Program. The responsibility for the organization and implementation of the educational program of the College is delegated to the faculty through the channel described in Article VII, Section 1. Major changes in the academic program, including but not limited to changes in requirements for graduation, are recommended to the President through the Dean of Academic Affairs and Executive Vice President. If approved by the President the changes are submitted with the President's recommendation for final decision by the Board. If the President does not concur with the recommended changes, both the President's and the faculty's recommendations are submitted to the Board for final decision.

Section 2. The Faculty. The responsibility to formulate recommendations on appointments, promotions and on tenure is delegated to the faculty through the channels described in Article VII, Section 1. This responsibility shall be carried out in accordance with "The Statement of Policies and Procedures in Regard to Faculty." All faculty appointments and promotions and the granting of tenure are decided by the trustees upon the recommendation of the President acting in accordance with "The Statement of Policies and Procedures in Regard to Faculty."

The faculty is responsible for recommending to the President the classifications, ranks, responsibilities and duties of the faculty. The President's recommendations shall be submitted for final decision by the trustees.

Section 3. The Students. The responsibility to admit, to pass or fail, and to discipline, suspend, expel, or dismiss a student on academic grounds is delegated to the faculty through the channel described in Article VII, Section 1. This responsibility shall be carried out in accordance with the policies and procedures which apply in such cases. The responsibility for disciplining students on nonacademic grounds is delegated by the trustees to the President in accordance with the policies and procedures set forth for these purposes.

Section 4. Employees. The power of engaging, retaining or dismissing any employee of the College is delegated by the trustees to the President. This responsibility shall be carried out in accordance with policies and procedures set forth for these purposes.

Section 5. Campus Governance. In accordance with the channel of delegation described in Article VII, Section 1, Faculty, other employees and students of the College shall have the right to form councils, senates or committees, jointly and separately, to fulfill the needs of governing their affairs and effectively serving the College. The Board reserves the right of determining after consultation with the President which of such groups shall be officially recognized.

The by-laws, constitutions, handbooks, and statements of policies and procedures of all College councils, senates, committees or organizations must meet the approval of the President of the College who is responsible to the Board.

Article IX: Procedure

Section 1. Quorum. A majority of the voting members of the Board and of its committees shall constitute a quorum for the transaction of business.

Section 2. Voting. A majority of the voting members present at any meeting (provided there is a quorum) shall carry all motions, resolutions or proposals brought before the Board and its committees for action, except where otherwise provided in these By-laws. Voting by proxy shall not be permitted.

Section 3. Amendments. These By-laws may be amended or repealed at a stated meeting of the Board by a two-thirds (2/3) vote of the total voting members of the Board. Amendments to the Charter or these By-laws may be jointly proposed by the Board, by any five (5) members thereof acting jointly, or by the President of the College, where the proposed amendment is submitted in writing to the secretary. The secretary shall see that a copy of the proposed amendment is sent to each Trustee at least sixty (60) days in advance of the meeting at which a vote will be taken.

Section 4. Rules of Procedure: Any procedure not herein prescribed shall be governed by the Tennessee Nonprofit Corporation Act, if applicable, and by Roberts Rules of Order to the extent not inconsistent with said Act.

Section 5. Effective Date. These By-laws shall become effective immediately upon adoption.

Article X: Indemnification

Section 1. Indemnification of Trustees and Officers. Subject to any limitations set forth in Charter of the corporation, the corporation shall indemnify and advance expenses to each present and future Trustee or officer of the corporation, or any person who may serve at its request as a Trustee or officer of another company (and, in either case, his or her heirs, estate, executors or

administrators) to the full extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted. The corporation may indemnify and advance expenses to any employee or agent of the corporation who is not a Trustee or officer (and his or her heirs, estate, executors or administrators) to be the same extent as to a Trustee or officer, if the Board of Trustees determines that it is in the best interests of the corporation to do so. The corporation shall also have the power to contract with any individual Trustee, officer, employee, or agent for whatever additional indemnification the Board of Trustees shall deem appropriate. The corporation shall have the power to purchase and maintain insurance on behalf of an individual who is or was a Trustee, officer, employee, or agent of the corporation, is or was serving at the request of the corporation as a Trustee, officer, partner, trustee, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise, against liability asserted against or incurred by him or her in that capacity or arising from his or her status as a Trustee, officer, employee, or agent, whether or not the corporation would have the power to indemnify him or her against the same liability under this Bylaw.

ARTICLE XI: CONFLICTS OF INTEREST

With respect to any actual or potential conflicts of interest between any Trustee or officer and the corporation, all Trustees and officers shall comply with the provisions of the Conflict of Interest Policy of Rhodes College, as adopted by the Board of Trustees, attached hereto as Exhibit A.

The Board approved the following resolution and asked that a copy be sent to the family of each deceased member:

IN MEMORIAM

**YERGER HUNT CLIFTON
1930-1993**

**EDWARD RODGERS POWELL
1972-1993**

**JOHN MARTIN TULLY
1925-1993**

**LELAND L. SMITH, JR.
1951-1993**

Established in 1848, with a population today of 3,000, Rhodes is a small community. We revere our ancestors, welcome newcomers to our midst each fall, bid *bon voyage* to others in spring, celebrate our victories, support one another in defeat, share great joy and, inevitably, deep, unanswered sadness.

In the past few months our community has once again felt the pain and grief that comes with the loss of its own. Our College family is diminished by the deaths of

Yerger Clifton, Professor of English and founder of British Studies at Oxford;

Ned Powell, a student who put devotion to Rhodes above all else;

John Tully, Rhodes Trustee and distinguished business leader; and

Leland Smith, Assistant Coach of Football and beloved mentor.

By what seems like cruel symmetry, we are reminded that the lives of faculty, students, trustees, and staff are finite.

These four have been removed from our midst, but not from our hearts. We rise above sorrow to celebrate their lives and to rejoice at the places in our community that will be forever theirs.

REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Ms. Nancy J. Huggins, Chair, October 21, 1993

The committee on Students and Campus Life was called to order by Chairman Nancy J. Huggins at 2:15 p.m. in 329 Buckman Hall. Members in attendance were: Jack Blair, Lester Crain and Ted Henry; Ex-Officio members Thomas C. Shandley and Karen A. Silien. Present by invitation: Daniel Cullen, Judy Roaten, Merryl Taylor and Nancy Turner. The following members were absent: Marion Adams, Harold Ohlendorf and Alvin Wunderlich.

In order to give committee members a better understanding of student life on campus, Tom Shandley, Dean of Student Affairs and Karen Silien, Associate Dean of Student Affairs presented an overview of the Division of Student Affairs. Dean Shandley and Silien presented highlights from the various departments in Student Affairs:

Athletics:

Club Sports, Physical Education, Intramurals and Intercollegiate Sports (4 areas in which to participate in athletic activities)

25% participation in intercollegiate sports

Future issues: 1) Campus Life Center -- fund-raising, staffing and construction, 2) Gender Equity

(Title IX) -- there will be a need to increase choices/opportunities for women, and 3)

Financial

Aid for recruits

Campus Safety:

Operates 24 hours each day , 365 days a year

Officers participate in 50 hours of personal development training per year

Escort services, roving truck and bike patrol enhance safety at Rhodes

Increased Federal Regulations requiring "on campus" crimes to be reported for publication and made available upon request (Campus Safety statistics are printed weekly in the *Sou'Wester*)

Career Services:

'92 Senior Survey shows 88% in career-related positions or graduate school

Approximately 50 internship positions offered per semester

Increased student involvement in campus recruitment (campus recruiters up 22% from 1992)

Second largest user of Career Services -- first year students

Chaplain/Volunteer Services:

82% participated in volunteer services for '92-93

54 Bonner Scholarships/19 Day Scholarships available

Weekly worship service

Growth in religious organizations

Counseling and Student Development:

19% received individual counseling for '92-93

Increased use of psychiatric referral

Strengthened alcohol education efforts

Concerns: eating disorders, students products of environment -- high achievers

Multicultural Affairs:

Successful programs include: pre-orientation programs for African American and International students, International Food Fest, Host Family, Culture by Culture, etc.

17 International students enrolled this year, a total of 46 -- highest number ever at Rhodes

African American retention - 85% for '92-93

Residence Life:

97% occupancy

28 RAs (Resident Assistants) to serve resident students

Special interest housing (6 townhouses)

91 developmental programs offered by RAs for '92-93

Health Services:

2,365 students seen at the health center for '92-93
607 students visited the Nurse Practitioner (Practitioner works 7 hours per week)
Provides mammogram, hearing and vision screening to faculty and staff

Student Activities:

Greek Life - 7 fraternities/6 sororities
Orientation and campus programming
Student Center renovated/cable in the Pub/billiard tables coming soon
Peer Assistant program (Selected Sophomores serve as leader and role model for first year students)

President of Student Assembly, Ms. Nancy Turner, informed the committee on the organization of the student government. Student Assembly consists of elected officers, class representatives and commissioners. The main purpose of Student Assembly is to serve as a forum in which campus issues can be discussed and student concerns voiced. Student Assembly also sponsors seasonal campus events, College Bowl and Spring Fling. Ms. Turner commended the Dean of Student Affairs staff, Resident Assistants and Counseling Center for their efforts to provide counseling for members of the community who were disturbed by the recent deaths.

Merryl Taylor, Student Representative, reported on Greek Life on campus and introduced the "Saferides" program. "Saferides" is the most popular event going with 96 student volunteers. The purpose of "Saferides" is to provide transportation to students who are stranded or had too much to drink and need a ride back to campus. The American Red Cross provides volunteers with vehicles used for transportation and CPR/emergency training.

The Committee on Student and Campus Life concluded with a question and answer session on student concerns.

There being no further business the meeting was adjourned at 3:25 p.m.

REPORT OF THE COMMITTEE ON ENROLLMENT - Mr. John Crabtree, Chair - October 21, 1993

The Committee on Enrollment was called to order at 2:05 p.m. by Chair John Crabtree with the following members in attendance: Mr. Robert Amis, Ms. Nina Choudhuri, Mr. Donald Farris, Dr. Cynthia Marshall, Mr. Jim Prentiss, Mr. Charles Sherman, Mr. Art Weeden, and Dean Dave Wottle.

ADMISSIONS REPORT

Dean Dave Wottle characterized the admission year as surprisingly successful. Major changes made in our financial aid awarding system last year cast an air of doubt as to the effects these changes would have on student recruitment. However, shortly after the Candidate's Reply Date of May 1, it was clear that we would end the year close to our goal of 420 new students.

From a clearly statistical point of view, the 1992-93 year was a record breaker in many ways. A record number of students requested information from the College (23,859 inquiries vs. 20,801 last year), the number of students who applied for admission increased 15% from 2,085 to 2,398, and the number of students interviewed reached an all-time high of 1,079, 16% higher than last year's 927 interviews. New student enrollment was 415 students, 5 short of our goal and 20 students (5%) more than last year. A marked increase in the number of deposited students who withdrew over the summer accounted for this shortfall. Thirty-eight deposited students withdrew this year versus 27 last year and 23 the year before. Our yield on accepted students reached an all-time low at 22%, due mainly to our modified financial aid packages.

Dean Wottle distributed a profile of the Class of 1997 which showed that the academic qualifications of the entering class were excellent. The average first-year student ranked in the top 15% of their graduating class and earned a 3.54 grade point average. The middle 50% range on the SAT was 1100 to 1280 and on the ACT from 25 to 30. Ten percent of the first-year students, or 39, were minorities, with 10 black students, 20 Asian Americans, 6 Hispanics, and three other minority.

Dean Wottle then led a discussion on need-blind admissions. The College's current policy considers a student's ability to pay only for a small percentage (~5 percent) of our accepted students who are marginal in the admissions process. However, this policy places us in conflict with the policies of our national governing agency for admissions, the National Association of College Admission Counselors (NACAC). Rhodes is not alone in this difference of opinion (i.e. Brown, Smith, Colby and Carleton are currently on notice by NACAC) and in the year ahead the Cabinet will be exploring ways to abide by the spirit of need-blind admissions and still achieve our financial aid goals. Questions concerning the difference between need-blind and need-conscious admissions as well as the advantages and disadvantages of each were addressed.

A lengthy discussion then ensued about student loans. Committee members discussed the possible structure of loan programs, the ability to obtain funding for loan programs, insuring a loan program, default rates and collection procedures on defaulted loans. Questions concerning the balance between grants and loans in students' financial aid packages were also addressed as well as the idea of awarding grants that become loans in a student's junior or senior year.

FINANCIAL AID REPORT

Mr. Art Weeden began his report by addressing the current financial aid budget status. He explained that Rhodes entered into a new packaging strategy for the 1993-94 year in an effort to reduce the percentage of the operating budget required for financial aid expenditures over the long term. We believe that the first year of this effort has been successful. The average grant for a first year student with no scholarship from Rhodes this year is \$6,013 compared to \$7,201 last year, the average scholarship for first year students this year is \$6,459 compared to \$6,661 last year and the average grant to a student who also has a scholarship this year is \$3,585 compared to \$6,659 last year. For entering students, the average gift aid from Rhodes this year is \$7,105 compared to \$8,373 last year. For all students receiving a grant and/or scholarship from Rhodes, the total average gift aid from Rhodes this year is \$7,972 compared to \$8,295 last year. Considering the facts that our costs increased over the previous year and most scholarship values increased as a percentage of tuition, this is a considerable turn around in the direction of the financial aid program.

Mr. Weeden reported that as of October 21, expenditures on scholarships and grants were \$68,358 below the approved budget for the 1993-94 fiscal year. He also indicated he anticipated that at the end of the year our expenditures for scholar-ships and grants should be \$60,000 to \$75,000 below the approved budget.

The student employment expenditures for the year ending June 30, 1993 were \$21,328 below the budgeted amount. We anticipate that student employment expenditures for the fiscal year ending June 30, 1994 will be similar to last year and that total expenditures will be approximately \$20,000 below the budgeted amount.

Following a national trend, student and parent borrowing for the 1993-94 year has increased. As of October 7, borrowing is up 51% in total dollars borrowed and up by 16% in number of loans processed. We cannot predict the final figures in the loan programs. However, volume in the loan programs will continue to increase until the academic year ends.

During 1992-93, \$17,500 was repaid to the endowment fund from the Perkins Loan Program. It is anticipated that a more sizeable payment can be made in the 1993-94 year.

Congress approved a new Direct Lending Program designed to lower federal costs by reducing interest and special allowances to third party lenders in the student loan programs. The first 500 institutions to participate have been chosen for the 1994-95 year and the deadline for institutions wishing to enter the program in the second year is February of 1994. This would mean that institutions joining the Direct Lending Program will have to do so without the benefit of knowing the experience of those schools which have volunteered to be in the pilot program. Our position, at the moment, is that we prefer to make the decision concerning direct lending in year three at the earliest in order to have the benefit of others' experience.

Beginning July 1, 1994 all institutions participating in the Federal College Work-Study Program are required to spend a minimum of 5% of their work-study funds in community service programs. We intend to meet this requirement by cooperating with William Newton, Chaplain and Coordinator of Volunteer Services to place students in areas meeting the new Title IV requirement.

There being no further business, the meeting was adjourned at 4:00 p.m.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM

Ms. Vicki Roman, Acting Chair - October 21, 1993

Members present were Dr. Bland Cannon, Mr. Joseph Orgill, Ms. Vicki Roman, Mr. Arthur Seessel, Mr. James Thomas, Mr. William Craddock, Mr. Frank Norfleet, Professor Valerie Nollan, Mr. G. Michael Gonda, Dean Mark McMahon, Dean Kathleen Laakso, Ms. Katherine Richardson, Ms. Margaret Handwerker

Ms. Roman, acting chair, called the meeting to order, welcomed everyone and, since all committee members are new to the committee, had everyone introduce themselves.

The promotion of Dr. David Jeter from Associate Professor of Chemistry to Full Professor was discussed. Mr. Thomas, being new to the committee, asked Dean McMahon to define the academic positions of Instructor, Assistant Professor, Associate Professor and Full Professor.

The committee received the recommendation of the President that:

Dr. David Jeter, Associate Professor of Chemistry, be promoted to Professor of Chemistry effective immediately.

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

Dean McMahon distributed biographical information on the faculty appointments for 1993-94, mentioned each faculty member briefly, and explained the different types of appointments: tenure-track and term.

Dean McMahon distributed and explained a four-part faculty profile for 1993-94 noting that the percentage of tenured faculty is 52.2% which is below the 67% recommended by the Board. After a lengthy discussion on tenure percentages with Dean McMahon explaining how Rhodes plans to address the tenure situation as the tenured faculty percentage moves closer to the percentage recommended by the Board, it was moved and seconded that a white paper on the subject be presented to the committee at the next Board of Trustees meeting in January.

Dean McMahon distributed information and spoke briefly about fall class enrollments mentioning that classes with very small enrollments will be scrutinized closely as the productivity initiative is implemented. Dean McMahon reminded the committee that some classes such as writing and languages need to remain small while others lend themselves to larger enrollments. The question to be addressed is which should remain small and which can be enlarged successfully.

Dean Laakso spoke to the committee on student retention efforts noting that the following programs are in place:

1. Early feedback on students who may have academic problems. Faculty identified 128 students who were having academic difficulties 4 weeks into the term. Of these 128 students, 92 are first-year students. Of the 92 first-year students, 26% have shown improvement.
2. Improvement in advisor/advisee relationship. Those faculty who advise first-year students have had their advising load reduced from 14 to 10 to allow them more time for their students. Efforts are being made to assign advisors whom the students will also have as teachers.
3. Peer Assistants to help with the students' social and academic adjustments. These Peer Assistants are sophomores with a 3.0 GPA or higher who are active in campus activities and are mentors for incoming students.
4. Peer Tutoring - Rhodes will pilot a Supplemental Instruction program in the spring to assist students in courses that are considered "high risk" (i.e., those with a high percentage of D's, F's, and W's).

Dean McMahon mentioned that British Studies At Oxford is doing well with 72 students participating this past summer. Of those, 16 students were from Rhodes. Dean McMahon noted that Dr. Michael Leslie, the new Dean of British Studies, is making the program more attractive and less expensive which should attract even more students. European Studies, under the direction of Dr. Nigel McGilchrist, is going strong and has 30 students participating, 12 of whom are Rhodes students.

Ms. Richardson, special assistant to the Dean of Academic Affairs, discussed the study abroad program at Rhodes and the efforts that are being made to encourage more students to participate. Some of which are:

1. Advising students to help insure that the program selected is the best for them.
2. Discussing with students how the study abroad programs will help fulfill graduation requirements.
3. Meeting with returning students who are asked to evaluate their study abroad programs and to identify ways in which these programs can be improved.
4. Discussing financial aid availability for non-Rhodes study abroad programs which is part of the Capital Funds Campaign. Ms. Richardson also mentioned the fact that she has identified other monies that are available through grants and several other sources.
5. Assigning study abroad "buddies" to those students who are studying overseas. Rhodes students are assigned to students studying abroad, and they correspond regularly sending the school newspaper, the Rhodes Weekly, and anything else they think might be of interest.
6. Identifying alumni living abroad and sending them the names and locations of Rhodes students who are studying in their areas.

Ms. Richardson has also held a study abroad forum led by students who have studied abroad. She is also working on a study abroad brochure and an easy application system. Dean McMahon mentioned that the British Studies/European Studies/Study Abroad Office will relocate in the old Registrar's office once the Registrar's office moves to 2nd floor Palmer and because of its central location should attract more students.

Dean McMahon noted that in addition to Ms. Richardson's responsibilities with study abroad, she is also promoting the Rhodes, Marshall and Truman scholarships.

Dean McMahon told the committee that he had been asked by the former committee to report to them on what savings could be gained by increasing the student/faculty ratio. The committee decided that what we would gain in dollars would not be worth what we would lose in stature and quality.

There being no new business, the meeting was adjourned.

REPORT OF THE COMMITTEE ON FINANCE - Mr. Spence L. Wilson, Chair - October 21, 1993

The meeting of the Committee on Finance was called to order by Mr. Spence Wilson at 2:00 p.m. on Thursday, October 21, 1993 in the Hill Board Room, Palmer Hall. Other members in attendance were Mr. Herbert Rhea, Mr. Mike McDonnell, Mr. Russell Wiener, Dr. Horst Dinkelacker, Mr. Timothy Ballard, Dean Allen Boone, and Mr. Mac McWhirter.

Mr. Wilson 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 ending June 30, 1993. He reported that the audit had been reviewed and accepted by the Committee on Audit which met on October 19, 1993. Highlights of the report included:

1. The financial condition of the College remains sound with the audit firm of Ernst & Young providing an "unqualified opinion".
2. Tuition and fee income increased approximately 7.3% from the previous year with an increase in student financial aid expenditures of 14.7%.
3. The total fund balance of the College has increased by \$12,816,461, to a total of \$143,673,980. The endowment accounts for \$9,076,537 of this increase, with the current funds increasing by \$237,423.
4. Gifts to the College totaled \$8,612,407 with the endowment benefiting by \$1,703,409; renewal and replacement by \$3,154,091, and current unrestricted by \$2,000,922.
5. Realized and unrealized gains for College investments for the year were \$7,742,522, primarily in endowment. The endowment fund increased from \$97,899,597 to \$106,976,134.

Mr. McWhirter then presented the current budget year-to-date (Exhibit G, Page 32) and noted that the College budget was right on target through the first quarter of the fiscal year. Total income to date is running about the same as the same period a year ago. Total expenditures are slightly less than last year. While it is early in the fiscal year, the budget picture looks fine, especially with financial aid expenditures "in budget" and with higher than budgeted enrollment.

Dean Boone briefly reviewed the results of the year ending June 30, 1993 and the allocation of renovation & replacement funds. The College has allocated approximately \$580,000 for various capital needs. In addition, due to better than expected results, the College was able to expand its reserves for its self-insurance medical program and increase its emergency fund reserve.

Mr. McWhirter discussed the disposition of several pieces of real estate since the April '93 Board meeting. Two Parkway House units were sold with two additional units under contract. The Southaven, Mississippi property (Picard gift) was sold. In addition, the College has a contract to sell the West Virginia property. The committee expressed satisfaction that several non-incoming producing endowment assets were sold.

Dean Boone then reviewed the proposed changes in the Rhodes College Defined Contribution pension plan for retirees (Exhibit G, Pages 33-48). With numerous changes in federal laws in recent years, several amendments have been proposed to bring the document into compliance. The funding formula increases from 7% to 8% of the first \$22,900 in salary with 12% above \$22,900 in order to comply with the Social Security Administration maximum disparity rules. The new plan document allows employees maximum flexibility to transfer funds between all Board approved funding vehicles. It also allows cashability and rollover options subject to IRS rules/penalties for early withdrawal and/or company surrender charges. The plan becomes a noncontributory type plan, which no longer requires full time employees to contribute as a condition of participation. The latter plan amendment satisfies the nondiscriminatory tests required by the federal government. After further discussion, the committee unanimously voted to recommend the plan document to the Board for adoption.

Mr. McDonnell reviewed the policies adopted by the Investment Committee regarding receipt of gift annuities and charitable remainder trusts. The policy requires that the College use the annuity payout rates as published by COGA (Committee on Gift Annuities). The College will accept gifts established for annuities on individuals 55 years of age or older and in amounts not less than \$25,000. There is no age requirement for charitable remainder trusts and a \$50,000 minimum. Mr. McDonnell further reminded the Committee that any losses incurred due to gift annuities would be charged to the operating budget and not the endowment fund.

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

SUMMARY

INCOME AND EXPENSE REPORT SEPTEMBER 30, 1993

	1/12 BUDGET	SEPTEMBER ACTUAL	3/12(25.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1993-94 ACTUAL/ BUDGET	1992-93 ACTUAL/ BUDGET
INCOME:								
TUITION & FEES	1,653,659.42	7,126,362.22	4,960,978.25	11,360,927.86	229.00%	19,843,913.00	57.25%	57.76%
SPECIAL STUDIES	48,637.50	67,255.91	145,912.50	103,692.91	71.06%	583,650.00	17.76%	18.37%
INTEREST & OTHER	68,603.33	65,539.59	205,810.00	369,558.60	179.56%	823,240.00	44.89%	44.69%
ENDOWMENT INCOME	366,008.42	366,008.41	1,073,025.25	1,073,025.23	100.00%	4,392,101.00	25.00%	25.00%
ANNUAL SUPPORT PROGRAM	176,400.00	46,277.46	529,200.00	150,980.37	28.52%	2,116,800.00	7.13%	15.25%
TOTAL EDUCATION & GENERAL	2,313,303.67	7,671,453.59	6,739,926.00	13,003,184.97	189.52%	27,759,704.00	47.13%	48.07%
AUXILIARY ENTERPRISES	483,771.25	1,704,112.12	1,451,313.75	5,347,403.70	368.45%	5,805,235.00	92.11%	88.40%
STUDENT AID	10,416.67	0.00	31,250.00	0.00	0.00%	125,000.00	0.00%	0.00%
TOTAL EDUCATION & GENERAL	2,807,496.59	9,375,575.71	8,422,489.75	18,430,588.67	218.82%	33,689,939.00	54.70%	55.35%
EXPENSE:								
INSTRUCTION & RESEARCH	783,113.50	764,353.58	2,349,340.50	1,959,942.27	83.42%	9,397,362.00	70.85%	20.78%
ATHLETICS	84,843.58	99,639.29	254,530.75	316,909.22	124.50%	1,018,123.00	31.12%	27.92%
LIBRARY	71,805.92	47,581.07	215,417.75	305,561.34	141.84%	861,671.00	35.46%	39.40%
STUDENT SERVICES	219,990.33	234,141.49	659,971.00	725,762.74	107.96%	2,639,884.00	27.49%	27.62%
PLANT OPER & MAINT	194,190.75	184,747.44	582,572.25	615,025.53	105.57%	2,330,289.00	26.39%	24.73%
GENERAL ADMINISTRATION	370,504.67	474,836.39	1,171,514.00	1,209,626.85	103.25%	4,686,056.00	25.81%	27.32%
TOTAL EDUCATION & GENERAL	1,744,448.75	1,825,298.26	5,233,346.25	5,132,827.95	98.07%	20,933,385.00	24.51%	24.67%
AUXILIARY ENTERPRISES	284,329.92	279,892.68	852,789.75	490,926.16	81.00%	3,411,759.00	20.25%	17.74%
SPECIAL STUDIES	46,540.92	29,909.58	139,592.75	101,536.51	72.73%	558,371.00	18.18%	19.95%
STUDENT AID	639,191.17	7,517,890.00	1,917,573.50	7,576,390.00	395.10%	7,670,294.00	98.77%	111.40%
TOTAL EDUCATION & GENERAL	2,714,500.76	9,652,990.49	8,143,502.25	13,501,680.62	165.79%	32,574,009.00	41.44%	43.34%
EXCESS OF INCOME / EXPENSE		-277,414.78		4,928,907.95				
BUDG COMM CONTINGENCY	9,787.58	2,420.02	29,362.75	-5,850.45	19.92%	117,453.00	4.98%	6.27%
RENOVATION & REPLACEMENT	84,208.25	0.00	249,624.75	132,217.66	52.96%	778,499.00	13.24%	0.00%
TOTAL EDUCATION & GENERAL	2,807,496.59	9,655,410.51	8,422,489.75	13,628,047.83	161.80%	33,689,939.00	40.45%	41.43%
EXCESS OF INCOME / EXPENSE		-279,334.80		4,802,540.74				

RHODES COLLEGE
DEFINED CONTRIBUTION PLAN
DECEMBER 1, 1993

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ARTICLE I

ESTABLISHMENT OF PLAN

1.1 Establishment of Plan. The Rhodes College Board of Trustees (the "Board") established the Rhodes College Defined Contribution Retirement Plan (the "Plan") as of January 1, 1945.

This plan document sets forth the provisions of this Code Section 403(b) Defined Contribution (Money Purchase) Retirement Plan restated and amended as of December 1, 1993. Plan Contributions are invested, at the direction of the Participant, in one or more of the Funding Vehicles available to the Participant under the Plan.

ARTICLE II

ELIGIBILITY FOR PARTICIPATION

2.1 Participation. An Eligible Employee may begin participation in this Plan on the Plan Entry Date following the completion of a 24-month period which constitutes two Years of Service at the Institution or with an Eligible Employer without a Break in Service.

2.2 Notification. The Institution will notify an Eligible Employee when he or she has completed the requirements necessary to become a Participant. An Eligible Employee who complies with the requirements of Section 2.3 and becomes a Participant is entitled to the benefits and is bound by all of the terms, provisions, and conditions of this Plan, including any and all amendments which from time to time may be adopted, and including the terms, provisions and conditions of any Funding Vehicle(s) to which Plan Contributions for the Participant have been applied.

2.3 Enrollment in Plan. To participate in this Plan, an Eligible Employee must complete the necessary enrollment form(s) and return them to the Institution. An employee who has been notified that he or she is eligible to participate but who fails to return the enrollment forms will be deemed to have waived all of his or her rights under the Plan except the right to enroll at a future date.

2.4 Reemployment. An Eligible Employee who satisfied the participation requirements set forth in Section 2.1 will be immediately eligible to participate in the Plan upon reemployment.

2.5 Termination of Participation. A Participant will continue to participate in the Plan until he or she ceases to be an Eligible Employee, the Plan is terminated, or his or her contributions under the Plan are terminated, whichever occurs first.

2.6 Computation Period. The initial computation period for participation is the 12-consecutive month period beginning with the day the employee first performs an hour of service. Any such subsequent computation period will begin with the anniversary of the employee's employment commencement date.

ARTICLE III

PLAN CONTRIBUTIONS

3.1 Plan Contributions. Plan Contributions will be made during Years of Participation in accordance with the following schedule:

Plan Contributions as a Percentage of Regular Salary

By the Institution

On the Portion of Regular Salary within \$22,900	8%
On any Regular Salary above \$22,900	12%

Contributions will be made only for Regular Salary earned after a Participant's Plan Entry Date.

3.2 Maximum Plan Contributions.

General Limitations. Notwithstanding anything to the contrary contained in this Plan, the total Annual Additions made on behalf of the Participant for any year will not exceed the limits imposed by Code Section 415, as may be adjusted from time to time. The limits of Code Section 415 are herein incorporated by reference. If the Annual Additions exceed the limitations, the excess amounts will be held unallocated in a suspense account and will be applied to reduce further contributions by the Institution to the Plan.

If the limitations are exceeded because the Participant is also participating in another plan required to be aggregated with this Plan for the purposes of section 415, then the extent to which annual contributions under this Plan will be reduced, as compared with the extent to which annual benefits or contributions under any other plans will be reduced will be determined by the Institution in a manner as to maximize the aggregate benefits payable to the Participant from all plans. If the reduction is under this Plan, the Institution will advise affected Participants of any additional limitation on their annual contributions required by this paragraph.

The amount of Plan Contributions will also be subject to the limitations of Code Sections 401(m), 402(g) and 403(b), if applicable.

3.3 When Contributions Are Made. Plan Contributions will begin each year when the Institution has determined that the Participant has met or will meet the requirements for a Year of Participation. Any part of a year's Plan Contributions not contributed prior to this determination will be included in contributions made for that year after the determination. Plan Contributions will be forwarded to the Funding Vehicles in accordance with the procedures established by the Institution.

Institution Plan Contributions will be forwarded to the Funding Vehicles at least annually.

Upon their return from active duty, Participants inducted or called to active duty in the U.S. Armed Forces will be treated as having been actively employed by the Institution for their period of military service. Upon their return to actual employment, the Institution will make those contributions to the Plan which would have been made if the Participant had been employed by the Institution for the period of military service. Contributions will be based upon the salary the Participant would have earned had the Participant actually continued employment with the Institution. Contributions made for military service will not exceed a period of four years.

3.4 Allocation of Contributions. A Participant may allocate Plan Contributions made on his or her behalf to Funding Vehicles in any whole-number percentages that equal 100 percent. A Participant may change his or her allocation of future contributions to the Funding Vehicles.

3.5 Limitations. Notwithstanding anything to the contrary contained in this Plan, the obligation of the Institution to make Plan Contributions is subject to the provisions relating to the amendment and termination of the Plan; provided that no amendment or termination will affect any obligation of the Institution to make Plan Contributions with respect to Regular Salary earned by the Participant prior to the date of amendment or termination.

3.6 No Reversion. Under no circumstances or conditions will any Plan Contributions of the Institution revert to, be paid to, or inure to the benefit of, directly or indirectly, the Institution. However, in the event that Plan Contributions are made by the Institution by mistake of fact, these amounts may be returned to the Institution within one year of the date that they were made.

3.7 Leave of Absence. During a paid leave of absence, Institution Plan Contributions will continue to be made for a Participant on the basis of Regular Salary then being paid by the Institution.

3.8 Direct Rollover of Eligible Rollover Distribution. This Section applies to distributions made on or after January 1, 1993. Notwithstanding any provision of the plan to the contrary that

would otherwise limit a distributee's election under this Section, a distributee may elect, at the time and in the manner prescribed by the plan administrator, to have any portion of an eligible rollover distribution paid directly to an eligible retirement plan specified by the distributee in a direct rollover.

For the purpose of this Section, the following definitions apply:

1) **Eligible rollover distribution:** An eligible rollover distribution is any distribution of all or any portion of the balance to the credit of the distributee, except that an eligible rollover distribution does not include: any distribution that is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the distributee or the joint lives (or joint life expectancies) of the distributee and the distributee's designated beneficiary, or for a specified period of ten years or more; any portion of any distribution that is not includible in gross income (determined without regard to the exclusion for net unrealized appreciation with respect to employer securities); and any distribution to the extent such distribution is required under § 403(a)(9) of the Code.

2) **Eligible retirement plan:** An eligible retirement plan is an individual retirement account described in Section 408(a) of the Code, an individual retirement annuity described in Section 408(b) of the Code, or an annuity contract described in Section 403(b) of the Code, that accepts the distributee's eligible rollover distribution. However, in the case of an eligible rollover distribution to the surviving spouse, an eligible retirement plan is an individual retirement account or individual retirement annuity.

3) **Distributee:** A distributee includes a Participant or former Participant. In addition, the Participant's or former Participant's surviving spouse and the Participant's or former Participant's spouse who is the alternate payee under a qualified domestic relations order, as defined in Section 414(p) of the Code, are distributees with regard to the interest of the spouse or former spouse.

4) **Direct rollover:** A direct rollover is a payment by the plan to the eligible retirement plan specified by the distributee.

ARTICLE IV

FUND SPONSORS/FUNDING VEHICLES

4.1 **Fund Sponsors/Funding Vehicles.** Plan Contributions are invested in one or more of the Funding Vehicles available to Participants under this Plan. The Fund Sponsors and their Funding Vehicles are as follows:

A. Teachers Insurance and Annuity Association (TIAA)

TIAA Retirement Annuity

B. College Retirement Equities Fund (CREF)

CREF Retirement Unit-Annuity

Stock Account
Money Market Account
Bond Market Account
Social Choice Account
Global Equities Account

C. The Variable Annuity Life Insurance Company (VALIC)

VALIC Retirement Annuity

Fixed Account Plus
Fixed Account
MidCap Index Fund
Timed Opportunity Fund

Money Market Fund
Capital Conservation Fund
Government Securities Fund
Stock Index Fund
International Equities Fund
Social Awareness Fund
International Government Bond Fund
Small Cap Index Fund

The Institution's current selection of Fund Sponsors and Funding Vehicles is not intended to limit future additions or deletions of Fund Sponsor and Funding Vehicles.

4.2 Fund Transfers. At any time before retirement benefits begin, and subject to a Funding Vehicle's rules for transfers and in accordance with the provisions of the Code for maintaining the tax deferral of the Accumulation Account(s), a Participant may transfer funds accumulated under the Plan (a) among the Plan's approved CREF accounts; (b) to the TIAA Retirement Annuity; (c) from the TIAA Retirement Annuity, in substantially equal payments over a 10 year period; (d) to approved Alternative Funding Vehicles.

For a Participant who has terminated employment with Rhodes College, this Plan's transferability rules will continue to govern funds accumulated under the Plan.

A Participant may transfer funds from a Fund Sponsor by submitting to the Fund Sponsor a properly completed request form specifically identifying the Fund Sponsor to which Funds are to be transferred. The transfer will be executed only if the Fund Sponsor to which the Participant requests that funds be transferred is included as a Fund Sponsor in the most recent listing of such sponsors that has been provided by Rhodes College to Fund Sponsor and acknowledged in writing by the Fund Sponsor.

A Participant may transfer funds among the Funding Vehicles by completing the appropriate forms.

ARTICLE V

VESTING

5.1 Vesting. The Participant is fully and immediately vested in amounts attributable to Plan Contributions when such Plan Contributions are made.

ARTICLE VI

BENEFITS

6.1 Retirement Benefits. The Participant is entitled to receive retirement benefits, under options set forth in the relevant Funding Vehicle.

6.2 Cash Withdrawals. Benefits may be received under this Plan in any form the relevant Funding Vehicle permits; provided, however, that cash withdrawals are not permitted while the Participant is employed by the Institution.

6.3 The Retirement Transition Benefit. The Retirement Transition Benefit permits a Participant to receive a one-time lump-sum payment of up to 10 percent of his or her Accumulation Account(s) in TIAA and/or the CREF Account(s) at the time annuity income begins, provided that the one-sum payment from TIAA and/or CREF Account(s) does not exceed 10 percent of the respective Accumulation Account(s) then being converted to retirement income.

6.4 Survivor Benefits. If the Participant dies prior to the commencement of retirement benefit payments, the full current value of the Accumulation Account(s) is payable to the Beneficiary or Beneficiaries named by the Participant, under the options offered under the Funding Vehicle. A single-sum payment is also available. The amount payable to the Beneficiary or Beneficiaries is subject to the spouse's rights described in Section 6.7. Distribution of Survivor Benefits is subject to the required distribution rules set forth in Code Section 401(a)(9).

6.5 Application for Benefits. Procedures for receipt of benefits are initiated by writing directly to the Fund Sponsor. Benefits provided under the Funding Vehicle to which Plan Contributions have been applied will be payable by the Funding Sponsor upon receipt of a satisfactorily completed application for benefits and supporting documents, including waiver of spousal rights to retirement benefits and death benefits, if necessary. The necessary forms will be provided to the Participant, the surviving spouse, or the Beneficiary by Fund Sponsor.

6.6 Minimum Distribution Requirements. All distributions under this Plan will be made in accordance with the regulations under Code Section 401(a)(9), including proposed Treasury Regulation 1.401(a)(9)-2. The provisions of Section 6.6 override any distribution options in the Plan inconsistent with Code Section 401(a)(9).

For accumulations attributable to contributions made on or after January 1, 1987, the entire interest of each Participant will be distributed beginning no later than April 1 of the calendar year following the calendar year in which the Participant attains age 70-1/2, over the life of the Participant or over the lives of the Participant and a designated Beneficiary. Upon the Participant's death, any remaining interest will be distributed at least as rapidly as under the method of distribution in effect at the time of the Participant's death. In the case of a Participant who attained age 70 1/2 before January 1, 1988, distributions may be delayed until the April 1 following the calendar year in which the Participant terminates service with the Institution.

If the Participant dies prior to the time benefit payments begin, any portion of his or her interest payable to (or for the benefit of) a designated Beneficiary will be paid within 5 years of the Participant's death or will be paid beginning no later than one year after the Participant's death, over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the designated Beneficiary is the surviving spouse, payment may be delayed until the date the Participant would have attained age 70-1/2.

If the Participant dies after distribution has begun, the remaining interest will be distributed at least as rapidly as under the method of distribution used prior to the Participant's death.

6.7 Spouse's Rights. Notwithstanding any other provision of this Plan, benefits may only be paid for a married Participant in this Plan as described below. The married Participant and the spouse may waive the spousal entitlement to receive benefits only if a written waiver of the benefit signed by the Participant and the spouse, unless the spouse cannot be located, is filed with the Fund Sponsor which complies with Section 205(c)(2) of ERISA and is in a form acceptable to the Fund Sponsor.

Pre-Retirement Spousal Entitlement

If the Participant dies prior to the start of retirement benefit payments, and a waiver of spousal entitlement to receive benefits is not on file with the Fund Sponsor, the surviving spouse will receive a benefit that is at least 50 percent of the full current value of the Participant's Accumulation Account, payable under one of the payment methods offered under the Funding Vehicle.

The period during which the Participant and his or her spouse may elect to waive the pre-retirement survivor benefit begins on the first day of the Plan Year in which the Participant attains age 35 and continues until the earlier of the Participant's death, or the date the Participant starts receiving retirement benefit payments. If the Participant and his or her spouse elect to waive the pre-retirement survivor benefit, such waiver may be revoked at any time before annuity income begins by the Participant naming his or her spouse as beneficiary of a benefit that is at least 50 percent of the full current value of the Participant's Accumulation Account, payable under one of the payment methods offered under the Funding Vehicle. In the event that the Participant dies before attaining age 35, i.e., before the Participant has had the option to make a waiver, at least 50 percent of the full current value of any Accumulation Account is payable automatically to the surviving spouse in a single sum or under one of the payment methods offered under the Funding Vehicle in accordance with the minimum distribution rules of Code Section 401(a)(9).

If the Participant terminates employment before age 35, the waiver provisions are available.

Notification of Pre-Retirement Spousal Entitlement

In the case of a pre-retirement survivor benefit, the Institution shall provide each Participant, within the applicable period for such Participant, a written explanation of the terms and conditions of the pre-retirement survivor benefit, the Participant's right to make, and the effect of, an election to waive such form of benefit, the rights of the Participant's spouse under this Section 6.7, and the right to make, and the effect of, a revocation of such election.

The applicable period for a Participant is whichever of the following periods ends last: (i) the period beginning with the first day of the Plan Year in which the Participant attains age 32 and ending with the close of the Plan Year preceding the Plan Year in which the Participant attains age 35; (ii) a reasonable period after an Eligible Employee becomes a Participant; or (iii) a reasonable period ending after this Section first applies to the Participant. Notwithstanding the foregoing, notice must be provided within a reasonable period ending after separation of service in the case of a Participant who separates from service before attaining age 35.

For purposes of applying the preceding paragraph, a reasonable period ending after the enumerated events in (i), (ii), and (iii) is the end of the two-year period beginning one year prior to the date the applicable event occurs, and ending one year after that date. In the case of a Participant who separates from service before the Plan Year in which age 35 is attained, notice should be provided within the two-year period beginning one year prior to separation and ending one year after separation. If such a Participant thereafter returns to employment with the Institution, the applicable period for such Participant shall be redetermined.

Post-Retirement Spousal Entitlement

At the Participant's death following the commencement of benefits, the surviving spouse will receive retirement benefits of at least 50 percent (and not greater than 100 percent) of the benefits payable during the joint lives of the Participant and his or her spouse. The joint and survivor annuity will be the actuarial equivalent of a single life annuity for the life of the Participant.

A waiver of this post-retirement survivor benefit (joint and survivor annuity) may be made by the Participant and his or her spouse only during the 90 days prior to commencement of retirement benefit payments. The waiver may also be revoked by the Participant during the same period. However, it may not be revoked after retirement benefits begin.

Notification of Post-Retirement Spousal Entitlement

The Institution will provide the Participant no less than 30 days and no more than 90 days prior to the date retirement benefits commence with a written explanation of the terms and conditions of the post-retirement survivor benefits, the Participant's right to make, and the effect of, an election to waive such form of benefit, the rights of the Participant's spouse under this Section 6.7, and the right to make, and the effect of, a revocation of such election.

6.8 Repurchase. TIAA Retirement Annuities' Accumulation Account(s) may be received in a single sum through "repurchase" if certain conditions are met. In the event a Participant in this plan terminates employment with the Institution and requests that TIAA repurchase his or her Retirement Annuities, the Institution will approve such repurchase if, at the time of the request:

(a) For Participants whose oldest TIAA Retirement Annuity was issued on or after January 1, 1992:

1. The total accumulation in all TIAA Retirement Annuities owned by the Participant is not over \$2,000.
2. The Participant does not have a TIAA Transfer Payout Annuity (TPA) in effect.

Upon repurchase, the Participant's entire Accumulation Account will be payable by TIAA to the Participant in a lump sum and will be in full satisfaction of the Participant's and his or her spouse's rights to retirement or survivor benefits.

(b) For Participants whose oldest TIAA Retirement Annuity was issued on or before December 31, 1991:

1. The conditions specified in (a) above are met, or
2. Annuity income has not begun, and the following conditions are met:
 - (i) None of the TIAA Retirement Annuities owned by the Participant requesting repurchase were issued more than five years prior to the time of repurchase (this five-year requirement is waived if the total value of all TIAA Retirement Annuities owned is \$2,000 or less), and
 - (ii) The Participant is neither employed by nor moving to an institution having a TIAA funded retirement plan in which he or she will be eligible to participate (employment includes sabbaticals or other leaves of absence).
Upon repurchase, the Participant's entire Accumulation Account will be payable by TIAA to the Participant in a lump sum and will be in full satisfaction of the Participant's and his or her spouse's rights to retirement or survivor benefits.

6.9 Time of Payment. Benefits shall be payable at such time as shall be provided in the relevant Funding Vehicle. Notwithstanding the foregoing, unless a Participant otherwise elects in writing and subject to Section 6.6 hereof, such benefits shall be paid or commence to be paid not later than 60 days after the close of the Plan year during which the latest of the following event occurs: (a) his or her Normal Retirement Date, (b) his 10th anniversary of participation, or (c) the date of termination of his or her employment.

6.10 Transfers To and From Other Programs. Subject to the approval of the Plan Administrator, and if the Funding Vehicle permits, the benefits held in a Funding Vehicle for a Participant may be transferred directly to the funding agent of any other employer-funded tax sheltered annuity program under Code Section 403(b) under which the Participant becomes a participant after his termination of employment, subject to the following requirements:

A. The Participant files such a request in writing which is approved by the Plan Administrator and the Fund Sponsor of such Funding Vehicle in their sole discretion prior to the commencement of benefit payments; and

B. The funding agent of the program to which the account is being transferred certifies to the Plan Administrator and the Fund Sponsor that such a transfer is acceptable and that both the transfer and the plan to which the transfer is being made meet the requirements of Code Section 403(b);

Such transfer, if approved by the Plan Administrator and the Fund Sponsor, shall be made as expeditiously as possible after the date payment is due. All Participants shall be treated in a uniform and nondiscriminatory manner.

In similar fashion and subject to the approval of the Plan Administrator and the applicable Fund Sponsor in their sole discretion, the vested benefit of a Participant under the employer-funded tax sheltered annuity program under Code Section 403(b) of an Eligible Employer other than the Employer may be transferred directly to the Plan, where it shall be invested in one or more of the Funding Vehicles available under Section 4.1 hereof as the Participant shall direct in writing to the Plan Administrator.

6.11 VALIC Contracts. Distributions from VALIC contracts may be made in any form, including a lump sum, available under the contracts, upon the death, disability or other separation from service of the Participant. Any such distribution shall be subject to the spousal benefit requirements of section 6.7. If the value of the Participant's account is not in excess of \$3,500 at the time of the distribution, the entire account may be distributed without spousal consent; otherwise no distribution may be made without the written consent of the Participant's spouse, witnessed by a notary or by a representative of the Plan Administrator.

ARTICLE VII

GENERAL PROVISIONS AND LIMITATIONS REGARDING BENEFITS

7.1 Non-Alienation of Retirement Rights or Benefits. To the fullest extent permitted by law, no benefit under the Plan may at any time be subject in any manner to alienation, encumbrance, the claims of creditors or legal process. No person will have the power in any manner to transfer, assign, alienate, or in any way encumber his or her benefits under the Plan, or any part thereof, and any attempt to do so will be void and of no effect. However, this Plan will comply with any judgment, decree or order which establishes the rights of another person to all or a portion of a Participant's benefit under this Plan to the extent that it is a "qualified domestic relations order" under Code Section 414(p).

ARTICLE VIII

ADMINISTRATION

8.1 Plan Administrator. Rhodes College, located at 2000 North Parkway, Memphis, Tennessee 38112, (901) 726-3000, is the Administrator of this Plan, and has designated the Director of Personnel responsible for enrolling Participants, sending Plan Contributions for each Participant to the Fund Sponsor, and for performing other duties required for the operation of the Plan.

8.2 Authority of the Institution. The Institution has all the powers and authority expressly conferred upon it herein and further has the sole right to interpret and construe the Plan, and to determine any disputes arising under it. In exercising these powers and authority, the Institution will at all times exercise good faith, apply standards of uniform application, and refrain from arbitrary action. The Institution may employ attorneys, agents, and accountants as it finds necessary or advisable to assist it in carrying out its duties. The Institution will be a "named fiduciary" as that term is defined in section 402(a)(2) of the Employee Retirement Income Security Act for purposes of determining eligibility and computing and making Plan Contributions. The Institution, by action of its Board, may designate a person or persons other than the Institution to carry out any of its powers, authority, or responsibilities. Any delegation will be set forth in writing.

8.3 Action of the Institution. Any act authorized, permitted, or required to be taken by the Institution under the Plan, which has not been delegated in accordance with Section 8.2, may be taken by a majority of the members of the Board, either by vote at a meeting, or in writing without a meeting. All notices, advice, directions, certifications, approvals, and instructions required or authorized to be given by the Institution under the Plan will be in writing and signed by either (i) a majority of the members of the Board, or by any member or members as may be designated by an instrument in writing, signed by all members, as having authority to execute the documents on its behalf, or (ii) a person who becomes authorized to act for the Institution in accordance with the provisions of Section 8.2. Any action taken by the Institution which is authorized, permitted or required under the Plan and is in accordance with the Fund Sponsor's contractual obligations is final and binding upon the Institution, and all persons who have or who claim an interest under the Plan, and all third parties dealing with the Institution.

8.4 Indemnification. In addition to whatever rights of indemnification the members of the Board, or any other person or persons (other than a the Fund Sponsor) to whom any power, authority, or responsibility of the Institution is delegated pursuant to Section 8.2, may be entitled under the articles of incorporation, regulations, or by-laws of the Institution, under any provision of law, or under any other agreement, the Institution will satisfy any liability actually and reasonably incurred by any member or other person or persons, including expenses, attorneys' fees, judgment, fines, and amounts paid in settlement, in connection with any threatened, pending, or completed action, suit, or proceeding which is related to the exercise or failure to exercise by the member or other person or persons any of the powers, authority, responsibilities, or discretion of the Institution as provided under the Plan, or reasonably believed by the member or other person or persons to be provided thereunder, or any action taken by the member or other person or persons in connection with it.

8.5 Calendar Year Calculation Election. In determining which employees are highly compensated employees as defined in Code Section 414(q), the Employer hereby makes the calendar year calculation election as described in the regulations under Code Section 414(q).

ARTICLE IX

AMENDMENT AND TERMINATION

9.1 Amendment and Termination. While it is expected that this Plan will continue indefinitely, the Institution reserves the right at any time to amend, otherwise modify, or terminate the Plan, or to discontinue any further Plan Contributions or payments under the Plan, by resolution of its Board. In the event of a termination of the Plan or discontinuance of contributions, the Institution will notify all Participants of the termination or discontinuance.

9.2 Limitation. Notwithstanding the provisions of Section 9.1, the following conditions and limitations apply:

- (a) No amendment will be made which will operate to recapture for the Institution any contributions previously made under this Plan. However, Plan Contributions which were made based on a mistake of fact may be returned to the Institution not later than one year of the date on which the contribution was made; and
- (b) No amendment will deprive, take away, or alter any then accrued right of any Participant insofar as Plan Contributions previously made under the Plan are concerned.

ARTICLE X

MISCELLANEOUS

10.1 Plan Non-Contractual. Nothing contained in this Plan will be construed as a commitment or agreement on the part of any person to continue his or her employment with the Institution, and nothing contained in this Plan will be construed as a commitment on the part of the Institution to continue the employment or the rate of Compensation of any person for any period, and all employees of the Institution will remain subject to discharge to the same extent as if the

Plan had never been put into effect.

10.2 Claims of Other Persons. The provisions of the Plan will in no event be construed as giving any Participant or any other person, firm, or corporation, any legal or equitable right as against the Institution, its officers, employees, or directors, except the rights as are specifically provided for in this Plan or created in accordance with the terms and provisions of this Plan.

10.3 Merger, Consolidation, or Transfers of Plan Assets. The Plan will not be merged or consolidated with any other plan, unless, immediately after a merger or consolidation, each Participant would receive a benefit under the Plan which is at least equal to the benefit he or she would have received immediately prior to a merger or consolidation (assuming in each instance that the Plan had then terminated).

10.4 Finality of Determination. All determinations with respect to the crediting of Years of Service under the Plan are made on the basis of the records of the Institution, and all determinations made are final and conclusive upon employees, former employees, and all other persons claiming a benefit interest under the Plan. There will be no duplication of Years of Service credited to an employee for any one period of his or her employment.

10.5 Contracts - Incorporation by Reference. The terms of each Funding Vehicle Retirement Annuity issued to a Participant in accordance with the provisions of Section 4.1 is a part of the Plan as if fully set forth in the plan document and the provisions of each are incorporated by reference into the Plan. The terms of the Funding Vehicle control in any case where there is any inconsistency or ambiguity between the terms of the Plan and the terms of the Funding Vehicle.

ARTICLE XI

DEFINITIONS

The words and phrases defined in this Article have the following meanings throughout this plan document:

Accumulation Account. "Accumulation Account" means the separate account(s) established for each Participant. The current value of a Participant's Accumulation Account, includes all Institution Contributions, less expense charges, and reflecting credited investment experience.

Alternative Funding Vehicle. "Alternative Funding Vehicle" means any Funding Vehicle other than TIAA and/or CREF.

Annual Additions. "Annual Additions" means the sum of the following amounts credited to a Participant's Accumulation Account for the taxable year: (1) Institution Plan Contributions; and (2) Participant Plan Contributions.

Beneficiary. "Beneficiary" means the individual, institution, trustee, or estate designated by the Participant to receive the Participant's benefits at his or her death.

Board. "Board" means Rhodes College Board of Trustees.

Break in Service. "Break in Service" means a 12-month period during which an employee performs less than 501 Hours of Service. If a Break in Service occurs prior to satisfaction of the participation requirements set forth in Section 2.1, any "Year of Service" prior to the Break in Service will not be counted for purposes of meeting the participation requirement.

Solely for purposes of determining whether a Break in Service for participation purposes has occurred in a year, an individual who is absent from work for maternity or paternity reasons shall receive credit for the Hours of Service which would otherwise have been credited to such individual but for such absence, or in any case in which such hours cannot be determined, 8 hours of service per day of such absence. For purposes of this paragraph, an absence from work for maternity or paternity reasons means an absence (1) by reason of the pregnancy of the individual, (2) by reason of a birth of a child of the individual, (3) by reason of the placement of a child with the individual in connection with the adoption of such child for a period beginning immediately following such birth or placement. The Hours of Service will be credited (1) in the year in which the absence begins if the crediting is necessary to prevent a Break in Service in that period, or (2) in all other cases, in the following year. The total number of Hours of Service credited shall not exceed 501 hours.

Code. "Code" means the Internal Revenue Code of 1986, as amended.

Code Section 403(b) Defined Contribution (Money Purchase) Retirement Plan. "Code Section 403(b) Defined Contribution (Money Purchase) Retirement Plan" means a plan that provides for a separate account(s) for each Participant, for benefits based solely on the amounts of Plan Contributions to the Participant's Accumulation Account(s) and earnings thereon, and that meets the requirements of Code Section 403(b). All benefits under the Plan are fully funded and are provided solely through the Funding Vehicles selected by the Participant; therefore, benefits are not subject to, nor covered by, federal plan termination insurance.

Compensation. "Compensation" means the amount of compensation received by a Participant which is includable in gross income for the most recent period (ending not later than the close of the taxable year) that may be counted as a Year of Service under Code Section 403(b)(4).

Date of Employment or Reemployment. "Date of Employment or Reemployment" means the effective date of the appointment for a faculty member. For all other employees, the Date of Employment or Reemployment is the first day upon which an employee completes an Hour of Service for performance of duties during the employee's most recent period of service with the Institution.

Eligible Employee. "Eligible Employee" means, subject to the conditions stated in Section 2.1,

all categories of employees are eligible to participate in this retirement plan, except: employees whose employment is incidental to their educational programs at the Institution; persons employed by the Institution primarily as music commission teachers; persons employed by the Institution primarily as consultants; person employed primarily as Delinquency Diagnostic Testing Center employees; and employees who are not regular Institution employees and who are employed by or through the Institution on the basis of grants and/or contracts and/or agency agreements.

However, an employee who is customarily employed on a part-time, temporary or irregular basis for less than 1,000 hours a year is an Eligible Employee only if credited with 1,000 hours or more of service (including paid absence) during any 12-consecutive calendar month period commencing with his or her Date of Employment or any anniversary date, in which event he or she becomes an Eligible Employee as of the beginning of the 12-month period during which he or she was credited with at least 1,000 Hours of Service.

An Eligible Employee shall not include any leased employee deemed to be an employee of the Institution provided in Code Section 414(n) or (o).

Eligible Employer. "Eligible Employer" means any educational organization, any organization that meets the eligibility requirements of Code Section 403(b)(1), any teaching institution, any institution of higher education or any nonprofit research institution.

ERISA. "ERISA" means the Employee Retirement Income Security Act of 1974, as amended.

Fund Sponsors. "Fund Sponsors" means an insurance, variable annuity, or investment company that provides Funding Vehicles available to Participants under this Plan.

Funding Vehicles. "Funding Vehicles" means the financial instruments issued for the purpose of funding accrued benefits under this Plan and specifically approved by the Institution for use under this Plan in Article IV of this plan document.

Highly Compensated Employee. "Highly Compensated Employee" means an employee described in Code Section 414(q).

Hours of Service. For purpose of this plan, an "Hour of Service" shall mean each hour: (1) for which an Eligible Employee is paid or entitled to payment by the Institution for the performance of his or her duties with the Institution, including hours for which back pay has been awarded or agreed to by the Institution (provided that no additional hours of service shall be credited as a result of an award of back pay if the employee has already received credit for those hours) and (2) for which an Eligible Employee is paid or entitled to payment for reasons other than for the performance of duties during the applicable period, due to vacation, holiday, illness, incapacity (including disability), layoff, jury duty, military duty or leave of absence excluding any such hours for which payment is made or due under a plan maintained solely for the purpose of complying with workmen's compensation, unemployment compensation, or disability insurance laws. In no event, however, will an Hour of Service include hours for which an Eligible Employee is paid or entitled to payment for reasons other than the performance of duties in excess of five hundred one (501) such hours in a continuous period of such hours, or in excess of the regularly scheduled hours for the performance of duties for such period of time. Hours of Service other than those credited for performance of duties will be determined on the basis of (a) or (b) below.

a. All full-time faculty members, and all faculty members designated as part-time (teaching the equivalent of six 3-hour courses per year) shall be credited with more than one thousand (1,000) hours per year by definition. If teaching less than six 3-hour courses per year, faculty members shall receive sixty (60) hours credit for each regular course credit taught.

b. For Eligible Employees whose compensation is based upon an hourly rate: If the payment for a period of time not involving performance of duties made for a specific unit of time, the number of hours regularly scheduled for performance of duties for such unit of time. If a specific number of hours is not regularly scheduled for specific units of time for an employee the determination will be based upon eight (8) hours per day and forty (40) hours per week as applied to such units of time; or if the payment for a period of time not involving performance of duties is determined on a basis other than a specific unit of time, by dividing the payment by

the Eligible Employee's most recent hourly rate of compensation.

Institution. "Institution" means Rhodes College.

Institution Plan Contributions. "Institution Plan Contributions" means contributions made by the Institution under this Plan as described in Section 3.1.

Normal Retirement Date. "Normal Retirement Date" is the last day of the academic year in which age 65 is attained.

Participant. "Participant" is any Eligible Employee of the Institution participating in this Plan in the manner provided in Article II.

Plan. "Plan" means the Rhodes College Defined Contribution Retirement Plan, as restated by this document.

Plan Contributions. "Plan Contributions" means contributions by the Institution and the Participant as described in by Section 3.1.

Plan Entry Date. "Plan Entry Date" means the first of the month following the employee's having met the minimum age and service requirements.

Plan Year. "Plan Year" is January 1 through December 31.

Regular Salary. For any employee, the term "Regular Salary" shall include only the person's contractual salary. Summer stipends or grants from the College; grant, contract, or agency funds from non-College sources; honorarium for participation in continuing education; music commissions; consultant fees; and summer session salary or stipend (including compensation for Directed Inquiries) are excluded from "Regular Salary." Except, however, salary derived from grant, contract or agency funds from non-College sources shall be included in "Regular Salary" whenever such funds reimburse the College for the full cost of all employee fringe benefits. For an hourly employee, or any salaried employee receiving overtime pay, the term "Regular Salary" shall include only those hours for which the employee receives his or her regular pay rate, and shall not include any overtime pay. For Plan Years commencing after December 31, 1988, Regular Salary exceeding \$200,000 shall be disregarded; provided, however, that such amount shall be adjusted in the same manner and at the same time as permitted under Code Section 415(d). For Plan Years commencing after December 31, 1993, Regular Salary exceeding \$150,000 shall be disregarded; provided, however, that such amount shall be adjusted in the same manner and at the same time as permitted under Code Section 417(a)(17)(B).

In determining the salary of a Participant for purposes of the limit under 401(a)(17), the rules of Code Section 414(q)(6) shall apply except that in applying such rules, the term family shall include only the Participant's spouse and lineal descendants of the Participant who have not attained age 19 before the close of the year.

Year of Participation. "Year of Participation" is any Year of Service after participation in the Plan begins and during which Plan Contributions are made.

Year of Service. "Year of Service" means a 12-month period starting with the Eligible Employee's Date of Employment (or anniversary Date of Employment) during which the Eligible Employee completes 1,000 or more Hours of Service. Year(s) of Service with an Eligible Employer during the 24-month period immediately preceding the Eligible Employee's Date of Employment with the Institution will be counted for purposes of meeting the participation requirements of Section 2.1.

REPORT OF THE COMMITTEE ON INVESTMENTS - Mr. Michael McDonnell, Chair - October 13, 1993

At the end of September, the Rhodes College endowment had a market value of \$113,360,000 which was up 14% from the first of the year. While these are comforting figures, there are concerns which need to be pointed out to the Board.

In the last five years alone, the amount of new money that has been contributed directly to the endowment is \$10,833,000. During that same five year period, endowment funds transferred to the operating budget were \$18,100,000.

The effect of this is most noticeable in the loss in ranking of the Rhodes endowment vs. not only our peer institutions, but also in the universe of college endowments. According to the National Association of College & Universities Business Officers' Endowment Study, Rhodes College ranked 104th in 1986; in 1992, that ranking had dropped to 145th. This is particularly disturbing when you realize the only two income sources increasing are contributions from endowment to the budget and tuition income. Tuition makes us all uncomfortable. The only relief is endowment.

The College's need for cash to build buildings such as the student life center is a given, and you can tell by the velocity of the funds that have come in during the past five years that the College is not yet reaping the benefit from its deferred giving program through wills and bequests. I would recommend that the Board balance, or try to balance as best they can, the future needs of the College reflected through the endowment, and the present needs reflected in the statement at North River.

In the same five year period, our endowment has probably increased 75%, primarily through appreciation, but then, so has every other College's. A spike in inflation, would severely hamper, might even eliminate any increases in our appreciation and at the same time increase the pressure on the expense side for everything - the building of new buildings. The very thing that is hurting the endowment is going to hurt the expenses of the College. Buildings will cost money to maintain and they are probably going to involve more people. Someone has to keep that in front of this Board, and I try to do it.

One other significant item to note is that the endowment income as a percent of the total revenue has dropped. It has not dropped terrifically, but 1% in this same period, and that is not encouraging. This can only mean more pressure on tuition to pay the expenses of the College and we should not take any comfort from that.

Meanwhile, the investment managers that we have on board have done a terrific job. We're trying to get as much as we can in their hands, and I hope to keep reporting to you larger figures in the future.

REPORT OF THE AUDIT COMMITTEE - Mr. Palmer Brown, Chair, October 21, 1993

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 19, 1993. 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. Bill Drummond and Mr. Mark Dantone represented Ernst and Young in presenting the audit report.

Mr. Drummond was called upon to present the preliminary draft of the audited financial statements for the year ended June 30, 1993. 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. The College remains in strong financial position with total assets increasing from \$151,177,969 to \$163,796,783 at June 30, 1993.
2. The endowment fund balance increased by 9.3% to \$106,976,134, with realized and unrealized gains of \$8,667,280 and gifts totaling \$1,703,409.
3. Total gifts and grants received by the College during fiscal year 1992-93 were \$8,612,407, with \$3,154,091 allocated to the renewal and replacement funds for construction of the Campus Life Center and \$2,000,922 collected in the annual fund.
4. Expenditures for student financial aid increased by 14.4% during the fiscal year from \$7,822,328 to \$8,948,128.

The Committee discussed further the financial aid overrun that occurred in FY 92-93 and asked Dean Boone the status of the current year's budget for these awards. Dean Boone detailed the extensive study that had taken place last year and the subsequent restructure of the financial aid program. He stated that the Finance Committee has been involved in the process and that the current year expenditures should be less than last year if projections hold. The overall strategy is to reduce student financial aid as a percentage of tuition.

Mr. Drummond then presented all statements required under SAS No. 61, Communication with Audit Committee and the Report on Internal Control.

Mr. McWhirter informed the Committee that the note receivable to purchase the PKA House had been paid in full and that no additional borrowing or encumbrances on the endowment had been incurred during the year.

The Audit Report was accepted by the Committee as presented by Ernst and Young.

Mr. Drummond presented the fee proposal for the FY 1994-95 and was excused so that the Committee could discuss the retention of Ernst and Young as auditors. After discussion, the Committee voted to recommend Ernst and Young for the FY 1994-95 under the terms of the fee proposal as presented.

There being no further business, the meeting was adjourned.

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

The meeting was called to order at 2:10 p.m. by Mr. Edgar H. Bailey, Jr., Chair. Committee members in attendance were Elizabeth C. Knight, C. Stratton Hill, Jr., William D. Berg, K.C. Ptomey, Brian E. Foshee

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

Mr. Foshee discussed the Campus Life Center. He stated that Hastings and Chivetta had completed schematic drawings and have been authorized to proceed into the design development stage. Mr. Foshee stated that the site survey and soil borings have been completed and that a soil conditions report would be submitted this month. Hastings and Chivetta will return to campus next month to review progress of design development drawings.

Mr. Foshee reviewed the status of eight projects approved for Renovation and Replacement budget funding in April. The major project completed was the renovation of the 2nd floor of Palmer Hall. The project scope included a new hvac system, ceilings, lighting, paint, carpet and furniture. The renovation has been well received by faculty and students. Also discussed were several HVAC projects and the installation of fiber optics on campus. Mr Bill Berg discussed Internet, a computer based information system, which was installed on campus this summer.

Mr. Foshee provided information regarding several diseased trees on campus. He stated that during the past year the Grounds department, working with Jones Brothers Tree Service and University of Tennessee - Agricultural Extension Office, had been treating trees in Oak Alley and in the amphitheater quadrangle for bacterial leaf scorch. The trees were responding to treatment, but this summer developed hypoxylon canker disease. There is no cure for the two diseases and both are contagious. The diseased trees will be removed during Christmas break. A program has been implemented to feed and prune the remaining trees.

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

REPORT OF THE COMMITTEE ON SPECIAL STUDIES - Mr. Jack Blair, Chair - October 19, 1993 at the Crescent Club, Memphis, Tennessee.

Mr. Jack Blair, Chair, called the meeting of the Special Studies Committee to order at 8:00 a.m. Others present were Robert Buckman, Kenneth Clark, Larry Lacy, William Wix and Sally Thomason.

Dean Thomason distributed the 1992-93 year end financial and attendance report which gave a programmatic breakdown for each Special Studies program. She said that this had been a year of changing focus with the transfer of the Adult Degree and Summer Scholars into other college divisions so that primary attention could be given to the development and delivery of leadership and international/cross cultural programs.

The mid-year loss of a contract with Federal Express set back financial projections approximately \$130,000, but adjustments were made in expenditures so that the Division ended the year with a \$16,000 surplus to add to their contingency reserve.

Dean Thomason formally introduced Mr. Wix who started in September as Director of Leadership and Executive Education by reviewing his impressive background in leadership development. Wix explained his affiliation with the Center for Creative Leadership and gave an overview of the leadership development assessment instruments--Skillscope and Benchmark--he is qualified to administer.

Mr. Buckman in raising a question about the objectives of Special Studies prompted discussion that we would not be successful unless we understood the time constraints of those whom we are trying to serve. Traditional formats and packaging will not be attractive to high level management. He noted that the Institute for Executive Leadership was a very worthwhile program for technically trained managers, but was impossible for senior management who traveled a great deal to attend. However, with the flattening of the chain of commands and changing of managerial roles this type of program, that enriches jobs and helps with development in place, is needed now more than ever.

The committee showed enthusiasm for the assessment instruments that Mr. Wix can offer and felt that it was an excellent way for Special Studies to start working with companies. It can be the "hook" to get their attention on what Rhodes has to offer to businesses. The committee asked to review the marketing piece now being prepared.

There was a discussion of the pricing of the assessment instrument and a recommendation that a good way to introduce the instrument was to do an invitational demonstration session for representatives from four or five companies.

Mr. Blair emphasized how important it was to set up a system to assure that whenever we have a session we invite key decision makers to sit in as observers, with an immediate follow-up scheduled beforehand to get their feedback. He also suggested that letters from trustees on their own stationery recommending the programs to other business leaders would be effective in having people consider our programs.

Dean Thomason reported that the continuing education course enrollment was down this fall in spite of a very well executed marketing effort. The general reaction of the committee is that there were too many sessions per course, and the competition for people's time was becoming increasingly difficult.

The committee agreed to meet again in early December. Dean Thomason will coordinate date to assure maximum attendance.

REPORT OF THE AD HOC COMMITTEE OF THE BOARD CONCERNING THE PROPOSED MASTER OF ARTS IN INTERNATIONAL STUDIES, Dr. P.K. Seidman, Chair

INTRODUCTION TO INTERIM REPORT

At the direction of the Board of Trustees, the Chair appointed a 20 member Ad-Hoc Committee drawn from the trustees, faculty, students and administration to look into a proposed Master of Arts Degree in International Studies.

At its initial meeting, the Ad-Hoc Chair created three sub-committees to study and research the statement adopted March 17, 1993 by the faculty. These sub-committees were charged as follows:

I

Review and comment on the assumptions made by the feasibility ad-hoc committee.

Compare and comment on the graduate level per student costs vis-a-vis the undergraduate level per student costs.

II

Is there a market for graduates with a Master of Arts in International Studies?
Where would Rhodes College draw candidates from for the program?

How will funding for start-up costs be provided? What is a reasonable time frame for the program to become financially self-sufficient?

III

Review and comment upon the proposed administrative structure of the program including faculty oversight of academic standards.

Review and comment upon the issue of this program being consistent with the Rhodes College Mission.

Each sub-committee has met separately at least twice and has reported to the committee of the whole at three plenary sessions. This enabled an in-depth exchange of views and considerable debate.

As a result thereof, the Ad-Hoc Committee presents to this Board of Trustees, an interim progress report, and seeks the guidance for its future.

INTERIM REPORT OF THE COMMITTEE

Since its establishment on June 10, 1993, the committee has worked both in plenary sessions and in sub-committees to consider issues relative to the launching at Rhodes of a Master's degree program in International Studies. Deliberations of the committee centered on the Feasibility Study of the original Ad Hoc committee and on the statement adopted by the Faculty at its meeting of March 17, 1993.

At this time, the committee is prepared to report several conclusions while delaying its final recommendation pending continued research and Sub-committee reviews in process.

There is general consensus on the following points:

- that a high quality course of study at the Master's level could be consistent with Rhodes's basic mission and commitment to excellence in education;
- that undergraduate education is the tradition and bedrock of Rhodes and that the administration, faculty and curriculum of graduate programs should be separate and distinct so that the objectives, goals and financial integrity of each endeavor are clearly defined;
- that the initiation of a Master's program in international studies could enhance Rhodes cultural diversity and educational opportunities for undergraduate as well as graduate students;

- that to be financially self-sustaining this endeavor will require substantially more cash flow than will be generated by the gift restricted to this purpose even with the addition of reasonable tuition income.

The committee suggest that the Board of Trustees consider the possibility of adding to the current capital campaign an endowed fund objective for the MAIS program and, if so, what impact this would have on overall campaign objectives.

Two other important questions remain: Is there a prospective student market for this Rhodes degree? Are there rewarding placement opportunities for graduates of a Rhodes MAIS program? In short, if we build it, will they---students an employers--come?

To help answer these questions, research will be undertaken over a nine-week period by Message Factors, Inc. With this information, the committee will make a final recommendation at the January, 1994 meeting of the Board of Trustees.

DEGREES CONFERRED ON MAY 15, 1993
BACHELOR OF ARTS DEGREE

	Patricia Teresa Adair	Bruxelles, Belgium	International Studies
	Peter McClure Adams	Memphis, TN	International Studies
	Seth Taylor Adams	Conway, AR	English
	Kelly Lynn Agee	Murfreesboro, TN	Economics
*#	Sharon Denise Akins	Memphis, TN	International Studies
	Jay Scott Alexander	Louisville, KY	Economics and Business Administration
	Lara Tarlan Babaoglu	Memphis, TN	French
	Douglas Benjamin Bacon	Cartersville, GA	Music
	Ashley Ileene Baker	Little Rock, AR	German
	Robert Lewis Baldwin	Memphis, TN	Psychology
	Lara Robin Bandel	Hernando, MS	Anthropology / Sociology
	Shavit Bar-Nahum	Buffalo Grove, IL	Religious Studies - Philosophy
	Molly Olivia Barton	Missoula, MT	Political Science
	Jeffrey Michael Bean	Madisonville, KY	Psychology
*	William Allen Bell	Atlanta, GA	Political Science
	Laura Leigh Benjamin	Siloam Springs, AR	Religious Studies
	Laura Blake	Romeo, MI	Latin American Cultural Studies
	Sara Ann Blankenship	Rome, GA	English
*	Anne Louise Borden	Marietta, GA	Anthropology / Sociology
	Danielle Marie Boyce	Metairie, LA	Political Science
	Nancy Adele Braam	Cleveland, TN	International Studies
	Mary Kathryn Braden	Nashville, TN	International Studies
	Bridget Bradley	Jacksonville, IL	Business Administration
	Trista Loleta Branick	Jackson, TN	Psychology
	John Taylor Bratton	Memphis, TN	International Studies
	Lynette Breedlove	Houston, TX	Psychology
*	John Malcolm Brownlee	Riverdale, GA	International Studies
	Eleanor Chandlee Bryan	Columbia, SC	English
	Christopher Toler Buchanan	Louisville, KY	Economics and Philosophy
	(Two Degrees)		
	Jonathan James Bumpas	Louisville, KY	English
	Alice Christine Burr	Van Buren, AR	Psychology
*#	Lisa Carol Byrd	Bossier City, LA	English
	Laura Alejandra Cabanillas	Germantown, TN	Business Administration and International Studies
	Charles Edward Cardona, II	Dickson, TN	Latin American Cultural Studies
	Daniel Hardy Carl	Mount Vernon, MO	History
	William Graham Carroll	Montgomery, AL	Political Science
*#	Jeanne Elizabeth Chadwick	Memphis, TN	International Studies
*	Bethany Carol Chafin	St. Louis, MO	Psychology
	Mary Elizabeth Chaney	Livingston, AL	Political Science
	Eric Preston Cifreo	Metairie, LA	History - Classics
	Jennifer Lee Clark	Kenner, LA	Psychology
	Marlinee Constance Clark	Mobile, AL	Anthropology / Sociology and Psychology
	(Double Major)		
	Ann Marquard Clements	St. Louis, MO	Business Administration
	Jennifer Tandy Cobb	Little Rock, AR	English
	Jennifer Coker	Mobile, AL	Psychology
	Jewett Clay Cole	Memphis, TN	English
*#	Erin Camille Coleman	Memphis, TN	Business Administration
*	Amy Elizabeth Collins	Memphis, TN	Spanish
	Catherine Lee Colquitt	Shreveport, LA	Art
*#	Clay Franklin Combs	Memphis, TN	History

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

	Drew Scott Conner	Marietta, GA	Philosophy - Religious Studies
	Lewis Forrest Conner	Nashville, TN	Economics
	Christopher Robin Connolly	New Orleans, LA	Economics
*	John Harper Cook	Bowling Green, KY	International Studies
	Anne MacAdam Cooper	Webster Groves, MO	Business Administration
	Percy James Courseault, III	New Orleans, LA	Psychology
	Lynn Elizabeth Crabb	Memphis, TN	History
*	Susan Lorene Crutcher	Franklin, TN	Psychology
*	Brett David Cullum	Houston, TX	History and International Studies
*#	Thais Anne Davenport	Dallas, TX	Political Science
	Catherine Lea Davis	Conway, AR	Mathematics
	Jean Plimley Davis	Towson, MD	Urban Studies
	Melissa Alice DeCelles	Decatur, AL	Art
	Jennifer Louise DeSouza	Rutherford, TN	Economics and Business Administration
	Brian Hailey Dixon	Memphis, TN	History
*#	Doris G. Dixon	Memphis, TN	History
	Lauralea Jeanette Dorman	Marion, AR	Business Administration and International Studies
*#	Stephen Michael Dorst	Palm Desert, CA	International Studies
*#	Victoria Louise Edrington	Tallahassee, FL	Economics
	Kara Anne Elliot	Memphis, TN	Religious Studies
	Dina Elizabeth Facklis	Birmingham, AL	Theatre
	Elizabeth Lightner Feagin	Birmingham, AL	Business Administration
	Margaret Forest Ferrell	Memphis, TN	Classics
	Karen Cecile Finch	Huntsville, AL	Biology
@	Staley Scott Fitzgerald (Double Major)	Charlotte, NC	Philosophy and International Studies
	Susan Marie Fondren	Germantown, TN	Psychology
	Melissa Gay Ford	Edmond, OK	History
*	Miles Slocum Fortas	Memphis, TN	Business Administration
	Charles Stephen Foster, Jr.	Jackson, TN	Religious Studies
	Katherine Anne Galiger	Winston-Salem, NC	French
	Suzanne Simmons Garverick	Charlotte, NC	Psychology
	Christopher Alan Geiger	Grenada, MS	Business Administration
	Logan Hamilton Germann	Danville, KY	English
	Jennilyn Gibson	Paris, TN	English
	Silva Lee Gitsas	San Antonio, TX	International Studies
*#	Debbie Ann Glenn (Double Major)	Foley, AL	International Studies and Economics
	Katherine Bedsole Goodloe	Mobile, AL	Psychology
	Katherine Bolling Gore	Memphis, TN	Art
*	Cheri Alison Grosvenor	Tallahassee, FL	International Studies
	Jason Kirby Hamilton	Cookeville, TN	Business Administration
	Jacqueline Kay Hamra	Springfield, MO	International Studies
	Vickie Lynn Hardy	Bartlett, TN	English
	Harkness McDonald Harris	Nashville, TN	Psychology
	Jennifer Elizabeth Harris	Clarksville, TN	Biology
*	William Hoover Harris	Signal Mountain, TN	English
*#^	Wilbur McDonald Harrison, III	Alpharetta, GA	Philosophy
	Jennifer Carolyn Hawkins	Mobile, AL	History
	Elizabeth Anne Hayes	Clarksville, TN	English
*#	Jessica Willingham Heckle	Memphis, TN	English
	Jacqueline Leigh Heiter	Mobile, AL	History
*	Molly Rebecca Hemphill	Birmingham, AL	Anthropology / Sociology
	Drew Morrow Henry	Selma, AL	Psychology
	Sarah Frances Henry	Little Rock, AR	Psychology
	Clarence Goodwin Herrington, III	Memphis, TN	Art

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

	John Robert Hershberger	Huntsville, AL	Art - English
	Charlotte Ashley Higginbotham	Mer Rouge, LA	Art
**#	Jara Lizbeth Hill	Houston, TX	History
	Jennifer Lynn Horton	Little Rock, AR	Political Science
	Sarah Heather Houser	Birmingham, AL	Psychology
	Erin Marie Hubbell	Spartanburg, SC	English
	Michael Haskins Hudson	Dyersburg, TN	International Studies
*	Robert Wylie Jarrett, Jr.	Meridian, MS	Economics
	James Mallory Jenkins, III	Auburn, AL	Business Administration
	Maria Anna Jezak	Warsaw, Poland	International Studies
	Mark Nicholas Johnson	St. Louis, MO	English
*#	Voris Edward Johnson	San Antonio, TX	Religious Studies
	Barbara Jean Fraser Jones	Germantown, TN	English
*	Elizabeth Claire Jones	Montgomery, AL	Psychology
	Laura Benedict Jones	Birmingham, AL	Business Administration
*	Matthew Floyd Jones	Southaven, MS	Russian Soviet Cultural Studies
	Tasha DeShon Jones	Memphis, TN	Business Administration
*	Teresa Renee Jones	Fairhope, AL	Business Administration
	Stephen Brett Karnes	Knoxville, TN	Political Science
*	Cassandra Lynne Kasun	Cincinnati, OH	Biology
	Kristine Nicole Kelly	St. Louis, MO	Political Science
	Katherine Bailey Kennedy	Nashville, TN	Psychology
*#	Steven Clark Kennedy	Tullahoma, TN	Biology
	Thomas Shea Kent	Beaumont, TX	Economics
	Ambereen Khan	Memphis, TN	Political Science
	Aiveen Bridgid Killian	Portland, ME	Business Administration
*#	Jenny Yeo Kim	Louisville, KY	International Studies
	Edward Bradham Kizer	Huntersville, NC	English
	Paul Thomas Knapstein	Chattanooga, TN	History
*^	Caroline Elizabeth Ashley Knight	Richmond, VA	International Studies
	Christopher Armitage Kollme	Atlanta, GA	English
*#	Jennifer Lynn Kuykendall	San Antonio, TX	International Studies
*	Allison Paige LaRocca	Atlanta, GA	International Studies
*	James William Lacy, Jr.	Atlanta, GA	Business Administration
*	Elizabeth Sudbury Langston	Blytheville, AR	French
*#	Wendy Patricia Lawing	Bartlett, TN	Art
	Elizabeth Slocum Lawson	Birmingham, AL	Political Science
	Sean D. Lee	Greenwich, CT	Political Science
	Kimberly Brooke Lichterman	Memphis, TN	Anthropology / Sociology
	Margaret Shannon Lientz	Atlanta, GA	English
	John Scott Little	Bluffton, SC	Political Science
	John Klaus Londot	Memphis, TN	English and International Studies
	(Two Degrees)		
	John Philip Long, Jr.	Nashville, TN	English
	Susan McCulloch Long	Forrest City, AR	English
	Elizabeth Pritchett Lowe	Barrington, RI	Art
	Thomas McCall Lowry, IV	Birmingham, AL	Political Science
@	Wesonga Ishaq Luboti	Busia, Uganda	International Studies and Political Science
	Tanja Claudine Lueck	Sarasota, FL	English
	Marcjana Keryn Lund	Guilford, CT	Political Science
**#	Lisa Lee Mancini	Northport, AL	Political Science
	Abigail Martha Markward	Champaign, IL	Psychology
	Kevin Franklin Marshall	Gaithersburg, MD	International Studies
	Jimmy Richard Martin, II	Little Rock, AR	Political Science
	Stephen Selden Mathews, Jr.	Nashville, TN	Business Administration
	Gretchen Louise Maurer	Atlanta, GA	History
	Kimberly Ann McAfee	Memphis, TN	Anthropology / Sociology

* cum laude

** magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

**	Katherine Gill McCaa Dean Marvel McCondicchie Christopher Scott McCoy Christopher Louis McCullar Charlotte Rushton McDavid Melissa Lane McFarland Lara Lanford McGinty Susannah Armstrong McLendon	Salt Lake City, UT Olive Branch, MS McMinnville, TN Daphne, AL Birmingham, AL Mobile, AL Atlanta, GA Nashville, TN	German English English Political Science Psychology Business Administration Business Administration Psychology
**	Jennifer Elaine McNair Amber Patrice McRee John Scott Meeker Carlyn Elizabeth Merz Rebecca Anne Miller Kenneth Laurence Milman	Yazoo City, MS Germantown, TN Louisville, KY Madison, NJ Mobile, AL Winston-Salem, NC	International Studies English English Psychology Psychology Economics and Business Administration
	Scott Lawrence Milman Lindsey Nevin Mitcham	Winston-Salem, NC Little Rock, AR	Political Science Political Science
*	Elizabeth Bryce Moore	Joplin, MO	Art
***#^	Jeffrey Alan Mullins Ann Carter Murray Franklin Jason Myers John William Myers Patrick Lincoln Nelson	El Dorado, AR Nashville, TN North Little Rock, AR Little Rock, AR Birmingham, AL	Philosophy Business Administration Psychology Business Administration Biology
**#	Tracy Michelle Nelson Claudia Diane Noe Timothy Jason Olcott Ellen Campbell Osoinach	Atlanta, GA Memphis, TN Memphis, TN Wichita Falls, TX	Political Science Psychology Political Science Religious Studies
*^	Scott Bradley Ostrow	Memphis, TN	English
**	Gregory Robertson Palmer (Two Degrees)	Madison, MS	Music and Business Administration
*	Lina Prabhakar Parikh (Double Major)	Memphis, TN	International Studies - Anthropology / Sociology and French
*	Kathleen Elizabeth Paterson George Demetri Patikas James Murray Perry, III	Riverdale, GA Nashville, TN Nashville, TN	Business Administration Religious Studies Economics and Business Administration
	Lyell Everett Petersen Dana L. Peterson Mark Andrew Pippenger Christopher Fredrick Pollette	Metairie, LA Huntsville, AL Cleveland, TN Charlotte, NC	International Studies Chemistry Economics English
*	Laura Gustafson Porter William Jason Potter Stephanie Lynn Prachniak Edith Allison Quayle Jeremy Michael Ramey Terri Elizabeth Randolph	Kingsport, TN Hixson, TN Millington, TN Houston, TX Decaturville, TN Little Rock, AR	International Studies Theatre Art Psychology Music French
*	Tanya Lavette Rasa Warren Arthur Record, Jr	Bay Minette, AL Clinton, LA	International Studies Anthropology / Sociology
**	Stacy Kay Rector (Double Major) Deborah Anne Reed David Thomas Rice	Dyersburg, TN Lima, OH Hot Springs, AR Birmingham, AL	Psychology and Religious Studies Anthropology / Sociology Psychology
*	Ralene Sonia Richards Tammie Jean Ritchey Gregory Lane Ritter James Andrew Robison	Memphis, TN Millington, TN Nashville, TN	History English Business Administration Economics and Business Administration

* cum laude
 ** magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia

	Troy Paul Roddy	River Ridge, LA	Business Administration
	John Bush Rogers, III	Shreveport, LA	English
*#	Lisa Lynette McNall Rosengartner	Bartlett, TN	German
	Kristen Erika Rothammer	Memphis, TN	Biology
	Yves-Marie Rougelot	Covington, LA	Art
	Ronald Gregory Rubio, Jr.	Memphis, TN	History
	Amy Elizabeth Russell	Memphis, TN	Political Science
	Robert Leander Rutschman	Memphis, TN	Psychology
	Gayathri Sankaran	Katy, TX	French
	Jennifer Lynn Sapp	San Antonio, TX	English
	Vincent Emmanuel Sator	Nashville, TN	Business Administration
	Anne Everett Schilling	Knoxville, TN	Religious Studies - Theatre
	Courtney Leigh Schwarten	Lake Forest, IL	Art
*	Candace Danette Shafer	Palestine, AR	Psychology
	Peter Ryan Shea	Memphis, TN	History
*	Bryan Christian Shelby	Shreveport, LA	International Studies
@	Angelyn Denise Sherrod	Memphis, TN	Anthropology / Sociology - Psychology
	David Andrew Shipman	Memphis, TN	Economics
*	Bart Alan Shirley	Hot Springs, AR	Economics and Business Administration
	Jennifer Anne Short	Evans, GA	Psychology
	Melinda Ellen Simon	Maryville, TN	History
	Stacey Carol Sisco	Hendersonville, TN	Political Science
	Kelley Lea Slagle	Kansas City, MO	History
	Reid Allen Smiley	Danville, KY	Mathematics / Economics and Business Administration
	(Double Major)		
	Ada-Saran Elisa Smith	Memphis, TN	Psychology
	Carey Mountjoy Smith	Maysville, KY	Biology
	Eric Michael Smith	Memphis, TN	English
**#	Nichole Elizabeth Soule'	Meridian, MS	Psychology
@	Brett David Spain	Bartlett, TN	Mathematics / Computer Science
*#^	Brian Stuart Spradling	Colorado Springs, CO	International Studies and Philosophy
	(Double Major)		
	Jennafer Jane Stahl	Greenwich, CT	International Studies
*	Thomas Cayce Stapp	Clarksville, TN	Business Administration and International Studies
	Richard Barrett Summers	Memphis, TN	Economics and International Studies
	Donald Jay Sumner	Brentwood, TN	Political Science
*#^	Julia Leigh Tarver	Mobile, AL	English - Political Science
	Tracy Elizabeth Terwilliger	Atlanta, GA	Business Administration
	Sydney Elaine Thompson	Oak Ridge, TN	International Studies and Spanish
	Elizabeth Fleming Timmons	Brusly, LA	Psychology
	Laca Kathryn Tines	Huntingdon, TN	Music
	Judith DeSha Tolar	Baton Rouge, LA	English
	David Richard Trainor	Holladay, TN	Economics and International Studies
	Hilaire Brooke Treadwell	Collierville, TN	English
	Alicja Anna Trout	Memphis, TN	Art
	Lisa Gayle Turnbow	Nashville, TN	History
*	Heather Marsh Turvey	Huntsville, AL	Music
	Eric Christopher Underdahl	New Orleans, LA	English - Theatre
	Christian Blue Waddell	Powder Springs, GA	History
	Blake Wood Walker	St. Louis, MO	Biology
	Melanie April Walker	Poplarville, MS	Urban Studies
	Laura Elizabeth Wallace	Atlanta, GA	History and International Studies
	Julie Rebecca Wallace-Alexander	Memphis, TN	Psychology

* cum laude
 ** magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia

	Morton Boyd Waller	Memphis, TN	Business Administration
	Annah Ruth Walter	Hammond, LA	English
	Wendy Marie Walters	Washington, D.C.	Psychology
*	David Johnston Ward	Sullivan's Island, SC	Economics and Business Administration
	Clifford Emerson Watson	Memphis, TN	English
	Mary Elizabeth Webb	Demopolis, AL	English
	Ronald Baruch Weiss	San Antonio, TX	Business Administration
	Andrea Hilyard Weiser	Fort Worth, TX	English
	Alexander White Wellford, III	Memphis, TN	History
	Susan Allison Wemmers	Atlanta, GA	Psychology
*	Jessica Marguerite White	Beaumont, TX	Business Administration
	Kristyn Lynn White	Birmingham, AL	English
	Russel Lee Wiener	Memphis, TN	History
*	Marian Paige Williams	Monticello, AR	Business Administration
	Elizabeth Anne Wilson	Jacksonville, AR	English
	Jeffrey George Wilson	Germantown, TN	Economics and Business Administration
	Michael Webster Wilson	Memphis, TN	Computer Science and Business Administration
@	Troy James Wilson	Germantown, TN	Business Administration and International Studies
*	Robert Tate Wolcott	Shreveport, LA	Urban Studies
	Edley Taylor Womack	Cartersville, GA	Art
	Ernest Gordon Woodson, Jr.	Clarksville, TN	Psychology
	Melissa Ann Wright	Knoxville, TN	German and International Studies
	Gwendolyn Anne Young	Germantown, TN	Psychology

BACHELOR OF SCIENCE DEGREE

**#^	David Assaf, IV	Baton Rouge, LA	Mathematics
*	Nuntavan Boone	Memphis, TN	Chemistry
*#	Joseph Warren Castelli	Murfreesboro, TN	Biology
	Andrew Ernest Beau Cowell	Russellville, AR	Computer Science / Mathematics
*#^	James Edward Dickens, Jr.	Hendersonville, TN	Physics
	Heather Ginger Dorris	Jackson, TN	Chemistry
	Elizabeth Anne Douglas	Columbus, OH	Biology
	Lisa Christine Finley	Alpharetta, GA	Biology
*	David Scott Giddings	Hixson, TN	Chemistry
	William Earl Godbold, Jr.	Tunica, MS	Physics
	John David Hill	Atlanta, GA	Biology
*	Weimin Hu	Nanjing, P.R. China	Chemistry
	Jenine Elizabeth Jackson	Baltimore, MD	Biology
	Dionne Rochelle Low	Sarasota, FL	Biology
	Shannon Alta Maris	Little Rock, AR	Biology
	Robert Mark McDaniel	Memphis, TN	Chemistry
*#^	James Richard Miller, Jr.	Slidell, LA	Chemistry
	Kerri Ann Miller	Fort Smith, AR	Biology
	Ryan Damien Mire	New Orleans, LA	Biology
	Gregory Allen Moffitt	Murray, KY	Biology
	Julie Alicia Montgomery	Clarksville, TN	Biology
	Tara Lynn Odle	Nashville, TN	Biology
**#	Renee' Augusta Pardieck	Summerville, SC	Biology
	Richard Arthur Picerno, II	Miami, FL	Biology
**#	Donald Lehner Price	Lebanon, TN	Chemistry
	Manish Ramesh Purohit	Hernando, MS	Biology
	Jarrold Dillon Roussel	Baton Rouge, LA	Biology

* cum laude
 ** magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia

*	James Gavin Scherer	Little Rock, AR	Biology
	Michael Wayne Sears	Winfield, WV	Biology
*#^	Derek Rameshwar Singh	Lake Worth, FL	Computer Science / Mathematics
	Christopher Thomas Slonecker	Nashville, TN	Biology
*	Jeffrey Lawrence Stevens	Murfreesboro, TN	Biology
	Brian John-Joseph Tierney	Clarksdale, MS	Chemistry
	Keirsten Marie Vohwinkel	Charlotte, NC	Biology
	Stephanie Ann Walker	Shreveport, LA	Biology
	James Beecher Westphal	Murray, KY	Chemistry

CANDIDATES FOR THE BACHELOR OF ARTS DEGREE
15 AUGUST 1993

	Cathy Coop Edmundson	Memphis, TN	Religious Studies
	Susan Elise Ewart	North Little Rock, AR	Biology
	Robert Kelsey Fitzpatrick	Nashville, TN	Business Administration
	Sheridan Dell Hinton	Mobile, AL	English
	Leslie Gainer Johnson, II (Double Major)	Killen, AL	International Studies and Political Science
	David Charles Lutschg	Baton Rouge, LA	English
@	Stephanie Ann Monte	Charlotte, NC	Russian / Soviet Cultural Studies
	Jason Edward Peters	Memphis, TN	Political Science
@	Robert Theodore Ratcliff, Jr.	Alexandria, LA	International Studies and Spanish
	Harold Cersec Smith	Memphis, TN	Psychology
	Jennifer Lee Tacker	Memphis, TN	International Studies
@	William Eric Timmons	Memphis, TN	Biology
	Bryan Charles Wheatley	Memphis, TN	Russian / Soviet Cultural Studies

CANDIDATE FOR THE BACHELOR OF SCIENCE DEGREE
15 AUGUST 1993

@	George Bennie Watson	Irondale, AL	Biology
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* cum laude
** magna cum laude

*** summa cum laude
Phi Beta Kappa

^ Honors Research
@ in absentia