

**MINUTES OF BOARD OF TRUSTEES
RHODES COLLEGE
April 20 and 21, 1995**

- 4-95-1** • The regular meeting of the Board of Trustees of Rhodes College was held in Edmund Orgill Room, S. DeWitt Clough Hall, on the campus at 1:30 p.m., Thursday, January 19, 1995 pursuant to written notice. Prior to the beginning of the meeting, Trustees and special guests participated in the groundbreaking ceremony for Bryan Hall of the Campus Life Center.
 - The meeting was called to order by the Chair, Mr. Frank M. Mitchener, Jr.
 - The Trustees were asked to pause for a moment of silent prayer in memory of Life Trustee Margaret Ruffin Hyde and for the father of Faculty Trustee Michael Nelson.
 - The meeting was opened with prayer by Mrs. Elizabeth L. Simpson.
- 4-95-2** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

TRUSTEES
 Dunbar Abston, Jr. '96
 Marion S. Adams, '96
 Edgar H. Bailey, '94
 Jack A. Belz, '96
 John M. Boswell III, '97
 J. Bayard Boyle, Jr., '96
 Robert H. Buckman, '94
 Kenneth F. Clark, Jr., '95
 John H. Crabtree, Jr., '96
 J. Lester Crain, '95
 W. L. Davis, '96
 Tommie S. Dunavant '95
 Bryan M. Eagle, '95
 Donald H. Farris, '96
 Ted M. Henry, '95
 Billy M. Hightower, '95
 C. Stratton Hill, Jr., '96
 Nancy J. Huggins, '94
 John C. Hugon, '95
 Barbara R. Hyde, '97
 W. Ralph Jones III, '97
 W. Neely Mallory, '94
 William J. Michaelcheck, '95
 Frank M. Mitchener, Jr., '94
 Joseph Orgill III, '95
 Harry J. Phillips, Sr., '96
 James H. Prentiss III, '96
 K.C. Ptomey, Jr., '94
 S. Herbert Rhea, '95
 Elizabeth L. Simpson, '97
 John C. Sites, Jr., '94
 James A. Thomas III, '94
 John M. Wallace III, '96
 David D. Watts, '95
 Spence L. Wilson, '96

The following were absent:

TRUSTEES
 Jack R. Blair, '95
 Bruce E. Campbell, Jr., '95
 George E. Cates, '94
 J. Robert Dobbins, '97
 Michael McDonnell, '96
 Vicki G. Roman, '94
 Mary R. Wardrop, '95

LIFE TRUSTEES
 Winton M. Blount
 Charles P. Cobb
 Paul Tudor Jones
 Robert D. McCallum
 William C. Rasberry

HONORARY TRUSTEES
 Robert W. Amis
 Mertie W. Buckman
 Bland W. Cannon
 William S. Craddock, Sr.
 Frank M. Norfleet
 Nettie Schilling
 Charles R. Sherman
 Frances Tomlin Tigrett
 Russel L. Wiener
 Alvin W. Wunderlich, Jr.

EX OFFICIO MEMBER
 James H. Daughdrill, Jr.

GUEST
 Douglass Alexander

FACULTY TRUSTEES
 Steve Gadbois, '96
 Cynthia Marshall, '94
 Michael C. Nelson, '97

LIFE TRUSTEES
 L. Palmer Brown
 P.K. Seidman

STUDENT TRUSTEES
 Elizabeth C. Knight
 Christopher C. Robinson
 Sarah N. Sears

PRESENT BY INVITATION
 William D. Berg
 J. Allen Boone
 Arthur L. Criscillis
 Sherry J. Fields
 Brian E. Foshee
 David L. Harlow
 Marci A. Hendrix
 Mel K. Hokanson
 Paula S. Jacobson
 Charles N. Landreth
 Marshall E. McMahan
 N.P. McWhirter
 Helen W. Norman
 John M. Planchon
 Loyd C. Templeton, Jr.
 Sally P. Thomason
 Debra M. Warren
 Arthur M. Weeden, Jr.
 David J. Wottle

HONORARY TRUSTEES
 Thomas Fearn Frist, Sr.
 Edward Jappe
 Harold F. Ohlendorf
 Lorna Anderson Reimers
 John B. Ricker, Jr.

- Mr. Clark declared a quorum was present (see Exhibit A, page 12 for Board Committee list).

- 4-95-3** • The Board approved as mailed the minutes of the Board of Trustees meeting held on January 19 and 20, 1995, and the February 23, 1995 minutes of the Executive Committee.

- 4-95-4** • Mr. Mitchener called on Mr. Loyd C. Templeton, Jr. '56 and Ms. Helen W. Norman for their report on the 150th Anniversary Celebration's Planning Committee.

- 4-95-5** • Mr. Templeton and Ms. Norman presented the following ideas:

**Suggestions of Events, Activities, and Other Means for Celebrating
Rhodes' 150th Anniversary**

Anniversary Year: January 1, 1998 — December 31, 1998

Goals of the 150th Anniversary Year:

- to instill pride and strengthen ties with alumni and friends;
- to bolster name recognition locally and nationally;
- to enhance new student recruitment.

Audiences we plan to reach:

- campus community
- alumni
- Memphis community
- prospective students
- other institutions of higher education
- Presbyterian Church
- national public

Already Planned:

- Publish a pictorial book saluting Rhodes' 150 years.
- Produce an updated history video on the College.
- Inaugurate the Athletics Hall of Fame in the new Campus Life Center.

Other Ideas:

- Create an Alumni Wall that would list every student known to attend the College in its 150-year history.
- Create desktop-sized commemorative cubes or lengths of wood from the two Rollow "Avenue of Oaks" trees that were cut down in 1993.
- Commission Lon Anthony, sculptor-in-residence and professor of art, to create an academic mace to be carried by the faculty marshall during formal academic occasions.
- Commission a sculpture to be unveiled at Homecoming.
- Kick-off the year with a big party.
- Commission the creation of a musical work to be performed by the Rhodes Singers.
- Rename North Parkway "Rhodes Parkway" from the intersection of Trezevant and Summer west to Front Street.
- Create an anniversary logo to be used on literature, envelopes, press releases, publications, etc. throughout the anniversary year.
- Pool resources of existing lecture or arts series at Rhodes to bring especially well-known speakers, performers, or artists to the College for public presentations.
- Have a worship service to introduce and conclude the anniversary year.
- Hold a walk-a-thon from Clarksville to Memphis to raise money for a Habitat For Humanity House to be built here.
- Exhibit memorabilia connected with the College.
- Plant trees across the campus in the tradition of Johnny Rollow who planted the seedlings that have become the Avenue of Oaks.
- Reactivate the bell from the Clarksville campus currently hanging above the Refectory.
- Develop ways to recognize foundations that have been important to Rhodes throughout its history.
- Exhibit works of art by alumni artists.

- 4-95-6** • Mr. Mitchener called on President Daughdrill for his report.

4-95-7 • President Daughdrill: My report to you is in two parts. The first part is a bulletin board of things that I think you will be interested in. The second part is entitled, "Rhodes and the Educational Revolution."

- Very few times in the history of a small college do we use the term "national champions." We have had the occasion to use that term recently because the Rhodes Mock Trial Team has won the national championship again for the fourth time in six years. You are invited to a reception today from 3:00 - 5:00 p.m., in the lobby of Buckman Hall, honoring the Mock Trial Team. Professor Mark Pohlmann has done a tremendous job. Nearly all of you know him as a former faculty-elected trustee.

- The phrase "national champion" is in our hopes because we have at Rhodes a sophomore woman, who, last year as a first-year student, was the number two ranking tennis player in the United States in NCAA Division Three. She is Nao Kinoshita from Tokyo. We are very proud of her. The national finals this year are at Sweetbriar College, and we will be looking there with hope.

- It is good to see John Crabtree back and recuperated after having a rough time with his throat due to an incident with chlorine.

- We have just learned that successful arrangements have been made for a Spanish and a French exchange student. The exchange students representing other sister institutions have a special symbolism for us.

- Ms. Jane Darr, who heads the Rhodes Bookstore, now under contract with Follett College Stores, reported that in the first ten months of this year, sales in that store exceeded \$1 million dollars. This is a marvelous achievement which simply means that they are stocking and providing the things that our students and visitors want.

- After some months of debate, both with City Hall and with some neighbors, we will be building the parking lot as had been planned. The entire campus is called a PUD, Planned Unit Development, that was agreed upon by all the neighborhood associations, by the Land-Use Board, and by the City Council some years ago. Care is being taken to berm, to put trees in, to break up otherwise flat parking areas, etc.

- I have sent you a lot of information in the last month or so, starting off with articles that were in the *Sou'wester* and *The Memphis Flyer*, in addition to a number of items that have been developed through the years for discussion by The Chancellor's Roundtable when these issues come up again. No one can say that the college life flows languidly in the spring! Nationally, as well as locally, this has been a year with problems in turnover, especially in probationary faculty. At the American Counsel on Education meeting in San Francisco they greeted us by saying, "Welcome to Chaos."

The most recent mailing sent to you included a report by the Student Government Association's Committee on Student Evaluation of Teaching. A committee of the Student Government Association worked hard on this a long time and they did a very thorough job. Their report will next go to the Faculty Committee which is working on the entire evaluation process. Just yesterday, the students asked for and received permission to present their report to the Faculty and Educational Program Committee.

A year ago, on March 9, I asked the Rhodes faculty to recommend a teaching evaluation system—the forms we use, the process we use, etc. (Our current evaluation process was negotiated between the faculty and the administration and was adopted by the faculty and by the Board.) A faculty committee has worked this entire academic year on their recommendation and will continue its work in the fall. I'm not sure when they will have a recommendation to me. Whatever evaluation system the faculty endorses will be run parallel with the present system to see how they compare, to work out kinks, to learn which is better, etc. We'll do that for two years before making a final decision as to what system will be used.

- You were sent an invitation from me to attend a Campus Wide Forum on Tuesday, April 25, in Hardie Auditorium. This forum is to discuss subjects such as tenure, turnover, morale, and related issues. All the faculty, students, staff, and trustees are invited to attend.

- One of the truly creative crania in our midst is John Boswell. Since we last met, John has done it again — three new books from Boswell and Associates. I want to call them to your attention because they will be of interest to you. One is Leslie Nielson's *Stupid Little Golf Book*. Also, *How to Dad*, and *How to Mom*, written by John Boswell and Carol Boswell, respectively.

RHODES AND THE EDUCATIONAL REVOLUTION

**Revised Report to the Board of Trustees
May 11, 1995**

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

I. Why the Educational Revolution?

- New processing speed and bandwidth.
- Possibilities for asynchronous and synchronous interactivity.
- Possibilities for disintermediated and mediated interactivity.
- Tremendous pressures to cap the cost of higher education.
- The merging of learning and entertainment.
- Increased user friendliness.

II. What is the Educational Revolution?

- Students will learn more on their own, less in the traditional classroom.
- Students will interact electronically with professors, creating a "virtual classroom."
- Students use of information technology will change our concept of the "library" by making information accessible from everywhere.
- Class time will change from relaying information to learning-centered activities.
- Technology will no longer be perceived as just another audio-visual aid.
- The attempt to facilitate non-linear learning with linear presentations will be abandoned.
- The focus will be on the ways students learn best.
- Teaching will change to mentoring and coaching.
- Learning activities will be customized: they will include: collaborative, problem solving, discovery, deduction, interactivity, decoding, generalization, compare/contrast, and other types of learning.
- Classrooms will become "studios." Classroom, laboratory, and recitation portions of a course will be combined into a "studio" format.
- Doing will replace passive listening. Student engagement will be the focus.
- The emphasis on lectures will diminish. "The sage on the stage" will be eclipsed by "resources in the courses."
- Textbooks will be published electronically including interactive multimedia elements.
- Every course in our catalog will be available on CD-ROM using the best video graphics and the world's best authorities in each discipline, and will be constantly updated. Entrepreneurial ventures are already being organized. Production costs will gradually diminish.
- Educational planning will be determined by student outcomes.
- Education will be measured less by inputs (courses), more by outputs (what outcomes our students demonstrate).
- Teaching will be graded by evaluating "value-added" student outcomes.
- Grading (giving a quantitative value to learning) will continue, but will be based upon student outcomes.
- Students will work as collaborators with faculty in designing new course experiences that will be of maximum interest. Entertaining experiences will enhance learning.

- Before sessions with their professors, students will work in teams in studios equipped for active student participation.
- There will be a return to the Oxford-type tutorial system, but with continual electronic exchanges.
- Faculty who become mentors, coaches, tutors, will not be replaced by technology. Those who become facilitators will lead the profession.

III. *The Digital Library*

- The Burrow Library will become a Learning and Information Transfer Center (each CD rom disk holds the equivalent of a 20-volume encyclopedia).
- Library Staff will become:
 - Educational technology managers;
 - Academic counselors;
 - Providers of homework assignments, syllabi, and interactive resources available at all times;
 - Technical supporters to help professors prepare A-V presentations;
 - Writing Center staff;
 - Workstation supervisors;
 - Providers of computer simulated labs.
- Library Volumes will become:
 - Outdated as a valid count of educational resources;
 - Too short-lived to justify the investment in most cases;
 - Electronic resources, since books will take up too much needed space.

IV. *Members of the Rhodes Faculty Are in the Forefront of the Educational Revolution*

- Professor Patricia Gray teaches music history by having students make use of the Internet and also by creating their own multimedia presentations using "Digital Chisel."
- Professor Kenneth Morrell uses "Perseus" in teaching Classics.
- Professors Robert Mortimer, Carolyn Schriber, Ben Bolch, Robert MacQueen, James Vest, John Olsen, Bobby Jones, Donald Tucker, and many others are leading in the search to improve learning with educational technology.

V. *Supporting Our Faculty Is Important*

- Rhodes is dedicated to helping professors invent new ways to improve learning.
- Rhodes will recognize the successful applications of educational technology as "Scholarly and Other Professional Work" in its merit salary system.
- Grants from the President's Discretionary Fund will support faculty leaders in creative efforts to enhance learning with educational technology.
- Rhodes will send groups to observe the best models for using instructional technology.
- Faculty development grants will go for technology training as well as traditional research.
- Increased R & R funds will be used to purchase the most promising information technology.
- The Associated Colleges of the South, a consortium to which Rhodes belongs, is offering small grants for faculty development including grants for using information technology in teaching and learning.
- We have to build a learning infrastructure at Rhodes.
- Investing in learning technology infrastructure will become a major focus for the Board of Trustees.
- Rhodes will develop technical support specialists to aid faculty in developing courses.

VI. Rhodes' Challenge

- Rhodes has always prided itself on the close, personal relationships between students and faculty. This must continue. We must develop ways to use learning technology in ways that preserve and enhance Rhodes' great strength — the strong, interpersonal relationships among students and faculty.

VII. Advantages of the Educational Revolution

- **More Effective Learning:** For example, Project Athena at M.I.T. has shown that students who studied languages with interactive technology learned to speak the language faster than those who took the traditional language courses in classrooms.
- **Lower Cost:** Rensselaer Polytechnic Institute is projecting savings greater than \$12,000 per course. Registrars Offices, Financial Aid Offices, and other services will be paperless.
- **Higher Retention:** Research on 20,000 students by Arizona State researchers reported that attrition rates decrease when interactive learning with computers is utilized.
- **More Faculty Discretionary Time:** Once the coursewear is written, technology creates more discretionary time for faculty, both in and out of the classroom.
- **Fewer classrooms will be needed.**

VIII. Summary

- The Educational Revolution is moving from awe regarding new technology to a new focus, "How do we enhance the quality of education?"
- The educational revolution will be a "win, win, win process." Students will learn quicker and better by being pro-active in the educational process. Since students are more visually oriented than past generations, they will enjoy learning more. Faculty will have more discretionary time, and the educational revolution will hold down tuition costs through increased productivity, greater efficiency, and higher retention.

4-95-8 • The Board passed the following resolution:

The Trustees of Rhodes College congratulate the College's Mock Trial Team on capturing the national championship title at the National Intercollegiate Mock Trial Tournament for the fourth time in the last six years.

The Board salutes the outstanding performance by team coach Dr. Marcus Pohlmann, his associate Mr. Whit Gurkin, and student members Melissa Berry, Whitney King, Paul Guiabo, Jenny Hall, Trent Taylor, Ian John, Karen Jones, Sara Stainback, Ryan Feeney, Will Powell, Chip Riggs, Jennifer Shepard, Nikki Holzhauer, Ashley West, Gina Yannitell, and Mike Hart.

4-95-9 • The Trustees were reminded of the cocktail party that evening at the President's Home. Maps were available.

4-95-10 • The Board adjourned to committee meetings at 2:45 p.m.

Kenneth F. Clark, Jr., Secretary

Friday, April 20, 1995

- 4-95-11** • The Board of Trustees resumed its meeting on Friday, April 21, 1995 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 Mr. Dunbar Abston, Jr.
- Mr. Mitchener, on behalf of the Board, thanked President and Mrs. Daughdrill for the wonderful party at the President's Home the night before.
- 4-95-12** • The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

TRUSTEES

Dunbar Abston, Jr. '96
 Marion S. Adams, '96
 Edgar H. Bailey, '94
 John M. Boswell III, '97
 J. Bayard Boyle, Jr., '96
 Robert H. Buckman, '94
 Kenneth F. Clark, Jr., '95
 John H. Crabtree, Jr., '96
 J. Lester Crain, '95
 W. L. Davis, '96
 Bryan M. Eagle, '95
 Donald H. Farris, '96
 Ted M. Henry, '95
 Billy M. Hightower, '95
 Nancy J. Huggins, '94
 John C. Hugon, '95
 Barbara R. Hyde, '97
 W. Neely Mallory, '94
 William J. Michaelcheck, '95
 Frank M. Mitchener, Jr., '94
 Harry J. Phillips, Sr., '96
 K.C. Ptomey, Jr., '94
 S. Herbert Rhea, '95
 Elizabeth L. Simpson, '97
 John C. Sites, Jr., '94
 James A. Thomas III, '94
 John M. Wallace III, '96
 David D. Watts, '95
 Spence L. Wilson, '96

The following were absent:

TRUSTEES

Jack A. Belz, '96
 Jack R. Blair, '95
 Bruce E. Campbell, Jr., '95
 George E. Cates, '94
 J. Robert Dobbins, '97
 Tommie S. Dunavant '95
 C. Stratton Hill, Jr., '96
 W. Ralph Jones III, '97
 Michael McDonnell, '96
 Joseph Orgill III, '95
 James H. Prentiss III, '96
 Vicki G. Roman, '94
 Mary R. Wardrop, '95

LIFE TRUSTEES

Winton M. Blount
 Charles P. Cobb
 Paul Tudor Jones
 P.K. Seidman

HONORARY TRUSTEES

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

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

GUEST

Douglass Alexander

FACULTY TRUSTEES

Steve Gadbois, '96
 Cynthia Marshall, '94
 Michael C. Nelson, '97

STUDENT TRUSTEES

Elizabeth C. Knight
 Christopher C. Robinson

PRESENT BY INVITATION

William D. Berg
 J. Allen Boone
 Arthur L. Criscillis
 Sherry J. Fields
 Brian E. Foshee
 David L. Harlow
 Marci A. Hendrix
 Mel K. Hokanson
 Paula S. Jacobson
 Charles N. Landreth
 Marshall E. McMahon
 N.P. McWhirter
 Helen W. Norman
 John M. Planchon
 Loyd C. Templeton, Jr.
 Sally P. Thomason
 Debra M. Warren
 Arthur M. Weeden, Jr.
 David J. Wottle

LIFE TRUSTEES

L. Palmer Brown
 Robert D. McCallum
 William C. Rasberry

STUDENT TRUSTEE

Sarah N. Sears

HONORARY TRUSTEES

Mertie W. Buckman
 Bland W. Cannon
 Thomas Fearn Frist, Sr.
 Edward Jappe
 Frank M. Norfleet
 Harold F. Ohlendorf
 Lorna Anderson Reimers
 John B. Ricker, Jr.

- Mr. Clark declared a quorum was present (see Exhibit A, page 12 for Board Committee list).

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- 4-95-13 • Report of the Campaign Executive Committee — Dr. Winton M. Blount, Chair. (Exhibit B, page 13).**

Committee report received.

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- 4-95-14 • Report of the Committee On Development — Mr. David D. Watts '63, Chair. (Exhibit C, page 14).**

Committee report received.

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- 4-95-15 • Report of the Committee On Board Directions and Leadership — Mr. J. Bayard Boyle, Jr., Chair. (Exhibit D, page 15).**

Committee report received.

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- 4-95-16 • The Board approved the following slate of officers for the 1995-96 session of the Board:**

**Chair: Frank M. Mitchener, Jr.
Vice Chair: Bruce E. Campbell, Jr.
Secretary: Dunbar Abston, Jr.
Treasurer: Spence L. Wilson**

- 4-95-17 • The Board was reminded of the Board meetings dates for 1995-96:**

1995-96

**October 19 and 20, 1995
January 18 and 19, 1996
April 18 and 19, 1996**

- The Board approved the following dates for 1996-97 and 1997-98:**

1996-97

**October 17 and 18, 1996
January 23 and 24, 1997
April 17 and 18, 1997**

1997-98

**October 16 and 17, 1997
January 22 and 23, 1998
April 16 and 17, 1998**

- 4-95-18 • The Board approved the following resolution regarding the death of Life Trustee, Margaret Ruffin Hyde, be adopted and asked the Secretary to inform the family:**

In Memoriam

**Margaret Ruffin Hyde
1912 — 1995**

Margaret Ruffin Hyde's name is synonymous with service, with generosity, and with Rhodes. She was an alumna of the College, a Trustee, a recipient of the 1980 Rhodes Distinguished Service Medal, recipient of the honorary degree, Doctor of Humanities, a benefactor, and champion of her alma mater.

Though we claim her for our own, her leadership, of course, extended far beyond the College. Her inspirational leadership role in the life of our community is recognized throughout Memphis and the Mid-South. What for Rhodes is a motto, was for Margaret Ruffin Hyde a way of life: truth, loyalty, and service. In truth and with loyalty, she gave herself in service to her College, her church, her city — to all of us. And our lives are richer because of this strong woman, great lady, and beloved friend.

4-95-19 • The Board approved the following Trustee nominees for election to the Class of 1998:

- **James H. Barton, Memphis, Tennessee**
- **J. L. Jerden '59, Atlanta, Georgia**
- **James R. Lientz, Jr., Atlanta, Georgia**

4-95-20 • An update was given on the Honorary Degree Candidates:

The following have accepted:

- **Kallen Esperian** — Operatic singer, Memphis Tennessee, Doctor of Music;
- **Spencer Jarnagin McCallie III** — McCallie School, Chattanooga, Tennessee, Doctor of Humane Letters;
- **S. Herbert Rhea** — President, Rhea Financial Corp., Memphis, Tennessee, Doctor of Humanities;
- **Paul Greenberg** — Editorial Page Editor, *Arkansas Democrat Gazette*, Little Rock, Arkansas, Doctor of Letters;
- **John W. Firor** — Director, Advanced Study Program National Center of Atmospheric Research, Boulder, Colorado, Doctor of Science.

The following are unable to participate due to scheduling difficulties:

- **John Grisham** — Author.
- **Marlo Thomas** — Actress and benefactor of St. Jude Children's Research Hospital.

4-95-21 • Report on the Committee on Students and Campus Life — Ms. Nancy J. Huggins '74, Chair. (Exhibit E, page 16).

Committee report received.

4-95-22 • Report on the Committee on Enrollment — Mr. John H. Crabtree, Jr. '57, Chair. (Exhibit F, page 17).

Committee report received.

4-95-23 • Report of the Committee on Faculty and Educational Program — Mr. Harry J. Phillips, Sr., Chair. (Exhibit G, pages 18-19).

Committee report received.

4-95-24 • The Board approved the following actions regarding tenure and promotion:

- **Dr. Stephen R. Haynes**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
 - **Dr. Mehran Kamrava**, Assistant Professor of International Studies, be promoted to Associate Professor of International Studies effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
 - **Dr. Mark W. Muesse**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
 - **Dr. Carolyn P. Schriber**, Assistant Professor of History, be promoted to Associate Professor of History effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
 - **Dr. Charles L. Stinemetz**, Assistant Professor of Biology, be promoted to Associate Professor of Biology effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
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- 4-95-25 • Report of the Committee on Finance — Mr. Spence L. Wilson, Chair. (Exhibit H, page 20-28).**

Committee report received.

- 4-95-26 • The Board approved the 1995-96 Operating Budget (see pages 21-25).**

- 4-95-27 • The Board approved the 1994-95 Renovation and Replacement Budget (see pages 26-28).**

- 4-95-28 • The Board approved the following amended resolution regarding financing plans for the Campus Life Center:**

The Board of Trustees authorizes the President, Chancellor, Dean of Administrative Services, and Chair of the Finance Committee to negotiate and execute a revolving line of credit/term loan agreement, with a maximum limit of \$12 million, to meet cash flow requirements for the construction of the Campus Life Center.

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- 4-95-29 • Report of the Committee on Investments — Mr. James A. Thomas III, Acting Chair. (Exhibit I, page 29).**

Committee report received.

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- 4-95-30 • Report of the Committee on Buildings and Grounds — Mr. Edgar H. Bailey, Chair. (Exhibit J, page 30).**

Committee report received.

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- 4-95-31 • Report on the Committee on Special Studies — Mr. Bryan M. Eagle, Acting Chair. (Exhibit K, page 31).**

Committee report received.

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- 4-95-32 • Mr. Mitchener recognized the following individuals:**

- Mr. Kenneth F. Clark, Jr. whose term on the Board ends;
- Mr. S. Herbert Rhea as newly elected Life Trustee;
- Dr. Cynthia Marshall as she completes her term on the Board;
- Ms. Elizabeth C. Knight, Mr. Christopher C. Robinson, and Ms. Sarah N. Sears, seniors whose terms on the Board ends;
- Dean Sally P. Thomason who is relocating to East Tennessee;
- Dr. Steve Gadbois as his sabbatical replacement term ends and for being elected to a new 3-year term on the Board.

- 4-95-33 • Mr. Mitchener called on President Daughdrill for his closing remarks.**

4-95-34 • President Daughdrill: We will miss Sally Thomason as she and Buddy move to Knoxville for one year where Buddy will be teaching at the University of Tennessee School of Law. Sally is going to do some writing on research that she has been working on.

• Yesterday, I failed to mention two items mailed to you that came from the last faculty meeting. I received them on Monday. One is a motion to express appreciation to colleagues who are leaving Rhodes. The second is the motion expressing concern that a high percentage of those who will be leaving are women.

- A number of people have been justifiably commended here by their committee chairs for their outstanding work. When I mention someone, I realize that I do injustice to many people whose work is commendable and exemplary. But, because of current events on campus, I want to mention two people.

One is Loyd Templeton. One of Loyd's responsibilities is Special Events, which involves practically everything the Board attends. For instance, Loyd arranged all the details for yesterday's groundbreaking. Very early yesterday morning, Loyd was on campus making the decision about moving the groundbreaking inside. You saw that it was gracefully done and was a very happy occasion without glitches.

Immediately afterwards, Loyd made a Board presentation with Helen Norman — a tremendously interesting and creative report presented in an engaging manner. Then, immediately after yesterday's committee meetings, Loyd could be found with my wife assisting her in 11th hour party arrangements for that evening. Loyd is the kind of person who can be counted on to respond to these situations with grace, equanimity and good judgment. You know people whose job descriptions can't measure the contributions they make to the organization, its vision, and mission — Loyd Templeton is one of those great people.

Another person I want to mention is Mark McMahon. College campuses have controversies; 86% of them erupt in the spring. This spring, we have had an unusually high faculty turnover. And, as is typical in campus disputes, *ad hominem* attacks occur. It is rough to stand and not be able to report everything you know about those attacking you. I have "been there" and Mark knows that.

Mark McMahon has been at Rhodes for 23 years — 21 of them as a highly respected teacher. As a professor, Mark demonstrated a great concern for students. He received the "Most Outstanding Teaching Award." A person with that kind of experience, love and commitment does not move into a Dean's office and grow claws. Mark McMahon has acted with grace under fire, and I want to salute him for the fine job he is doing and will continue to do for Rhodes.

- We kicked off the New York Campaign at the Harvard Club, where Bill Michaelcheck is a member. Bill hosted and chaired the event. It was a wonderful occasion, and we had approximately 110 enthusiastic people there. Annie B. Williams, a recent graduate and former student body president, spoke for students and did a marvelous job — she is now president of the student body at Columbia University Law School. John Sites spoke as a Trustee for the Board. Judy Crystal spoke for parents — she and David have co-chaired our Parent's Council and have done a fine job. It was altogether a very fine evening and a successful kick-off.

- In a few days we will send you a video about Rhodes. It will be helpful to you when you are called upon to provide information about the College. Lend it to everyone you can and let us know if you need additional copies.

- I talked about technology in my formal report to you, but our emphasis must always be on learning. We are at the most exciting time in education since the invention of the printing press. For hundreds of years, scholarship was gathered and passed along orally. With the invention of the printing press people found themselves owners of books. Libraries were built. Now, we are in the next quantum change in the gathering and passing along of information and knowledge. The years ahead are going to be exciting as new ways of learning develop.

- Finally, I thank you for all the things you do for Rhodes.

That concludes my remarks.

4-95-35 • The meeting went into executive session immediately following break at approximately 10:30 a.m.

Exhibit A

BOARD OF TRUSTEES COMMITTEES FOR 1994-95

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, Jr. * Frank M. Mitchener, Jr. * John C. Sites, Jr.	Winton M. Blount L. Palmer Brown Charles P. Cobb Robert D. McCallum Frances T. 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	Margaret R. Hyde Lorna A. Reimers Nettie Schilling	Steve Gadbois #	Christopher C. Robinson #	Brian E. Foshee William D. Berg
Development				
David D. Watts, Ch. * John M. Boswell III Kenneth F. Clark, Jr. * W. L. Davis, Jr. James A. Thomas III John M. Wallace, III	Mertie W. Buckman Edward Jappe William C. Rasberry P.K. Seidman	Robert M. MacQueen	R. Elise Harbin	Arthur L. Criscillis Paula S. Jacobson
Enrollment				
John H. Crabtree, Jr. Ch. * Tommie S. Dunavant * Bryan M. Eagle Donald H. Farris James H. Prentiss Elizabeth L. Simpson	Robert W. Amis Charles R. Sherman	Cynthia Marshall #	Elizabeth C. Knight #	David J. Wottle Arthur M. Weeden, Jr.
Fac. & Educ. Program				
Harry J. Phillips, Sr. Ch. * Bruce E. Campbell, Jr. * Barbara R. Hyde Joseph Orgill III Vicki G. Roman Mary R. Wardrop	Bland W. Cannon William S. Craddock, Sr. Paul T. Jones Frank M. Norfleet	Valerie Z. Nollan	Avis A. Hall	Marshall E. McMahon John M. Planchon
Finance				
Spence L. Wilson, Ch. * Jack A. Belz J. Robert Dobbins John C. Hugon Michael McDonnell William J. Michaelcheck S. Herbert Rhea *	John B. Ricker, Jr. Russel L. Wiener	Deborah N. Pittman	Margaret H. Pettyjohn	J. Allen Boone N. P. McWhirter
Students & Campus Life				
Nancy J. Huggins, Ch. * Marion S. Adams, Jr. Jack R. Blair J. Lester Crain, Jr. Ted M. Henry W. Ralph Jones III	Harold F. Ohlendorf Alvin W. Wunderlich, Jr.	Michael C. Nelson #	Sarah N. Sears #	Melody K. Hokanson Charles N. Landreth
Investment				
Michael McDonnell, Ch. * Bruce E. Campbell, Jr. James A. Thomas III	Robert D. McCallum Ralph C. Hon	Pamela H. Church		J. Allen Boone N. P. McWhirter
Audit				
L. Palmer Brown, Ch. George E. Cates Edgar H. Bailey	P. K. Seidman	Rebecca Sue Legge		N. P. McWhirter
Special Studies				
Jack R. Blair, Ch. * Robert H. Buckman Tommie S. Dunavant		Gail P. C. Streete		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 Campaign Executive Committee — Dr. Winton M. Blount, Chair — April 20, 1995.

Dr. Winton M. Blount gave the following report:

I'm making the report for the Campaign Executive Committee. This was probably the most pleasant weekend we've had for the Campaign Executive Committee in many months.

I want to start by giving you an update on the Kresge/Briggs challenge. It seems like we've been dealing with the Kresge challenge forever. But it was just about a year ago at the April Meeting that we started to focus on the Campus Life Center. We had the possibility of qualifying for the Kresge grant and many of you worked very hard to get us to qualify.

In the fall the Briggs Foundation added \$250,000 to the Kresge challenge of \$750,000 which gave us a total challenge of \$1 million. But the grants put great pressure on us. The terms of the challenge grants were that we had to raise over \$2.4 million by May 1995 in order to qualify for the grants — a very daunting challenge.

It is with great pleasure that I tell you today that we have met the Kresge/Briggs challenge. Jim Daughdrill came up with a \$1 million anonymous gift which put us over the top. Jim, as we know, is a great asset to this College and a wonderful fundraiser. I told the Committee yesterday that if you get Jim Daughdrill to start talking to you about the meaning of Rhodes and what it does, and he gets that sincere face on him, he's got you. He put that on for the anonymous individual, and we got the \$1 million that put us over the top. We're delighted with that. For something that was just a dream five years ago, and three years ago seemed impossible, we've accomplished that goal for the Campus Life Center — the largest, most dramatic addition to this campus ever. It is going to be quite an asset.

We're only halfway through our total campaign goal of \$120 million. We still have funds to raise for support of the faculty, students, and globalization, but we're now in position and can see ahead to the completion of this campaign.

Before you are some figures of the status of the campaign. We have about \$28 million to raise for our priority objectives. We've got annual support of about \$12.5 million to raise, and deferred gifts of about \$25 million — our goal is \$50 million. We may well go over that planned gifts goal.

We had a good meeting yesterday, very good discussion about how we are going to go about finishing up the campaign. Your Campaign Executive Committee has done an absolutely wonderful job. The members of this committee have worked hard and diligently and have come to meeting after meeting, and we have arrived at a very happy state today after yesterday's groundbreaking. All of you have been wonderful supporters of this campaign and we couldn't be more proud of what you have done.

That concludes my report.

Report of the Committee on Development — Mr. David D. Watts '63, Chair — April 20, 1995.

Chair David D. Watts '63 called the meeting to order at 3:00 p.m.

The following were present: John M. Boswell III '67, Kenneth F. Clark, Jr., James A. Thomas III '62, John M. Wallace III '75, David D. Watts '63, Mertie W. Buckman, Robert M. MacQueen '60, R. Elise Harbin '95, Arthur L. Criscillis, Perry D. Dement '83, Paula S. Jacobson, Paul M. Ollinger '91, and Douglass Alexander.

CAMPAIGN REPORT — in addition to comments given by Red Blount.

Arthur Criscillis reported that **\$66 million** or **\$55.2%** of the \$120 million goal has been raised. The next steps, as Red has indicated, are (1) to open up the campaign to raise funds for any and all of the capital objectives and (2) to raise funds by any means, including deferred gifts. The idea of a challenge gift was raised and discussed, and the chairman asked the staff to come up with a plan to reach the goals of the Campaign.

REGIONAL CAMPAIGNS —

Paul Ollinger reviewed the recent New York Campaign event which was hosted by Bill Michaelcheck and attended by ninety alumni, parents and friends. He outlined plans to hold events in 12 cities with major alumni populations during the next two years. In addition to raising increased funds, both capital and annual, the events and campaigns build greater awareness and a broader volunteer base.

ANNUAL FUND —

Perry Dement announced that the annual fund is in the best shape ever and he projects that the **\$2,150,000 goal** will be achieved. Divisions with significant increases and success include the **trustee division** (showing a **10%** increase to date and projecting to go over the goal), the **parent division** (showing a **10%** increase) and the **foundation division** (with a **42%** increase due primarily to the receipt of the Coca-Cola Minority Business Scholarships this year). The **Campus Division** is **25%** ahead of last year in receipts and pledges.

The real success of the annual fund, however, lies in the increases in the Diehl Society and the Red and Black Society. Perry Dement projected that the Diehl Society will reach its goal of **104** memberships and **\$850,000 in receipts**. **182** new members have joined the Red and Black Society already this year and receipts and pledges are up **32%** over last year. The successes in these areas are due to (1) the emphasis of the Campaign in regional campaign efforts (2) outstanding efforts by parents, the Red and Black Society Executive Committee and reunion volunteers and (3) a strong emphasis by staff, which has made over 700 face-to-face calls this year.

CORPORATE GIVING RECOGNITION —

The committee reviewed a draft of a proposal for a recognition society for corporate and foundation donors. The plan showed areas that corporations could support and ways these donors would receive recognition. John Boswell urged the staff to present the outline to area businessmen as a type of "focus group" activity.

PLANNED GIVING —

Paula Jacobson presented the most recent report on planned gift activity. To date this year, **18** new plans, totalling almost **\$3 million** have been added to our deferred gift total. This year, **9** plans have matured, bringing almost **\$1 million** in current money to the College. There are plans to increase the planned gift activity even more, focusing on targeted populations for solicitation.

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

**Report of the Committee on Board Directions and Leadership — Mr. J. Bayard Boyle, Jr.,
Chair — April 20, 1995.**

The meeting was called to order in the Orgill Room at 2:15 p.m by Chair Bayard Boyle.

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

It was reported that Board Chair, Frank Mitchener, received a letter of resignation from Mary Wardrop.

A motion was passed that the following Trustee nominees be recommended to the Board for election to the Class of 1998: James H. Barton of Memphis, J. L. Jerden '59 of Atlanta and Jim Lientz of Atlanta.

A motion was passed that the following slate of officers for the 1995-96 session be recommended to the Board for election: Chair, Frank Mitchener, Jr.; Vice Chair, Bruce Campbell; Secretary, Dunbar Abston, Jr.; Treasurer, Spence Wilson.

Mr. Boyle reminded the Committee that the Board meeting dates for 1995-96 are: October 19 and 20, 1995; January 18 and 19, 1996 and April 18 and 19, 1996.

A motion was passed that the following meeting dates be recommended to the full Board for adoption for the 1996-97 and 1997-98 sessions: October 17 and 18, 1996; January 16 and 17, 1997 and April 17 and 18, 1997. Then October 16, and 17, 1997; January 15 and 16, 1998 and April 16 and 17, 1998.

A motion was passed to recommend the following resolution regarding Margaret Ruffin Hyde to the Board for adoption:

Margaret Ruffin Hyde's name is synonymous with service, with generosity, and with Rhodes. She was an alumna of the College, a Trustee, a recipient of the 1980 Rhodes Distinguished Service Medal, recipient of the honorary degree Doctor of Humanities, a benefactor and champion of her alma mater.

Though we claim her for our own, her leadership, of course, extended far beyond the College. Her inspirational and leadership role in the life of our community is recognized throughout Memphis and the Mid-South.

What for Rhodes is a motto, was for Margaret Ruffin Hyde a way of life: truth, loyalty and service. In truth and with loyalty, she gave herself in service to her College, her church, her city—to all of us. And our lives are richer because of this strong woman, great lady and beloved friend.

This resolution will be sent to her family as an expression of the Board's heartfelt sympathy, and of the Board's gratitude for her many years of outstanding service to the College.

Kallan Esperian, Spencer McCallie, Herbert Rhea, Paul Greenberg, and John Firor have accepted our offer of an honorary degree.

John Grisham and Marlo Thomas had scheduling difficulties, but due to the interest they demonstrated in receiving an honorary degree from Rhodes, a letter was sent asking them to put Commencement 1996 on their calendar. We will follow-up with them in the fall.

Mr. Boyle reminded the committee of the invitation to join the salute to Rhodes' National Champion Mock Trial Team in Blount Auditorium in Buckman Hall right after the meeting.

There being no further business, the meeting was adjourned at 3:20 p.m.

Exhibit E

Report of the Committee on Students and Campus Life — Ms. Nancy J. Huggins '74, Chair — April 20, 1995.

The Committee on Students and Campus Life was called to order by Chairman Nancy J. Huggins at 3:10 p.m. in Robinson Hall Social Room. Members in attendance were: Marion S. Adams Jr., J. Lester Crain, Jr., Ted M. Henry, Nancy J. Huggins, W. Ralph Jones, Michael C. Nelson, Sarah N. Sears and Alvin W. Wunderlich; Jr. Ex-Officio members Melody K. Hokanson and Charles N. Landreth. Present by invitation: Scott S. Brown, Michael T. Clary, Ricci A. Hellman, Cindy K. Pennington, Judy L. Roaten, Elizabeth Robertson and Sandi George Tracy. The following members were absent: Jack R. Blair and Harold H. Ohlendorf.

Mike Clary, Director of Athletics and Head Football Coach highlighted the results of a successful year for intramurals, clubs sports and intercollegiate sports. Coach Clary reported that phase I of the Campus Life Center, renovation of Mallory, was underway with expected completion of the Campus Life Center in August, 1996.

Assistant Director of Counseling and Student Development Center, Ricci Hellman updated the committee on services provided by the Counseling Center. This year 320 students received individual counseling and 3900 students participated in the forty-seven outreach programs sponsored by the Counseling Center.

Charles Landreth, Acting Associate Dean of Student Affairs reported few students on the housing wait list for 1995-96, plans for new furniture for third floor Glassell and Voorhies Townsend by June 1 and the use of computer technology to improve student publications.

Plans for the collaboration of Student Affairs and Academic Affairs on improving the Orientation Program for the fall was presented by Cindy Pennington, Director of Student Activities. Goals for orientation include: 1) Helping students understand what it means to be part of the Rhodes community; 2) Placing appropriate emphasis on both academic and social adjustment issues; 3) Helping students develop appropriate academic and social expectations and 4) Providing parents of entering students with information about issues facing college students and the resources and services available to their students and to them.

Director of Career Services, Sandi George Tracy distributed results of the Post-Graduation Survey for the Class of 1994. 68.5% of the class returned surveys complete enough to use for the study. Of the completed surveys, 86% of the alumni accepted professional employment or were admitted to advanced-degree programs.

Newly-elected President of Student Government, Scott Brown, discussed changes due to the new constitution. The Student Assembly is now known as Rhodes Student Government. There was much discussion regarding the report of the Ad Hoc Committee on Academic Affairs. The current student concern reported was the number of faculty leaving Rhodes. Again discussion followed and Sarah Sears, Student Representative, suggested the concern is largely due to the lack of knowledge about the tenure process. Scott stated one of the goals for Rhodes Student Government was to educate new students on the tenure process and the importance of the student evaluations.

Melody Hokanson, Dean of Student Affairs concluded the committee reports by commending Student Government on an outstanding job on the Ad Hoc report and the staff of Student Affairs for a job well done during a year of changes. Dean Hokanson then reported it will be a continuing challenge to adapt processes and increase the use of technology in the area of student services while maintaining the personalized attention that students have historically received at Rhodes.

There being no further business the meeting was adjourned at 4:10 p.m.

Report of the Committee on Enrollment — Mr. John H. Crabtree, Jr. '57, Chair — April 20, 1995.

The Committee on Enrollment was called to order at 2:45 p.m. by Chairperson John Crabtree with the following members in attendance: Robert W. Amis, Bryan M. Eagle, Donald H. Farris, Elizabeth C. Knight, Cynthia Marshall, James H. Prentiss, William C. Rasberry, Charles R. Sherman, Elizabeth L. Simpson, Arthur M. Weeden, Jr., and David J. Wottle.

Admissions Report

Dean Wottle began by reviewing the most recent admissions status report with the Committee and, to date, we are having another excellent year in admissions. In many respects, this year is paralleling the past two years, which were quite successful for the College. Records have been set in three major admission categories: inquiries, applications and campus visits. Inquiries to Rhodes continue to grow with 29,676 students asking for information this year. That number represents an increase of 3,612, or 14%, over last year's record number. Applications are currently at an all-time high of 2,401, 2% more than last year, and the number of campus visitors stands at 1,182 compared to 1,094 last year.

As a result of our seeking a smaller entering class this year (405 compared to 449 last year) and having more applications, we were able to decrease our acceptance rate to date from 78% last year to 68% this year. And as of Wednesday's mail, enrollment deposits are exactly equal to last year's number. All in all, our important indicators have the admission office feeling cautiously optimistic.

The decrease in our acceptance rate has resulted in impressive academic statistics for our admitted students. Accepted students average grade point average is 3.53 on a 4.00 scale. The average accepted student ranks in the top 11% of their graduating class (compared to the top 12% last year), with an average SAT composite score of 1213 (our highest ever) and 28 on the ACT, compared to 1184 and 28 a year ago.

Once again this year we have a well qualified wait-list from which to draw should our yield on accepted students be lower than we expect. Applications from minority students are up 9% (322 versus 295) but acceptances are down 17% (152 versus 184).

Dean Wottle responded to a question on the male/female mix by saying that at the present time there is an imbalance in male (35%) to female (65%) deposits but that our calls to wait-list students and recruitment of athletes will hopefully correct this imbalance.

Financial Aid Report

Mr. Weeden reported that the 1994-95 financial aid budget is in excellent shape. He indicated that the packaging of awards for the Class of 1999 has kept pace with last year. The number of packages extended is fewer than last year because fewer students have been offered admission. Mr. Weeden was pleased to report that, as of April 19, the average grant extended to incoming students who have not also received a scholarship is \$6,454 compared to \$6,668 for currently enrolled first-year students and the average total gift aid from Rhodes offered to incoming students is \$6,936 compared to \$7,169 offered to currently enrolled first-year students. Both of these indicate that our packaging policy may be continuing to lessen our per capita financial aid expenditures from institutional funds.

Mr. Weeden also discussed the current status of legislation affecting federal Title IV student financial aid programs. While nothing is concrete, federal spending for student financial aid is being seriously threatened by the deficit reduction efforts in Washington. There is the possibility that some funds already committed for the 1995-96 fiscal year may be rescinded. Rhodes could potentially lose approximately \$390,000 in federal funding. This would obviously have an adverse effect on our budget and possibly on our enrollment.

There being no further business, the meeting was adjourned at 3:45 p.m.

**Report of the Committee on Faculty and Educational Program — Mr. Harry J. Phillips, Sr.,
Chair — April 20, 1995.**

The meeting was called to order at 3:00 PM by Mr. Phillips.

The following were present: Harry J. Phillips, Joseph Orgill III, Frank M. Norfleet, William S. Craddock, Sr. Barbara R. Hyde, Paul T. Jones, Avis A. Hall, Mark E. McMahon, John M. Planchon, David L. Harlow, and DeAnna S. Adams

Dean McMahon explained the criteria for tenure and the process involved in making tenure recommendations. After a brief discussion, the committee received the recommendation of the President that:

- **Dr. Stephen R. Haynes**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
- **Dr. Mehran Kamrava**, Assistant Professor of International Studies, be promoted to Associate Professor of International Studies effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
- **Dr. Mark W. Muesse**, Assistant Professor of Religious Studies, be promoted to Associate Professor of Religious Studies effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
- **Dr. Carolyn P. Schriber**, Assistant Professor of History, be promoted to Associate Professor of History effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.
- **Dr. Charles L. Stinemetz**, Assistant Professor of Biology, be promoted to Associate Professor of Biology effective with the 1995-96 contract and be granted tenure effective with the 1996-97 contract.

It was moved, seconded and approved that the recommendation be accepted and presented to the Board for approval.

Dean McMahon reported on the status of searches to fill vacancies for the 1995-96 academic year. A total of 11 vacancies were created by resignations or non-renewals. To date, 6 of these have been filled, and recruiting for the other 5 is in progress. In addition, sabbatical leaves granted for 1995-96 will require 7 full-time and 5 part-time one-year replacements, and all but one of these positions have been filled. Finally, 3 full-time faculty have been recruited to fill vacancies created by known or anticipated retirements. He noted that recruiting and retaining faculty on three-year appointments, as opposed to tenure-track appointments, is more difficult, but that excellent faculty have been successfully recruited so far.

Dean McMahon distributed to the committee a summary of the Hill-Mellon President's Discretionary Grants for 1995-96 and introduced presentations by two of these recipients that illustrate the kind of projects funded.

Professor Patricia Gray of the Department of Music presented the concept of Multimedia Authoring in the Music Curriculum with the use of Digital Chisel software. This software allows students to combine text, pictures and sound and present them digitally. Dr. Gray demonstrated the product of this process with an impressive multimedia presentation completed by senior Maria Cawood.

Student Brent Moberly, standing in for Professor Kenny Morrell, demonstrated the use of the Internet's World Wide Web with the Rhodes College Greek and Roman Studies World Wide Web Home Page that allows students — not only from Rhodes but also from institutions throughout the world — to access pictures and texts relating to Greek and Roman architecture, artifacts and history. Chancellor Harlow noted that by the Fall of 1995 two residence halls will be wired to provide Internet access from student rooms and that the remaining residence halls will be brought on line in the next few years.

Exhibit G

Ms. Hyde noted that there could be numerous Continuing Education possibilities with the Internet.

Under the topic of new business, Mr. Phillips welcomed students Jacob Abraham and Matthew Jones to the meeting. Messrs. Abraham and Jones presented to the committee the Ad-Hoc Report from the Student Government Association regarding faculty evaluations. Dean McMahon commended them on the job they had done and the balance with which the report was presented. Student committee member Avis Hall requested, and was granted, permission by the chair to present a faculty survey conducted by the *Virtual Diehl* and *Sou'wester*. The survey showed that a majority of faculty oppose the "explicit 67% tenure cap" and the "current teacher evaluation system," and that a substantial number of faculty do not feel "that academic freedom is adequately protected at Rhodes."

There being no other new business to report, the meeting was adjourned at 4:40 PM.

Report of the Committee on Finance — Mr. Spence L. Wilson, Chair — April 20, 1995.

The meeting of the Committee on Finance was called to order by Mr. Spence L. Wilson, Chair, at 2:30 p.m. on Thursday, April 20, 1995, in the Hill Board Room, Palmer Hall. Other members in attendance were: Jack A. Belz, William J. Michaelcheck, S. Herbert Rhea, Russel L. Wiener, John C. Hugon, Margaret H. Pettyjohn, Deborah N. Pittman, Claire Shapiro, J. Allen Boone, and N. P. McWhirter.

The first topic of business was a discussion of the current operating budget and results for the first nine months ending March 31, 1994. Mr. McWhirter pointed out that overall, the year-to-date picture was very favorable. Total income-to-date was at 96.25%, significantly better than the same period a year ago. Special Studies and the annual fund were up and higher than expected enrollment is generating higher than budgeted tuition revenues. Total expenses-to-date are at 75.23%, slightly better than last year's 76.1% experience. The most significant factor on the expense side of the ledger is that our financial aid expenditures are within budget. With careful budget management, it appears that Rhodes will end the year within the budget and that sufficient R & R funds will be available. We should also be in a position to augment our reserve accounts and fund some early retirement commitments.

Mr. McWhirter then reviewed the cash management returns on short term operating cash. With higher interest rates, we are achieving a little over 6% in our cash management program.

Mr. McWhirter reported to the Committee that earthquake insurance (DIC) coverage had been increased from approximately 32% of replacement value to 45%. The College now has \$50,000,000 in DIC coverage, and will increase this in the future as the budget permits.

Dean Boone reviewed the proposed 1995-96 operating budget which was preliminarily adopted at the January '95 meeting. The only significant change is the elimination of the income and expense categories for the swimming pool. The pool will be closed this year due to the construction of the Campus Life Center. The primary assumptions include a slight enrollment increase from an average of 1335 FTE to 1380, reflecting actually a steady enrollment from the current year. Residence Hall occupancy is expected to at 1060 students. With regard to student charges, the rates for tuition, room, and board will increase 3.7%, 3%, and 3% respectively for an average 3.5% increase. The total increase in operating expenditures is 5.4% over the current year. The budget was approved unanimously as recommended.

Dean Boone then reviewed the proposed Renovation and Replacement budget. With the expected year-end results, the College should be able to allocate resources for approximately 44 items on the list, in addition to various reserves. The proposed R & R budget was adopted as recommended.

Dean Boone discussed the status of the financing plans for the Campus Life Center. The College has met the Kresge Challenge and has in excess of \$18.6 million in cash and pledges coming in through the end of this decade. While the bids for construction are about 5% higher than estimated, the Development Office expects to raise the balance over the next few years. With pledges coming in over the next 4-5 years, the College will have to borrow short term to meet the cash flow demands during construction. The staff has been in discussion with a number of banks to establish a revolving line of credit. While the bank proposals look very competitive at this time, further negotiation will be required to finalize the details. The committee voted to recommend to the Board adoption of a resolution authorizing the President, Chancellor, Dean of Administrative Services and Chair of the Finance Committee to negotiate and execute a line of credit not to exceed \$12,000,000 to meet cash flow needs during construction.

Finally, Dean Boone gave a brief update of the status of the Bookstore operation. We are completing the first year under the management agreement with Follett with excellent results.

There being no new business, the committee adjourned.

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: April 20, 1995
RE: 1995-96 Operating Budget

I recommend the following operating budget for 1995-96:

	Budget 1994-95	Budget 1995-96
INCOME:		
Tuition	\$19,934,458	\$21,154,982
Fees	1,507,103	1,679,533
Room & Board	4,859,912	5,102,627
Gifts & Grants	2,152,500	2,250,000
Endowment	4,887,221	5,039,141
Other Income	962,200	943,440
Total Income	\$34,303,394	\$36,169,723
EXPENSE:		
Compensation	\$16,221,298	\$17,233,935
Non-Compensation	18,082,096	18,935,788
	\$34,303,394	\$36,169,723

	94-95	% CHANGE	95-96
BUDGET ASSUMPTIONS:			
Tuition Rate	\$15,200	3.70%	\$15,762
Room	\$2,696	3.00%	\$2,778
Board	\$2,072	3.00%	\$2,134
TOTALS:	\$19,968	3.54%	\$20,674
Ave. Enrollment (FTE)	1350		1380
Dormitory Occupancy	1040		1060

	94-95		95-96
INCOME BUDGET:			
TUITION AND FEES:			
Tuition	\$19,810,658	6.1%	\$21,012,309
Tuition-Summer School	\$12,000	10.0%	\$13,200
Tuition- MS/Acctng.	\$60,800	1.1%	\$61,473
Summer Writing/Scholars	\$51,000	33.3%	\$68,000
European Studies	\$369,600	3.0%	\$380,688
Student Activity Fees	\$213,300	2.2%	\$218,040
Applied Music Fees	\$26,000	0.0%	\$26,000
Special Course Fees	\$25,000	4.0%	\$26,000
Application Fees	\$80,000	0.6%	\$80,500
Extra Hours	\$5,000	20.0%	\$6,000
Graduation & Misc. Fees	\$35,000	7.1%	\$37,500
Registration & Transcripts	\$4,500	0.0%	\$4,500
Special Studies	\$534,660	27.1%	\$679,505
Micro Center	\$13,000	7.7%	\$14,000
Music Academy	\$201,043	2.9%	\$206,800
TOTAL:	\$21,441,561	6.5%	\$22,834,515
ROOM & BOARD:			
Room	\$2,747,763	5.0%	\$2,885,662
Board	\$2,112,149	5.0%	\$2,216,965
TOTAL:	\$4,859,912	5.0%	\$5,102,627
GIFTS AND GRANTS:			
Church	\$37,000	-29.7%	\$26,000
Annual Support Program	\$2,115,500	5.1%	\$2,224,000
TOTAL:	\$2,152,500	4.5%	\$2,250,000
ENDOWMENT INCOME:	\$4,887,221	3.1%	\$5,039,141
OTHER INCOME:			
Theater	\$20,000	2.5%	\$20,500
Bookstore	\$70,000	0.0%	\$70,000
Interest Income	\$260,000	3.0%	\$267,840
Swimming Pool	\$44,750	-100.0%	\$0
Miscellaneous Income	\$500	0.0%	\$500
Traffic Fines	\$17,000	17.6%	\$20,000
Dividends, Royalties, Commissions	\$69,000	9.0%	\$75,200
College Work-Study	\$125,000	0.0%	\$125,000
Athletic Income	\$2,650	-17.0%	\$2,200
Restricted Scholarships	\$196,000	0.0%	\$196,000
Telephone	\$92,300	28.1%	\$118,200
Parkway House	\$65,000	-26.2%	\$48,000
	\$962,200	-1.9%	\$943,440
TOTAL:			
TOTAL INCOME BUDGET:	\$34,303,394	5.4%	\$36,169,723

EXPENSE BUDGET:	1994-95			1995-96			% CHANGE COMP.	%CHANGE NON-COMP.	TOTAL % CHANGE
	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL	COMPENSATION (SAL+BENEFITS)	NON-COMP. EXPENSES	TOTAL			
EDUC. & GENERAL:									
Art	\$158,958	\$17,433	\$176,391	\$214,528	\$22,008	\$236,536	35.0%	26.2%	34.1%
Religious Studies	\$659,902	\$14,055	\$673,957	\$729,249	\$15,195	\$744,444	10.5%	8.1%	10.5%
English	\$661,787	\$21,045	\$682,832	\$739,882	\$21,650	\$761,532	11.8%	2.9%	11.5%
Foreign Languages	\$693,881	\$21,870	\$715,751	\$823,224	\$22,497	\$845,721	18.6%	2.9%	18.2%
Language Center	\$32,376	\$2,567	\$34,943	\$34,308	\$2,618	\$36,926	6.0%	2.0%	5.7%
Music	\$348,912	\$23,941	\$372,853	\$358,598	\$24,537	\$383,135	2.8%	2.5%	2.8%
Philosophy	\$202,636	\$3,325	\$205,961	\$214,189	\$3,393	\$217,582	5.7%	2.0%	5.6%
Theater/Med Arts	\$254,485	\$30,799	\$285,284	\$250,951	\$31,511	\$282,462	-1.4%	2.3%	-1.0%
Search/Values Course	\$0	\$6,250	\$6,250	\$0	\$6,483	\$6,483	0.0%	3.7%	3.7%
Summer Writing/Scholars	\$26,357	\$25,829	\$52,186	\$27,411	\$34,924	\$62,335	4.0%	35.2%	19.4%
Music Academy	\$183,188	\$13,850	\$197,038	\$191,348	\$13,850	\$205,198	4.5%	0.0%	4.1%
European Studies	\$50,038	\$310,646	\$360,684	\$52,239	\$316,859	\$369,098	4.4%	2.0%	2.3%
Anthro & Sociology	\$184,117	\$11,450	\$195,567	\$204,269	\$12,575	\$216,844	10.9%	9.8%	10.9%
Economics & Business	\$638,941	\$20,219	\$659,160	\$737,182	\$20,811	\$757,993	15.4%	2.9%	15.0%
MS/Accounting	\$16,748	\$13,408	\$30,156	\$17,417	\$13,708	\$31,125	4.0%	2.2%	3.2%
Education	\$53,556	\$4,195	\$57,751	\$56,751	\$4,507	\$61,258	6.0%	7.4%	6.1%
History	\$532,411	\$16,128	\$548,539	\$593,190	\$16,585	\$609,775	11.4%	2.8%	11.2%
International Studies	\$359,637	\$15,788	\$375,425	\$421,432	\$16,188	\$437,620	17.2%	2.5%	16.6%
Political Science	\$357,937	\$18,269	\$376,206	\$390,984	\$18,564	\$409,548	9.2%	1.6%	8.9%
Psychology	\$326,801	\$13,750	\$340,551	\$491,756	\$13,878	\$505,634	50.5%	0.9%	48.5%
Biology	\$527,557	\$40,995	\$568,552	\$577,104	\$41,935	\$619,039	9.4%	2.3%	8.9%
Chemistry	\$359,954	\$35,273	\$395,227	\$381,240	\$36,009	\$417,249	5.9%	2.1%	5.6%
Mathematics & Comp. Sci.	\$370,282	\$13,961	\$384,243	\$360,696	\$14,281	\$374,977	-2.6%	2.3%	-2.4%
Physics	\$331,785	\$13,907	\$345,692	\$358,250	\$14,202	\$372,452	8.0%	2.1%	7.7%
Summer School	\$23,828	\$150	\$23,978	\$25,249	\$150	\$25,399	6.0%	0.0%	5.9%
Interdisciplinary Humanities	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
Computer Center	\$324,272	\$204,099	\$528,371	\$343,615	\$204,099	\$547,714	6.0%	0.0%	3.7%
Library	\$480,534	\$388,794	\$869,328	\$506,979	\$411,764	\$918,743	5.5%	5.9%	5.7%
Research & Faculty Devel.	\$92,711	\$110,500	\$203,211	\$81,522	\$123,500	\$205,022	-12.1%	11.8%	0.9%
Media Center	\$0	\$5,250	\$5,250	\$0	\$5,250	\$5,250	0.0%	0.0%	0.0%
American Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Asian Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Urban Studies	\$0	\$1,300	\$1,300	\$0	\$1,300	\$1,300	0.0%	0.0%	0.0%
Women's Studies	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000	0.0%	0.0%	0.0%
Dean Academic Affairs	\$812,579	\$176,600	\$989,179	\$577,149	\$207,175	\$784,324	-29.0%	17.3%	-20.7%
TOTAL:	\$9,066,170	\$1,598,646	\$10,664,816	\$9,760,712	\$1,695,006	\$11,455,718	7.7%	6.0%	7.4%

STUDENT SERVICES:	COMPENSATION	NON-COMP.	TOTAL	COMPENSATION	NON-COMP.	TOTAL	% CHANGE	%CHANGE	TOTAL %
	(SAL+BENEFITS)	EXPENSES		(SAL+BENEFITS)	EXPENSES		COMP.	NON-COMP.	CHANGE
Athletics	\$614,404	\$343,570	\$957,974	\$660,042	\$392,970	\$1,053,012	7.4%	14.4%	9.9%
Swimming Pool	\$32,355	\$14,219	\$46,574	\$10,458	\$0	\$10,458	-67.7%	-100.0%	-77.5%
Counseling Center	\$128,882	\$7,333	\$136,215	\$134,057	\$7,480	\$141,537	4.0%	2.0%	3.9%
Career Services	\$116,707	\$21,918	\$138,625	\$123,669	\$22,018	\$145,687	6.0%	0.5%	5.1%
Admissions	\$479,011	\$397,415	\$876,426	\$513,777	\$415,859	\$929,636	7.3%	4.6%	6.1%
Registrar	\$152,955	\$15,451	\$168,406	\$161,855	\$17,241	\$179,096	5.8%	11.6%	6.3%
Financial Aid Office	\$175,797	\$59,500	\$235,297	\$186,284	\$60,664	\$246,948	6.0%	2.0%	5.0%
Chaplain/Kinney	\$50,550	\$5,800	\$56,350	\$53,565	\$5,974	\$59,539	6.0%	3.0%	5.7%
Dean Of Students	\$273,296	\$76,102	\$349,398	\$277,452	\$78,981	\$356,433	1.5%	3.8%	2.0%
Campus Safety	\$393,649	\$16,820	\$410,469	\$383,208	\$17,220	\$400,428	-2.7%	2.4%	-2.4%
Student Activity Fund	\$0	\$130,131	\$130,131	\$0	\$136,798	\$136,798	0.0%	5.1%	5.1%
Residential Life	\$21,589	\$40,671	\$62,260	\$26,412	\$41,304	\$67,716	22.3%	1.6%	8.8%
Multi-Cult. Aff.	\$0	\$6,565	\$6,565	\$0	\$6,696	\$6,696	0.0%	2.0%	2.0%
Health Services	\$37,663	\$30,833	\$68,496	\$39,910	\$31,871	\$71,781	6.0%	3.4%	4.8%
Student Center	\$0	\$2,741	\$2,741	\$0	\$2,741	\$2,741	0.0%	0.0%	0.0%
TOTAL:	\$2,476,858	\$1,169,069	\$3,645,927	\$2,570,689	\$1,237,817	\$3,808,506	3.8%	5.9%	4.5%
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	\$807,522	\$55,949	\$863,471	\$831,074	\$56,408	\$887,482	2.9%	0.8%	2.8%
Physical Plant	\$688,913	\$175,329	\$864,242	\$708,568	\$181,375	\$889,943	2.9%	3.4%	3.0%
Utilities	\$0	\$467,436	\$467,436	\$0	\$484,716	\$484,716	0.0%	3.7%	3.7%
Grounds	\$226,112	\$48,982	\$275,094	\$232,638	\$49,781	\$282,419	2.9%	1.6%	2.7%
Mailroom	\$41,798	\$8,463	\$50,261	\$44,291	\$8,663	\$52,954	6.0%	2.4%	5.4%
TOTAL:	\$1,764,345	\$756,159	\$2,520,504	\$1,816,571	\$780,943	\$2,597,514	3.0%	3.3%	3.1%

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	\$370,610	\$150,383	\$520,993	\$392,802	\$150,383	\$543,185	6.0%	0.0%	4.3%
Board of Trustees	\$0	\$57,250	\$57,250	\$0	\$61,288	\$61,288	0.0%	7.1%	7.1%
Pres. Plan for Excellence	\$0	\$113,591	\$113,591	\$0	\$120,285	\$120,285	0.0%	5.9%	5.9%
Hill/Pres Acad Discr Fund	\$0	\$47,820	\$47,820	\$0	\$50,800	\$50,800	0.0%	6.2%	6.2%
President's Office	\$291,725	\$90,950	\$382,675	\$309,128	\$90,950	\$400,078	6.0%	0.0%	4.5%
Chancellor's Office	\$212,458	\$92,855	\$305,313	\$225,133	\$96,400	\$321,533	6.0%	3.8%	5.3%
Comptroller	\$392,093	\$83,250	\$475,343	\$413,666	\$84,900	\$498,566	5.5%	2.0%	4.9%
Planning & Inst. Analysis	\$80,772	\$11,195	\$91,967	\$85,590	\$11,195	\$96,785	6.0%	0.0%	5.2%
Development	\$842,078	\$271,008	\$1,113,086	\$892,312	\$291,341	\$1,183,653	6.0%	7.5%	6.3%
College Relations	\$178,557	\$78,593	\$257,150	\$189,209	\$81,152	\$270,361	6.0%	3.3%	5.1%
Public Information	\$150,346	\$109,417	\$259,763	\$144,715	\$128,346	\$273,061	-3.7%	17.3%	5.1%
Insurance	\$0	\$253,000	\$253,000	\$0	\$258,000	\$258,000	0.0%	2.0%	2.0%
Staff Training & Devel.	\$0	\$25,500	\$25,500	\$0	\$26,000	\$26,000	0.0%	2.0%	2.0%
TOTAL:	\$2,518,639	\$1,384,812	\$3,903,451	\$2,652,555	\$1,451,040	\$4,103,595	5.3%	4.8%	5.1%
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	\$66,053	\$476,222	\$542,275	\$69,966	\$491,623	\$561,589	5.9%	3.2%	3.6%
Food Service	\$0	\$1,712,351	\$1,712,351	\$0	\$1,761,525	\$1,761,525	0.0%	2.9%	2.9%
Special Studies	\$256,779	\$266,860	\$523,639	\$284,848	\$347,825	\$632,673	10.9%	30.3%	20.8%
McCoy Theater	\$0	\$20,000	\$20,000	\$0	\$20,500	\$20,500	0.0%	2.5%	2.5%
Bookstore	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
Parkway House	\$0	\$106,050	\$106,050	\$0	\$70,400	\$70,400	0.0%	-33.6%	-33.6%
Telephone System	\$23,114	\$177,000	\$200,114	\$26,311	\$177,000	\$203,311	13.8%	0.0%	1.6%
Debt Service	\$0	\$1,039,000	\$1,039,000	\$0	\$1,250,000	\$1,250,000	0.0%	20.3%	20.3%
Desk-Top Publishing	\$49,340	\$18,515	\$67,855	\$52,283	\$18,515	\$70,798	6.0%	0.0%	4.3%
TOTAL:	\$395,286	\$3,815,998	\$4,211,284	\$433,408	\$4,137,388	\$4,570,796	9.6%	8.4%	8.5%
STUDENT FINANCIAL AID:	\$0	\$7,728,140	\$7,728,140	\$0	\$7,910,387	\$7,910,387	0.0%	2.4%	2.4%
STUDENT WAGES:	\$0	\$515,178	\$515,178	\$0	\$515,178	\$515,178	0.0%	0.0%	0.0%
BUDGET CONTINGENCY:	\$0	\$120,000	\$120,000	\$0	\$126,000	\$126,000	0.0%	5.0%	5.0%
RENO. & REPLACEMENT:	\$0	\$1,017,204	\$1,017,204	\$0	\$1,082,029	\$1,082,029	0.0%	6.4%	6.4%
GRAND TOTALS:	\$16,221,298	\$18,082,096	\$34,303,394	\$17,233,935	\$18,935,788	\$36,169,723	6.2%	4.7%	5.4%
UNALLOCATED BUDGET			\$0			\$0			

TO: Committee on Finance
FROM: James H. Daughdrill, Jr.
DATE: April 20, 1995
RE: Allocation of Renovation and Replacement Budget

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

Resolved: The Committee on Finance recommends to the Board of Trustees that once the operating results for fiscal 1994-95 are determined, the College is authorized to distribute the surplus funds for the following items:

ITEM	DEPT	PRIORITY	COST
Voorhies Boiler Replacement	Phy. Plnt.	1	\$50,000
Fire Alarm Upgrade-Trezevant Hall	Phy. Plnt.	2	\$40,000
NSF Matching Grant	Dean/Acad. Affairs	3	\$11,000
Classroom Chairs Clough	Dean/Acad. Affairs	4	\$9,000
Clough Hansen Gallery	Art	5	\$31,000
Misc. Slate/Copper/Gutter Repair	Phy. Plnt.	6	\$20,000
Tuthill HVAC Replacement	Phy. Plnt.	7	\$20,000
Renovate Grand Pianos	Music	8	\$6,075
New Grand Piano	Music	9	\$20,000
Microscale Organic Lab Kits	Chemistry	10	\$7,400
Alpha Workstation	Math/Comp Sci	11	\$10,000
Mallory Gym Re-roof	Phy. Plnt.	12	\$135,000
Video Update/CD Rom	Admissions	13	\$40,000
3 Power Mac Computers Inquiry/Rec.	Admissions	14	\$7,500
Tuthill Renovations	Dean/Stud. Affairs	15	\$4,500
Outdoor Emergency Phones	Campus Safety	16	\$8,000
4 Power Macs	Dean/Stud. Affairs	17	\$10,900
Infirmery Equipment	Health Services	18	\$4,000
Misc. Door Replacement	Phy. Plnt.	19	\$15,000
Blackboards/Math 225	Math/Comp Sci	20	\$2,575
4 Lasers w/expanders	Physics	21	\$4,000
LCD Screen/overhead/Powerbook	Language Lab	22	\$13,000
CD Rom/Philosopher's Index	Philosophy	23	\$2,500
Carrel Lights	Library	24	\$8,000
Replace Computer Terminals	Library	25	\$3,000
Computer Upgrades/Faculty	Computer Center	26	\$20,000
Mac Lab Printers	Computer Center	27	\$5,800
Misc Classroom/Office Upgrades	Dean/Acad. Affairs	28	\$6,000
Classroom equipment/AV Aids	Dean/Acad. Affairs	29	\$6,000
e/m Apparatus	Physics	30	\$1,200
Classroom Chairs Clough	Dean/Acad. Affairs	31	\$9,000
LCD Screen/Overhead	Library	32	\$8,000
Infrared Spectrometer Upgrade	Chemistry	33	\$7,000
Flooring-Foyer/Reception Area	Special Studies	34	\$6,500

FAX/Copy Machine	Financial Aid	35	\$2,000
Power Mac-Desktop Publishing	Col.Rel/Pub.Info.	36	\$5,400
Benefactors' Circle	Development	37	\$3,000
Fax Machine	Development	38	\$1,200
Laser Writer	Development	39	\$2,000
Computer	Development	40	\$2,765
Computer Equipment	Dean/Stud. Affairs	41	\$6,500
Security Radios	Campus Safety	42	\$7,500
Equipment Athletics	Athletics	43	\$16,550
Mail Room Equipment	Mail Services	44	\$1,000
Replace 3 AHU's/Coils/Piping-Frazier Jelke	Phy. Plnt.	45	\$110,000
Emergency Bldg. Lights Various	Phy. Plnt.	46	\$15,000
Parking Lot/Sidewalk Repair	Phy. Plnt.	47	\$20,000
Computer Upgrade Accounting	Comptroller	48	\$6,000
Misc. Waterproof/Caulk/Tuckpointing	Phy. Plnt.	49	\$30,000
Replace Acoustic Tile/Paint-FJ	Phy. Plnt.	50	\$25,000
Dye Laser System	Physics	51	\$13,000
Isolation Air Table	Physics	52	\$6,000
Labcono Motor Blower	Chemistry	53	\$1,750
Corning pH meters	Chemistry	54	\$3,000
Hewlett Packard Integrator	Chemistry	55	\$1,700
Sun Workstations	Physics	56	\$14,000
Scanning Microscope	Physics	57	\$14,000
Renovate Grand Pianos	Music	58	\$6,075
Re-Roof Town./Trez./Williford Connectors	Phy. Plnt.	59	\$12,000
Steel Siding/Austin-Tuthill	Phy. Plnt.	60	\$14,000
McCoy Theater Wallcovering	Phy. Plnt.	61	\$12,500
Chipper/Mulcher/Leaf Vac System	Phy. Plnt.	62	\$33,500
FJ Boiler Replacement	Phy. Plnt.	63	\$70,000
Neumade Slide Cabinets	Art	64	\$2,085
Stacks Shelving	Library	65	\$6,000
Replace Grand Pianos	Music	66	\$40,000
Replace Vertical Piano	Music	67	\$1,800
Replace Timpani	Music	68	\$8,300
Replace Singers Robes	Music	69	\$12,000
Sound Proof Percussion Room	Music	70	\$8,000
LCD Screen/overhead	Foreign Languages	71	\$8,000
File Cabinets	Econ./Bus.	72	\$4,200
Wall Decor/Admin. Office	Special Studies	73	\$1,500
Office Chairs	Special Studies	74	\$500
6 Power Mac Computers	Admissions	75	\$12,000
Modular Storage Unit	Development	76	\$875
Bookcase	Development	77	\$1,065
Infirmery Renovations	Health Services	78	\$3,100
Video Equipment	Campus Safety	79	\$1,300
Furniture Recruiting Rooms	Career Services	80	\$6,300
Computers/Athletic Staff	Athletics	81	\$7,800
Laser Printer	Campus Safety	82	\$2,100
FJ Emergency Lights	Phy. Plnt.	83	\$12,000
HVAC Feed Tanks	Phy. Plnt.	84	\$12,000
Carpeting Math 219	Math/Comp.Sci	85	\$1,300

Furniture Math 219	Math/Comp.Sci	86	\$2,800
Laserwriter Select	Foreign Languages	87	\$1,250
Security Vehicle	Campus Safety	88	\$10,000
Golf Cart	Campus Safety	89	\$6,500
Desks	Counseling	90	\$4,100
Ethernet	Residence Life	91	\$1,300
Computer	Planning/Inst. Res.	92	\$2,900
Furniture Replacement-Robb/White/Ellett	Phy. Plnt.	93	\$150,000
Bellingrath Furniture Replacement	Phy. Plnt.	94	\$175,000
Trezevant/Townsend/Voorhies Furniture Replacement	Phy. Plnt.	95	\$150,000
Computer Lab/Graphic Design	Art	96	\$67,000
Carpet Replacement Robinson Hall	Phy. Plnt.	97	\$45,000
Carpet Replacement New Hall	Phy. Plnt.	98	\$32,000
Halliburton 4th Floor Renovations	Phy. Plnt.	99	\$75,000
RWE Steam/HW Conversion	Phy. Plnt.	100	\$65,000
HW/CW Insulation Program	Phy. Plnt.	101	\$10,000
Refectory Dishwashing Machine	Phy. Plnt.	102	\$65,000
Halliburton Tower 2nd Floor Renovations	Phy. Plnt.	103	\$65,000
West Hall Roof Replacement	Phy. Plnt.	104	\$45,000
FJ Amphitheater Repair	Phy. Plnt.	105	\$20,000
Replacement Window Units	Phy. Plnt.	106	\$16,250
Refectory Transformer Vault Roof	Phy. Plnt.	107	\$8,000
Williford Roof	Phy. Plnt.	108	\$35,000
Campus Graphics	Phy. Plnt.	109	\$25,000
Robb/White Toilet Partitions	Phy. Plnt.	110	\$30,000
Bellingrath Toilet Partitions	Phy. Plnt.	111	\$18,000
Williford Toilet Partitions	Phy. Plnt.	112	\$16,000
Portable Man Lift	Phy. Plnt.	113	\$10,000
Grounds Tractor	Phy. Plnt.	114	\$15,000
Briggs Fire Alarm Upgrade	Phy. Plnt.	115	\$10,000
Math Stair Treads	Phy. Plnt.	116	\$5,500
Paint Spray Lining Machine	Phy. Plnt.	117	\$5,000
2 Utility Vehicles	Phy. Plnt.	118	\$12,500
Folding Tables & Chairs	Phy. Plnt.	119	\$7,500
Library Lane Irrigation System/Landscaping	Phy. Plnt.	120	\$20,000
Window Blinds Various Residence Halls	Phy. Plnt.	121	\$20,000
Total			\$2,406,215

Exhibit I

**Report of the Committee on Investments — Mr. James A. Thomas III '62, Acting Chair —
April 20, 1995.**

James A. Thomas III gave the following report:

I have a very positive report. The quarter that ended March 31, yielded an endowment increase in value from \$108 to 115 million. All our managers are doing a very profitable job. Almost all of this is due to market increase. We are trying to raise \$60 million dollars in endowment monies toward our Campaign, and we've raised half of that amount. The future does look good.

Report of the Committee on Buildings and Grounds — Mr. Edgar H. Bailey, Chair — April 20, 1995.

The meeting was called to order at 2:50 p.m. by Mr. Edgar H. Bailey, Chair.

The following were present: Billy M. Hightower, C. Stratton Hill, Jr., K.C. Ptomey, Nettie Schilling, Steve Gadbois, Christopher C. Robinson, William D. Berg, and Brian E. Foshee.

Mr. Foshee provided an update on the Campus Life Center. He stated that subcontractor bids were received in early March and the bids were approximately 5% over budget. However, the majority of this overrun includes contingency funding. Mr. Foshee stated that asbestos removal in Mallory-Hyde had been completed ahead of schedule and that Mallory-Hyde demolition was approximately 70% complete. Earthwork for the athletic complex (building B) and the multi-sports forum (building C) is scheduled to begin on April 24, 1995. The completion schedule for the project was discussed:

Mallory football locker room — August 15, 1995
Mallory visitor locker rooms — September 1, 1995
Mallory performance gym — November 1, 1995
Mallory - Hyde complex — January 5, 1996
Athletic complex — March 8, 1996
Multi-sports forum and sitework — August 1, 1996

Mr. Foshee discussed the status of the east parking lot. He stated that Rhodes has held several meetings with the Memphis-Shelby County Office of Planning and Development (OPD) and representatives of the Hein Park Neighborhood Association. OPD has agreed that Rhodes is in conformance with the original Planned Unit Development (PUD) filed in 1988 and can construct the parking lot. The Hein Park neighbor's now concur with the original landscaping proposal submitted several months ago. Work will commence as quickly as possible.

Mr. Foshee reviewed several projects listed on the R&R Allocation Budget: replacement of the Voorhies boiler; fire alarm upgrade of Trezevant Hall, miscellaneous roof repairs and miscellaneous door replacements.

There was a discussion regarding the need to up-date the campus master plan. The committee requested that Mr. Foshee present the existing master plan at the October meeting for review and discussion.

There being no further business, the meeting adjourned at 3:30 p.m.

**Report of the Committee on Meeman Center for Special Studies — Mr. Jack. R. Blair, Chair
— April 6, 1995.**

The meeting was called to order in the Davis Room, Burrow Refectory, by Mr. Jack Blair, Chair.

The following were present: Jack R. Blair, Chair, W. Ralph Jones, Bryan M. Eagle, Sally P. Thomason, Mel G. Grinspan, Stephanie Turnbull, Bill Wix, John M. Planchon, and Gail P. C. Streete.

The following were absent: Robert H. Buckman, Tommie S. Dunavant.

The Chair started the meeting with a special welcome to new committee members Brian Eagle and Ralph Jones. These two new committee members had attended an orientation preceding the luncheon, where they met each of the Meeman Center staff, learned what they did, and heard a brief history of the activities of the Center.

Ms. Turnbull reported that the Rhodes' initial offering of the ACSA International Cotton Institute, which will run May 30-July 28, 1995, has a full enrollment of 60 with four on the waiting list. This represents 34 international applicants from fifteen countries and 21 U.S. applicants from seven states. (The remainder of the registrants are places being held for companies who have not yet selected their participant.) Of particular interest is that our first enrollee is Jay Minter, a graduating senior from Rhodes whose family is in the cotton business in Alabama. Dean Thomason noted the outstanding leadership and hard work that Ben Baer has given to this initial year of the project. Leaders from the industry from around the world are scheduled to make presentations to the students.

Ms. Turnbull is coordinating the activities of a newly formed advisory committee of past participants of the Institute for Executive Leadership to help with recruitment. An effort is being made to get a multi-year commitment from at least ten companies.

Mr. Blair suggested that we should create a more direct linkage as to how the individual will benefit the company after attending the Institute. Since everyone agrees it helps expand the thinking and perspectives of participants, follow-up projects within their own companies, which will take advantage of this new mind set should be created to test the impact of the learning.

There was discussion of the time commitment required for the program and Mr. Eagle suggested that there might be grant money available to measure the lasting impact of short intensive leadership courses against the more extended 12 week involvement IEL requires. Dr. Planchon noted that a study of extended learning combined with experiential tasks could help with curriculum design for undergraduate learning as well.

Mr. Jones asked if individuals from outside Memphis will attend the Institute and wondered how we could attract more than the one participant from Jonesboro, Arkansas enrolled this spring.

Mel Grinspan reported that the C. Whitney Brown Seminar featuring James Barksdale and George Abraham this year attracted 400 participants and a record 25 sponsors. A contribution of approximately \$13,000 will be made to the scholarship fund from the income. Michael Kami will be the presenter in 1996.

Dean Thomason distributed the 1995 summer conference schedule and complimented the Director of Physical Plant, Brian Foshee, and Director of Conference Services, Charlie Nelson, for working together to coordinate the refurbishing of residential halls while holding a full schedule of summer conferences.

Financial projections were reviewed and Dean Thomason reported that the Meeman Center hopes to realize a substantial surplus this fiscal year.

Mr. Blair again noted pleasure with the new committee members and asked them to join him in the ongoing marketing effort he hosts as a Trustee. The Human Resource directors of major Memphis companies are invited to breakfast three or four times a year to learn about the resources of the College through the Meeman Center and explore their organization's current needs to see if there are any programmatic matches. Two breakfasts have been held this spring.

Rhodes Board of Trustees
Minutes of a Special Meeting of the Executive Committee
February 23, 1995

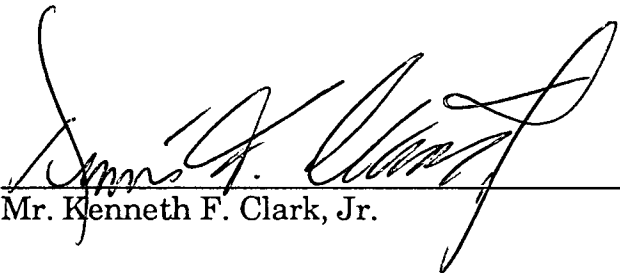
Board Chair Frank M. Mitchener, Jr. called a special meeting of the Executive Committee of the Board of Trustees of Rhodes College to consider the Faculty Retirement Incentive Plan. The meeting was convened by means of a telephone conference call at 9:30 a.m. (Central time), Thursday, February 23, 1995.

Those participating in the conference call were: Mr. Frank M. Mitchener, Jr., Mr. Edgar H. Bailey, Mr. J. Bayard Boyle, Jr., Mr. Robert H. Buckman, Mr. Bruce E. Campbell, Jr., Mr. Kenneth F. Clark, Jr., Mr. John H. Crabtree, Jr., Dr. Tommie Dunavant, Mr. W. Neely Mallory, Mr. Harry J. Phillips, Sr., Mr. David D. Watts, Ms. Lisa Krupicka of Burch, Porter & Johnson, Dr. James H. Daughdrill, Jr., Dean J. Allen Boone, Dean Mark McMahon, and Mrs. Sherry J. Fields.

After much discussion, a motion was made by Mr. J. Bayard Boyle to accept the recommended Faculty Retirement Incentive Plan, a second was received from Mr. John H. Crabtree and the motion was approved by the Committee.

The Plan was devised and approved by the College attorneys, Burch, Porter and Johnson.

A description of the Plan is attached. Exhibit A lists all eligible and ineligible faculty by their title, department, and age. Each eligible member will receive these exhibits as required by law. The Plan will be offered to eligible faculty by the end of February.



Mr. Kenneth F. Clark, Jr.

CONFIDENTIAL

FACULTY RETIREMENT INCENTIVE PLAN

Introduction

This handout will summarize the Faculty Retirement Incentive Plan which the College proposes to offer to certain eligible faculty members. It is a general summary only, and does not purport to address every situation covered by the Plan. Anyone with particular questions should contact Claire Shapiro, Director of Human Resources.

Eligibility

Any tenured member of the Rhodes Faculty who has reached or will reach the age of 60 before the end of the 1999 academic year and has by that time at least 20 years of consecutive full-time service at Rhodes will be eligible to enroll in the retirement incentive plan. Faculty members who are already participating in another Rhodes College retirement incentive plan are not eligible to participate.

Consecutive service includes, without limitation, sabbatical leave, whether paid or unpaid, and leaves to take a position as a visiting professor. It does not include other unpaid leaves of absence.

Enrollment Period

March 1, 1995 through April 30, 1995

Plan Options

The amount of the retirement incentive will be a one-time payment which is a multiple of the faculty member's salary for the most recent contract year prior to retirement in which he/she taught full-time at Rhodes. The following five options will be available:

1. Retire at the end of the 1994-95 Academic YearReceive 200% of salary
2. Retire at the end of the 1995-96 Academic YearReceive 150% of salary
3. Retire at the end of the 1996-97 Academic YearReceive 125% of salary
4. Retire at the end of the 1997-98 Academic YearReceive 100% of salary
5. Retire at the end of the 1998-99 Academic YearReceive 75% of salary

All options are payable in either lump sum or installments not to exceed two years from the date of retirement. All applicable FICA and withholding taxes will be deducted from the gross proceeds. No pension contribution under the College's 403(b) Retirement Program will be paid on the retirement incentive amounts.

Fringe Benefits

Retirees' eligibility for health insurance during retirement is subject to the provisions set forth in the Rhodes College Handbook, and such provisions and eligibility are subject to modification (including termination) by the Rhodes Board of Trustees from time to time.

Sample Retirement Agreement

A sample retirement agreement is attached for your review.

RETIREMENT AGREEMENT

FOR VALUE RECEIVED, this Retirement Agreement (hereinafter the "Agreement") is entered into between _____ (hereinafter "Faculty Member") and Rhodes College (hereinafter "Rhodes") this _____ day of _____, 1995.

WHEREAS, Faculty Member wishes to take early retirement upon the terms and conditions outlined in this Agreement; and

WHEREAS, Rhodes College wishes to accept Faculty Member's offer of early retirement on those same terms and conditions;

NOW, THEREFORE, in consideration of each party's execution of this Agreement and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each party, and the mutual recitals, declarations and representations of the parties as heretofore and hereinafter set forth in this Agreement, the parties to this Agreement stipulate and agree as follows:

1. Faculty Member will perform his/her regular duties for the remainder of the academic year 1994-1995 as set forth in his/her most recent employment contract. [If faculty member elects to retire at end of a later year, insert provision that faculty member will perform his/her regular duties for academic years in question as outlined in those years' employment contracts].

2. Faculty Member will retire at the end of the _____ contract year. Faculty Member will be entitled to retiree health benefits (if at the time of actual retirement the minimum age and service requirements are met) and any other benefits available to retirees, as outlined in the Rhodes College Handbook then in effect, the pertinent provisions of which are

incorporated into this Agreement by reference. Retiree benefits are subject to modification or termination by the Rhodes Board of Trustees from time to time. All other benefits will cease on the effective date of retirement.

3. Faculty Member hereby releases, relinquishes and forever discharges Rhodes, its successors, assigns, servants, agents, employees, subsidiaries, affiliates, officers, directors and representatives of and from any and all claims related to his/her employment with Rhodes or his/her decision to take early retirement, including, but not limited to, any claims arising under Title VII of the Civil Rights Act of 1964 or the Age Discrimination in Employment Act.

4. In exchange for the release, promises and undertakings of Faculty Member described in paragraphs 1 through 3 above, Rhodes will provide to Faculty Member [describe terms of early retirement benefit chosen].

5. Faculty Member acknowledges that he/she has thoroughly read this agreement. He/She also acknowledges that he/she has been advised to consult an attorney prior to executing this Agreement and that he/she has been given forty-five (45) days from date of receipt to review this Agreement before signing it, and an additional seven (7) days after signing it to revoke it. Faculty Member further acknowledges that he/she has been furnished, as Exhibit A to this Agreement, a list of the job titles and ages of all faculty members who are eligible for participation in the retirement incentive plan, and the job titles and ages of all individuals who are not eligible for participation in the plan. In addition, Faculty Member agrees that he/she has full understanding and knowledge of the terms and conditions of this Agreement, and that he/she understands that these terms will be final and binding upon Faculty Member and upon Rhodes

seven (7) days from the signing of the Agreement. Finally, Faculty Member certifies that he/she is signing this Agreement voluntarily.

6. Faculty Member further agrees that any duties he/she is required to perform pursuant to his/her employment contract or future contracts with Rhodes will be performed in a professional and competent manner, and that he/she will meet all the obligations required of him in connection with those duties. Faculty Member further agrees that he/she will remain subject to the provisions of the Rhodes College Handbook until retirement. Faculty Member further agrees that if he/she dies prior to retirement or is terminated prior to retirement pursuant to said Handbook, this Agreement shall be null and void.

7. This Agreement is made and entered into in the State of Tennessee and shall in all respects be interpreted, enforced and governed under the laws of the State of Tennessee.

8. This Agreement is binding upon the parties' successors, heirs, assigns, servants, agents and representatives.

9. Should any of the provisions of this Agreement be declared or determined by any Court to be illegal or invalid, the validity of the remaining parts, terms or provisions shall not be affected thereby and said illegal or invalid part, term or provision shall be deemed not to be a part of this Agreement.

10. This Agreement sets forth the entire Agreement between the parties hereto, and fully supersedes any and all prior agreements and understandings between the parties hereto pertaining to the subject matter hereof.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates
below written.

RHODES COLLEGE

By: _____

Title: _____

Date: _____

Date: _____

EXHIBIT A

ELIGIBLE FACULTY
(as of March 1, 1995)

Title	Age
Professor of Religious Studies	66
Professor of Music	66
Professor of Psychology	65
Professor of Mathematics	62
Professor of Spanish	62
Professor of Religious Studies	62
Professor of Chemistry	61
Professor of Chemistry	61
Professor of Business Admin	61
Professor of Economics	60
Professor of Biology	60
Professor of Religious Studies	59
Professor of Philosophy	59
Professor of Philosophy	58
Assoc Professor of Physics	58
Assoc Professor of Economics	58
Assoc Professor of Physics	56
Professor of German	56
Professor of History	55

EXHIBIT A

**INELIGIBLE FACULTY
(as of March 1, 1995)**

Title	Age
Assoc Professor of Education	58
Professor of Physics	56
Professor of Economics	56
Assoc Professor of Psychology	54
Assoc Professor of History	54
Assoc Professor of Music	54
Dist Professor of Internat'l Studies	54
Assoc Professor of Philosophy	53
Assoc Professor of Anthropology	52
Assoc Prof of Political Science	52
Assoc Prof of Theatre & Med Art	52
Assoc Professor of English	48
Professor of Chemistry	48
Professor of French	47
Assoc Professor of Biology	47
Professor of English	46
Assoc Professor of Anthropology	46
Assoc Professor of Psychology	46
Assoc Professor of Psychology	45
Professor of Political Science	45
Assoc Prof of Religious Studies	45
Assoc Professor of Biology	44
Assoc Professor of Biology	44
Professor of Political Science	44
Assoc Professor of Psychology	44
Assoc Professor of English	42
Assoc Professor of Psychology	42
Prof English/Dean of Brit Studies	42
Assoc Prof of Business & Econ	42
Assoc Professor of Russian	42
Assoc Professor of History	41
Assoc Prof of Religious Studies	41
Assoc Professor of English	41
Assoc Professor of History	41
Assoc Prof of Religious Studies	40
Assoc Professor of Poli Science	40
Assoc Professor of French	40
Assoc Professor of English	39
Assoc Professor of Math	39
Assoc Prof of Intern Studies	38
Assoc Professor of Mathematics	36
Assoc Professor of Biology	35
Assoc Professor of Sociology	35
Assoc Professor of Music	35
Assoc Professor of Mathematics	34