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Minutes of the Meeting of Board of Trustees of Rhodes College October 24 and 25, 1991

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**MINUTES OF BOARD OF TRUSTEES
RHODES COLLEGE
October 24 and 25, 1991**

10-91-1 The regular meeting of the Board of Trustees of Rhodes College was held in the Edmund Orgill Room, S. DeWitt Clough Hall, on the campus, at 1:00 P.M., Thursday, October 24, 1991 pursuant to written notice. The meeting was called to order by the Chair, Dr. Winton M. Blount.

Dr. Blount asked for a moment of silence in thanksgiving for the life of Mr. Tom Davis who died on September 20, 1991. He asked that the Secretary extend the Board's sympathy to Mr. Davis family. Mr. Davis was a dear friend and a generous benefactor of the College.

The meeting was opened with prayer by Mr. James Prentiss.

10-91-2 The roll was called by the Secretary, Mr. Kenneth F. Clark, Jr. Members present were:

TRUSTEES

Dunbar Abston, '93
Robert W. Amis, '93
John A. Austin, '94
Edgar H. Bailey, '94
Jack A. Belz, '93
Winton M. Blount, '93
Bayard Boyle, Jr., '93
Robert H. Buckman, '94
Bland W. Cannon, '94
George E. Cates, '93
Kenneth F. Clark, Jr., '92
Charles P. Cobb, '93
John H. Crabtree, Jr., '93
Ted M. Henry, '92
Billy M. Hightower, '92
C. Stratton Hill, Jr., '93
Nancy Huggins, '94
Michael McDonnell, '93
William J. Michaelcheck, '92
Harry J. Phillips, Sr., '92
James H. Prentiss III, '93
S. Herbert Rhea, '92
Vicki G. Roman, '94
John C. Sites, '94
Willard R. Sparks, '94
Henry B. Strock, Jr., '92

James A. Thomas III, '94
John M. Wallace III, '93
David D. Watts, '92
Spence L. Wilson, '92
S. Ray Zbinden, '94

FACULTY TRUSTEES

Douglas W. Hatfield, '93

LIFE TRUSTEES

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

STUDENT TRUSTEES

Christopher N. Emanuel
G. Demetri Patikas
Julie E. Story

HONORARY TRUSTEES

Mertie W. Buckman
Frank M. Norfleet
Charles R. Sherman
Alvin Wunderlich, Jr.

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

PRESENT BY INVITATION

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

GUESTS

G. Douglass Alexander

The following Trustees were absent:

TRUSTEES

Marion S. Adams, Jr., '93
William H. Bryce, Jr., '92
W. L. Davis, '93
Henry Goodrich, '94
W. Neely Mallory, '94

Frank M. Mitchener, '94
L. Frank Moore, '92
K.C. Ptomey, Jr., '94
Joseph L. Roberts, Jr., '92
Ronald Terry, '92
Mary Elizabeth Walker, '92

LIFE TRUSTEES

Margaret Hyde
John W. Wade

FACULTY TRUSTEES

Robert L. Entzminger, '92
Marcus D. Pohlmann, '94

HONORARY TRUSTEES

Emily Alburty
E.A. Alburty

Edward Jappe
Morrie Moss
Harold F. Ohlendorf

Lorna Reimers
John B. Ricker, Jr.

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

10-91-3 Dr. Blount welcomed the following new members:

TRUSTEES:

Mr. John A. Austin, Jr., '52, former owner of Mid-South Woodcraft Co., Helena, Arkansas; currently personal investor, Memphis, Tennessee.

Mr. John C. Sites, '74, Executive Vice President and member of the Board of Directors of the Bear Stearns Companies, New York.

Mr. Willard R. Sparks, President and Chief Executive Officer, Sparks Commodities, Inc., Memphis, Tennessee.

Mr. John M. Wallace III, President, East Mecklenburg Corp; Managing Partner, J.M. Wallace Land Company, Charlotte, North Carolina.

and returning Trustees:

Mr. Robert H. Buckman, President, Chairman, and CEO of BuLab Holdings and Chairman of the Board and CEO of Buckman Laboratories International, Memphis, Tennessee.

Mr. W. Neely Mallory, President and CEO, Memphis Compress and Storage Co. and Alexander International, Memphis, Tennessee.

Mr. Frank M. Mitchener, Jr., President of Mitchener Gin, Inc., Mitchener Farms and Hoparka Plantation, Inc., Sumner, Mississippi.

FACULTY

Dr. Marcus D. Pohlmann, Chair, Political Science Department. Dr. Pohlmann is the only political scientist ever to teach in the Soviet Union as a Fullbright Senior Lecturer. He received his bachelor degree from Cornell College and his M.A., M.Phil, and Ph.D. from Columbia University.

STUDENTS

Mr. Christopher N. Emanuel, senior from Mobile, Alabama, majoring in biology. He is president of the Social Regulations Council and a Resident Assistant.

Ms. Julie E. Story, '92, from Spartanburg, South Carolina, majoring in physics. She is president of Panhellenic and serves as a Resident Assistant.

10-91-4 The Board approved as mailed the minutes of the Board of Trustees meeting held on April 18 and 19, 1991.

10-91-5 The Board ratified and approved as mailed the action in the minutes of the meeting of the Executive Committee held on June 18, 1991.

10-91-6 Vice President Harlow commented on the following:

- Rhodes is again in the country's top 50 National Liberal Arts Colleges
- Rhodes is again designated one of the top 5 "up and coming" liberal Arts Colleges

Admissions

Another banner year in creating Rhodes class of 1995

- Inquiries - all time high of nearly 20,000
- Applications - continue to increase, now over 2100
 - Accepted 67%
 - Enrolled 421 new students (379 first-year freshmen)
- Quality continues to improve
 - GPA 3.5-4.0 for 59% of class
 - SAT 1130-1290 mean of 1209

- "1st year students are awesome"
- Diversity continues to grow
 - 31 states; 7 countries
 - 11% of class are minority
 - 6% of class are Afro-Americans
- Recruiting - for next year - ahead of last year by 1500
 - 2nd year to Latin America; Associate Director of Admissions, T. Buscher there for 3 weeks.

Student Affairs

Associate Dean of Student Affairs - Karen Silian hit the deck running - dormitory life management improvements

Dr. Libby Robertson - requested and got federal grant for college-wide Wellness Program.

Judy Roaten - improved "Faces" more information; improved format
Orientation - very upbeat student body.

Development

- Relocated to upgraded working spaces in Dorothy King Hall, entire team together, more parking.

Academic Affairs

- instituted position of Assistant Dean to identify student with academically risky behavior and assist faculty advisors in helping students.

- each academic department has developed mission statements, educational goals and plans to assess progress toward the goals.

- new senior faculty member, Mike Nelson

- Seidman chair of Political Economy

 Spring 92 Sahota

 Fall 92 Tobin (Nobel Laureate)

Administrative Services

- Financial - ended 18th consecutive year in black

 - allocated a bit more than \$900K for R&R

- Physical Plant - more done than ever in recent memory

 - move into Buckman 68 new spaces

 - renovated 67 offices (6 buildings)

 - painted 29 offices (7 buildings)

 - new mail room

 - new bookstore (increased square footage by a multiple of 3)

 - new roofs on 6 major buildings

 - improved HVAC system in 5 buildings

 - landscaping, parking, sidewalks

 - many small projects completed

All in 72 working days

 - Summer conferences and meetings

All coordinated by Allen Boone and Brian Foshee

10-91-7 President Daughdrill asked Mr. Bill Berg to distribute the College's "Plan for Excellence".

Mr. Berg said that the original "Plan for Excellence" was developed in 1978, but we still refer to it as a draft because it will never appear in final form. It is designed to be continuously updated so that it always represents the very latest in our plans for the future of Rhodes. One of the highlights of the "Plan for Excellence" is the campus-wide involvement in the planning process. Every unit on campus from the English department to housekeeping to the finance office developed a mission statement and a series of goals supporting the fulfillment of that mission. Divisional plans were discussed at a staff development retreat for the entire Rhodes staff in March and then developed into goal statements by the deans of each division. There was a brainstorming session with a group of faculty and administrators to compile a list

of external factors that might affect the plans for the College. A joint faculty/administrative committee oversaw many phases of the planning process, including the development of the educational goals in each of the academic departments. Another hallmark was the development of assessments in every department and division. These assessments will allow us in very specific terms to monitor our progress toward the accomplishment of the College's goals.

The Executive Vice President has asked each member of the Cabinet to be prepared in January to make a report on their progress in their areas of responsibility, making reference to the assessments listed in the "Plan for Excellence." At the end of the academic year each department's annual report will include a section on assessment, again referring back to the assessment measures the departments propose. Even the best of plans, though, remain ineffective unless they are clearly linked to the budgeting process. This fall when budget worksheets went to each department for the 1992-93 budget it was made clear that any request for funding above the level of the current budget must be tied directly to a goal described in the "Plan for Excellence." This will insure that if the budget is going to grow, it will grow in ways that support the mission and the goals of the College.

He said that we have three college-wide goals which follow directly from our Mission Statement. Each division of the College examines these college-wide goals and comes up with divisional goals based on the division's role and responsibilities. Divisional goals must be of medium range, one to three years, must relate to the mission statement and college-wide goals and must yield measurable results. These goals are followed by the assessments just described which respond to the question "How well are we accomplishing what we seek to accomplish?" Many of the assessments that have been proposed by academic departments will allow us to respond in some very creative ways to the goal of Trustee Work Group 5, which was, "To focus on student outcomes." We hope that by sharing the "Plan for Excellence" with you, you will have a better idea of the importance of planning in everything we do at Rhodes.

10-91-8 President Daughdrill asked Mr. Loyd Templeton, the coordinator of the development of the College's new audio visual, to introduce the film.

The audio visual was very well received.

10-91-9 Dr Blount gave the following report on the 150th anniversary campaign.

"You recall that the Board voted for a comprehensive campaign -- one that includes outright gifts, payable during the course of the campaign, for four high-priority capital projects:

To provide a global perspective	\$ 6,800,000
To strengthen and support the faculty	8,900,000
To provide a Campus Life Center	17,400,000
To improve student services	2,900,000

The campaign seeks other types of commitments as well: annual fund gifts, estate-plan gifts, and gifts restricted by the donor. And we voted to launch the campaign publicly when we have pledges for outright gifts totalling at least \$20,000,000 toward the capital projects.

"I can't stress enough how important this campaign and these projects are. Just building on our own past record is not enough. Our targets are moving targets. If we don't improve at a faster pace than other liberal arts colleges in this country, then we're falling behind.

"This is the campaign of the decade of the 90's for Rhodes College, one that calls for real sacrificial giving, and I believe Rhodes deserves nothing less. In this campaign we are asking everyone, including each person in this room, to make a sacrificial, maximum gift to Rhodes. In some cases it will be the gift of a lifetime, and in others the gift for the decade.

"We are asking you to consider a comprehensive gift: a capital gift payable during the campaign, your pledge for the annual fund over this same period, and an estate plan gift, all at

the same time -- that's a comprehensive gift. This is what the Trustees told us that they wanted, and this is what we plan to ask everyone to do.

"One thing challenges us in a big way. We don't have a Walter Bellingrath, whose gift added \$22 million to the previous campaign. A number of gifts in the \$1 million to \$3 million range are needed to accomplish the goals we've set for the Campus Life Center and other projects. I'm hoping that a good number of those gifts will come from the Board.

"Before we launch the campaign publicly we are first going to the Board and to others close to the College. They -- you -- will not only determine what our publicly-announced goals will be; you will set the pace for all other constituents of the College.

"I want to add a personal word about giving. The joy of having made a gift and seeing it benefit others during your lifetime cannot be excelled. It would be hard to describe the joy that Mertie Buckman has when she rides down North Parkway and sees Buckman Hall, the signature building for this campus. Or, consider Bob Buckman's contributions to this campus, his endowed professorships, his other endowments for the library and a speaker series. You look across the campus and you see these funds working. And what a pleasure it gives you.

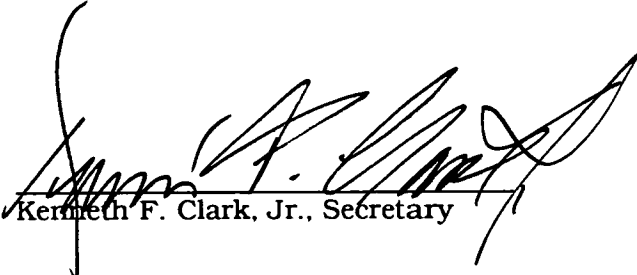
"Carolyn and I have also had the opportunity of experiencing this joy of giving. We gave \$21 million to build the Carolyn Blount Theatre in Montgomery. And then we built a museum in the cultural park near the theatre. Every day we enjoy seeing and experiencing what we gave.

"I say to my friends as often as I can, "Don't put your gift in your will. You don't know anything about what happens after you're gone and can't control it. Do it now, enjoy it, and experience that joy of giving."

"If we do that, all of us, we'll make this campaign a success beyond our greatest expectations. And we'll leave Rhodes a better place than when we started."

Dr. Blount said that he and Mrs. Blount were looking forward to hosting the trustees, along with other College friends, that evening at 7:30 at the Memphis Country Club.

10-91-10 The Board adjourned to committee meetings at 2:00 P.M.


Kenneth F. Clark, Jr., Secretary

Friday, October 25, 1991

10-91-11 The Board of Trustees resumed its meeting on Friday, October 25, 1991 at 9:00 A.M. in the Edmund Orgill Room on campus.

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

The meeting was opened with prayer by Dr. Henry Strock .

Secretary Clark called the roll. Members present were:

TRUSTEES

Dunbar Abston, '93
Robert W. Amis, '93
John A. Austin, '94
Edgar H. Bailey, '94
Bayard Boyle, Jr., '93
Robert H. Buckman, '94
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John H. Crabtree, Jr., '93
W. L. Davis, '93
Ted M. Henry, '92
C. Stratton Hill, Jr., '93
Nancy Huggins, '94
Michael McDonnell, '93
William J. Michaelcheck, '92
James H. Prentiss III, '93
S. Herbert Rhea, '92
Vicki G. Roman, '94
John C. Sites, '94
Henry B. Strock, Jr., '92
John M. Wallace III, '93
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Demetri Patikas
Julie E. Story

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Mertie W. Buckman
Frank M. Norfleet
Charles R. Sherman
Alvin Wunderlich, Jr.

EX OFFICIO MEMBER

James H. Daughdrill, Jr.

PRESENT BY INVITATION

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

The following Trustees were absent:

TRUSTEES

Marion S. Adams, Jr., '93
Jack A. Belz, '93
Winton M. Blount, '93
William H. Bryce, Jr., '92
Bland W. Cannon, '94
George E. Cates, '93
Henry Goodrich, '94
Billy M. Hightower, '92
W. Neely Mallory, '94
Frank M. Mitchener, '94
L. Frank Moore, '92
Harry J. Phillips, Sr., '92

K.C. Ptomey, Jr., '94
Joseph L. Roberts, Jr., '92
Willard R. Sparks, '94
James A. Thomas III, '94
Spence L. Wilson, '92
Ronald Terry, '92
Mary Elizabeth Walker, '92

LIFE TRUSTEES

Margaret Hyde
W. C. Rasberry
John W. Wade

FACULTY TRUSTEES

Robert L. Entzminger, '92

HONORARY TRUSTEES

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

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

10-91-12 REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP -

Mr. Charles Cobb, Acting Chair (Exhibit B, p.11)

Mr. Cobb stated that prospective Trustee candidates were discussed and that a slate would be presented to the Board at the January Meeting.

The Board approved the following three candidates for Honorary Trusteeship:

Mr. William S. Craddock, '40, Chairman, Collier-Craddock Insurance Company;

Mrs. Frances Tigrett, long time friend and benefactor of Rhodes;

Mrs. Nettie Schilling, longtime friend and benefactor of Rhodes.

Mr. Cobb stated that the Committee on Board Directions and Leadership recommends that the Statement of Policies and Procedures in Regard to Faculty be approved with one sentence being amended as follows:

From:

A. The Search Committee. The search is normally carried out by a search committee. The President appoints search committees that the President thinks appropriate.

To:

A. The Search Committee. The search is normally carried out by a search committee. The President appoints search committees after consultation with the Dean of Academic Affairs and the Executive Vice President.

The Board approved the "Statement of Policies and Procedures in Regard to Faculty" as amended. (Exhibit C, pgs.12-30)

10-91-13 REPORT OF THE COMMITTEE ON STUDENTS AND CAMPUS LIFE- Mr. Kenneth F. Clark, Jr., Chair. (Exhibit D, pgs.31-32)

Committee report received.

10-91-14 REPORT OF THE COMMITTEE ON DEVELOPMENT - Mr. David D. Watts, Chair. (Exhibit E, pgs.33-34)

Committee report received.

Mr. Watts reported that Mr. Robert Buckman had made a special announcement to the Campaign Steering Committee, and he asked Mr. Buckman to repeat the announcement to the full Board:

"Joyce and I have been involved with Rhodes College since the day of our marriage in Halliburton Tower to the present, and our family has been for many, many years.

"Our commitment is based on our belief that Rhodes students need to be comfortable with the world community that is before us. They will be our representatives on the world scene and many will be future leaders. We believe it is very important to encourage them to think and act and function on this scene.

"In view of this, Joyce and I are prepared to add one dollar for every three dollars that is raised toward the Global Perspective project, up to a total of \$7.5 million raised from other sources. This would make a total of \$10 million to be available for this project."

Mr. Cobb stated that on behalf of the Board he would like to commend the Buckmans not only for their giving, but for their leadership and their vision. He said, "We do appreciate you!"

The Board adopted the following resolution:

RESOLVED That on behalf of all constituents of the College the Board of Trustees accept the challenge made by Mr. and Mrs. Robert H. Buckman and that the Board express gratitude to them for their generosity and foresight .

Mr. Watts discussed Charitable Remainder Trusts

10-91-15 REPORT OF THE COMMITTEE ON ENROLLMENT - Ms. Nancy Huggins, Chair. (Exhibit F, pgs.35-36)

Committee report received.

10-91-16 REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. Dunbar Abston, Chair. (Exhibit G, pgs.37-48)

Committee report received.

10-91-17 REPORT OF THE COMMITTEE ON FINANCE - Mr. S. Herbert Rhea reported for Chair . (Exhibit H, pgs.49-54)

Committee report received.

10-91-18 REPORT OF THE COMMITTEE ON INVESTMENTS - Mr. Michael McDonnell, Chair.

Mr. McDonnell reported that the dates of this meeting are too close to the end of the third quarter for the committee to have a full report for the Board. However, the endowment increased 5 1/2 % during the third quarter, which annualizes from 22 to 23% increase. It now stands at approximately \$88 million. This is accomplished with approximately 40% held in fixed income and 15 % of the equity portion being managed by AmSouth Bank for the Bellingrath-Morse Foundation. The Investment Committee will be coming forward in January with statistics to demonstrate the relative growth of funds going into Rhodes endowment that the Board should be aware of.

Mr. McDonnell further stated that arguably the single most important measurement of the College's vitality to outsiders is the growth of its endowment. The Investment Committee hopes to have at the January meeting a demonstration which they may, of course, have to refine over a period of time, to show the tracking of funds received by the College and how much actually goes into endowment. The report should demonstrate what the results of any capital campaign really are in terms of immediate help to the College and particularly endowment."

10-91-19 REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chair. (Exhibit J, p.55)

Committee report received.

10-91-20 REPORT OF THE AUDIT COMMITTEE - Dr. L. Palmer Brown, Chair (Exhibit K, p.56)

Committee report received.

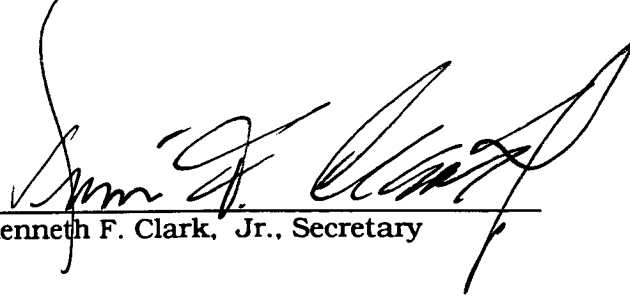
The Board approved the following resolution:

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

reasons in a letter to the Board Chair which would make it easier to address. He recommended that the Committee on Board Directions and Leadership look into the matter and report back to the Board at the January meeting.

10-91-22 Degrees conferred on May 12, 1991 and August 15, 1991 (Exhibit L, pgs.57-62) (See action of Board 79-4-12)

The meeting went into executive session immediately following break at approximately 11:00 a.m.



Kenneth F. Clark, Jr., Secretary

BOARD OF TRUSTEES COMMITTEES FOR 1991-92

Board Dir. & L'ship

*Henry Goodrich, Ch.
 *Winton M. Blount
 *Robert H. Buckman
 J. Bayard Boyle, Jr.
 *Charles P. Cobb
 *Frank M. Mitchener, Jr.

L. Palmer Brown
 Robert D. McCallum

Faculty Member

*Ben W. Bolch

Student Member

Staff(Non-Voting)

Loyd C. Templeton,
 Helen W. Norman

Buildings & Grounds

*Edgar H. Bailey, Ch.
 John A. Austin, Jr.
 George E. Cates
 Mary Elizabeth Walker
 John M. Wallace III

Mertie W. Buckman
 Edward Jappe
 Lorna A. Reimers

David Y. Jeter

#Julie Elizabeth Story

Brian E. Foshee
 William D. Berg

Development

*David D. Watts, Ch.
 Jack A. Belz
 Bland W. Cannon
 William J. Michaelcheck
 Harry J. Phillips, Sr.
 James A. Thomas, III

Margaret R. Hyde
 Frank M. Norfleet
 P.K. Seidman
 Alvin Wunderlich, Jr.

Robert M. MacQueen

#G. Demetri Patikas

Donald J. Lineback
 Paula S. Jacobson

Enrollment

*Nancy J. Huggins, Ch.
 Marion S. Adams, Jr.
 Ted M. Henry
 L. Frank Moore
 K. C. Ptomey

William C. Rasberry
 John B. Ricker, Jr.

#Robert L. Entzminger

#Christopher N. Emanuel

David J. Wottle
 Sally P. Thomason

Fac. & Educ. Program

*Dunbar Abston, Jr., Ch.
 John H. Crabtree, Jr.
 Billy M. Hightower
 C. Stratton Hill, Jr.
 *W. Neely Mallory
 S. Ray Zbinden

Paul T. Jones
 Harold F. Ohlendorf

#Douglas W. Hatfield

Scott B. Peatross

Harmon C. Dunatha
 Marshall E. McMaha

Finance

*Spence L. Wilson, Ch.
 Robert W. Amis
 Michael McDonnell
 James H. Prentiss
 *S. Herbert Rhea
 John C. Sites

Morrie A. Moss
 Charles R. Sherman

John M. Planchon

William H. Jordan

J. Allen Boone
 N.P. McWhirter

Stu. & Campus Life

*Kenneth F. Clark, Jr., Ch.
 William H. Bryce, Jr.
 W. L. Davis, Jr.
 Joseph L. Roberts, Jr.
 Vicki G. Roman
 Willard R. Sparks
 Henry Strock, Jr.
 Ronald Terry

E. A. Alburty
 Emily Alburty

#Marcus D. Pohlmann

C. Annette DuBard

Thomas C. Shandley
 Karen A. Silien

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.
 Edgar H. Bailey

George E. Cates
 P.K. Seidman

Rebecca Sue Legge

N.P. McWhirter

* Winton M. Blount, ex officio, all committees
 * Executive Committee Member
 #Elected by Faculty or Students

*James H. Daughdrill, Jr., ex officio, all committees
 David Harlow, ex officio, all Committees
 (Revised 8/12/91)

REPORT OF THE COMMITTEE ON BOARD DIRECTIONS AND LEADERSHIP- Mr. Charles Cobb,
Acting Chair - October 25, 1991

The meeting was called to order in the Orgill Room at 2:05 P.M.

Members present were: Winton M. Blount, J. Bayard Boyle, Robert H. Buckman, Charles P. Cobb, L. Palmer Brown, Robert D. McCallum, President James H. Daughdrill, Jr., Prof. Ben W. Bolch.

Staff members present: David Harlow, Loyd C. Templeton, Jr., Helen W. Norman, Josephine B. Hall

Absent Members: Henry Goodrich and Frank M. Mitchener, Jr.

The committee considered and discussed prospective Trustee candidates and will present a slate of nominees for election to the Board at the January meeting.

The Committee approved and recommends to the Board that the following be invited to become Honorary Trustees of the Board:

**Mr. William S. Craddock, '40, Chairman, Collier-Craddock Insurance Company;
Mrs. Nettie Schilling, longtime friend and benefactor of Rhodes
Mrs. Frances Tigrett, longtime friend and benefactor of Rhodes**

The Committee discussed the nominees for honorary degrees and selected a slate of four. President Daughdrill will contact the nominees and will report to the Committee at the January meeting.

The Committee moved and seconded that the "Statement of Policies and Procedures in Regard to Faculty" be approved and recommended to the Board with one sentence being amended as follows:

From:

A. The Search Committee. The search is normally carried out by a search committee. The President appoints search committees that the President thinks appropriate.

To:

A. The Search Committee. The search is normally carried out by a search committee. The President appoints search committees after consultation with the Dean of Academic Affairs and the Executive Vice President.

There being no further business, the meeting adjourned at 3:10 P.M. to tour the newly renovated Thomas W. Briggs Student Center and then to attend the Buckman Hall Dedication ceremonies.

October 25, 1991

STATEMENT OF POLICIES AND PROCEDURES IN REGARD TO FACULTY

I. Academic Governance

Appropriate sections of Articles VII and VIII of the By-Laws of the Board of Trustees of Rhodes College also govern the academic program of the College.

The Statement of Policies and Procedures in Regard to Faculty may be amended at a stated meeting of the Board of Trustees by a majority of its voting members. However, as provided in the by-laws, at least sixty (60) days notice must be given to the faculty of proposed changes, during which period the faculty shall have opportunity to express its views to the Board. No action that would rescind the College's obligations to faculty under contract can become effective until the end of the service year of the faculty contracts currently in force.

Other Procedures. The faculty has adopted other more detailed procedures for carrying out its business and formulating its recommendations. These must be consistent with the letter and spirit of this Statement of Policies and Procedures in Regard to Faculty.

II. Faculty Organization

A. Membership. The President of the College, the Executive Vice President, the Dean and Associate Dean of Academic Affairs and all full-time officers of instruction are members of the faculty of Rhodes College. A part-time officer of instruction who has been appointed at one half time or more for at least three years may, at his or her request, be extended the privileges and responsibilities of a member of the faculty. The service responsibilities of such members of the faculty will be in rough proportion to the fraction of full-time that they serve.

The designation, officer of instruction, includes all persons within the institution appointed with academic rank except instructors in physical education and certain instructors in applied music. The ranks are:

Instructor, Assistant Professor, Associate Professor and Professor and any of these named ranks when modified by the terms -- Adjunct, Visiting, Distinguished, or Distinguished Service.

B. Responsibilities. Articles VII and VIII of the College by-laws describe the responsibilities of the faculty in academic matters.

The faculty's concern extends to areas beyond the strictly academic, as they are concerned with the whole of student and community life. Thus it is proper for faculty, individually and collectively, to express their views and give advice privately to the Dean of Academic Affairs, the Executive Vice President, and other administrative officers on non-academic matters.

In general the faculty and the Dean of Academic Affairs will take care to inform each other of policy discussions in a timely way so that appropriate advice can be given before action is taken.

C. Meetings. The faculty shall meet monthly during the academic year to carry out its business. Normally these meetings will be held on the second Wednesday of the month at 4:00 p.m. but can be shifted by vote of the faculty.

There are in addition four meetings of the faculty each year which are designated formal academic occasions. These are:

1. The Opening (Founders) Convocation in the fall
2. The Honors Convocation in the spring
3. The Baccalaureate Service
4. The Commencement Ceremony

Additional Special Convocations may be called by the President. Attendance and academic regalia are required at each of these formal academic occasions.

The faculty may be called into special session by the President or upon the request of one-fourth of the members of the faculty. Special sessions of the faculty shall be designated "for discussion" or "for action". In special sessions for action all of the rules and procedures of this "Statement of Policies and Procedures in Regard to Faculty" apply.

Members of the faculty are required to attend regular and special meetings of the faculty and faculty retreats unless excused by the Dean of Academic Affairs.

The President of the College normally presides at meetings of the faculty. In the absence of the President, the Executive Vice President shall preside; in the absence of these two officers, the Dean of Academic Affairs or Associate Dean of Academic Affairs shall preside; in the absence of these officers, the senior professor present shall preside. The President may turn the meeting over to the Executive Vice President, Dean, or Associate Dean for some portion of the agenda.

The faculty shall elect such officers as it deems necessary to carry out its responsibilities. The Faculty Secretary is elected for a one year term, and is responsible for keeping the minutes of faculty meetings and such other records as the faculty determines. A Faculty Parliamentarian is elected for a one year term. In addition, three Faculty Marshals are appointed by the President.

More detailed rules and procedures concerning the faculty meeting are given in Appendix A.

D. Committees. The faculty shall have the authority to establish any standing committees it deems necessary to meet its responsibilities. Such committees derive their powers and responsibilities from the faculty and their actions are subject to faculty review and possible veto.

Though established by the faculty and subject to it, such standing committees include student and administrative members when appropriate to the committee's area of concern. The President, the Executive Vice President, and the Dean of Academic Affairs shall be members, ex-officio, of all standing committees, unless the faculty action in constituting the committee explicitly excludes these members.

III. Recruiting And Appointment Of New Faculty

Appointments to the Rhodes faculty are made by the Board of Trustees on the recommendation of the President of the College. Responsibility for the formulation of recommendations in these matters is delegated to the faculty as described in the College By-laws, Article VII, Section 1 and Article VIII, Section 2. Successful candidates will combine intellectual excellence with a strong commitment to the liberal arts and to Rhodes' mission.

The allocation of all full-time faculty positions among the various departments shall be made by the President after receipt of a recommendation from the Dean of Academic Affairs and the Executive Vice President. The Executive Vice President's recommendations are informed by recommendations from the Dean of Academic Affairs formulated in consultation with the Faculty Executive Committee, and, where appropriate, with departmental chairs. The recommendations will define the educational qualifications and experience required of candidates for the position, the rank(s) at which the appointment can be made, and the approximate level of remuneration.

A. The Search Committee. The search is normally carried out by a search committee. The President appoints search committees after consultation with the Dean of Academic Affairs and the Executive Vice President.

B. The Search Process. The appointment of excellent candidates to on-going faculty positions requires that the search be carried out in a timely way with special efforts made to attract a large, well-qualified pool of applicants. Announcements describing the position should be written to attract the broadest possible group of applicants whose preparation is consistent with the requirements of the position. When doubts exist about the adequacy of the applicant pool or the excellence of the best candidates, the search should be reopened or continued in the next academic year.

In conducting the search, the following steps will normally be followed:

1. The position will be announced in appropriate disciplinary publications with broad national circulation.
2. Clear expectations about the adequacy of the applicant pool should be defined before the search begins. If the pool is inadequate, the search should be re-opened or continued before narrowing down the pool.
3. Those responsible for the search process must be certain that the search meets the College's definitions of affirmative action and equal opportunity employment.
4. Promising candidates will be interviewed at national meetings when possible.
5. Normally three candidates are invited to visit the campus.
6. Campus visits will include interviews with department members, students (preferably majors) and appropriate administrators.
7. The candidate will make a public presentation open to any faculty member or student. When possible the candidate should also make a classroom presentation.
8. Following consultation with those who interviewed the candidates, the Chair of the Search Committee will make the Committee's recommendations to the Dean of Academic Affairs. The Dean of Academic

Affairs will make a recommendation to the Executive Vice President and to the President. The President must approve the official offer of appointment before it can be made.

C. Faculty Appointments. New officers of instruction holding an earned doctorate will be appointed to the rank of assistant professor unless prior teaching experience and scholarly production justify appointment at a higher level. Confirmation of all new faculty members' credentials will be obtained in writing by the Dean of Academic Affairs before the beginning of the new faculty member's appointment. New officers of instruction who do not hold the doctorate will normally be appointed to the rank, instructor. Promotion to assistant professor is made immediately upon completion of the appropriate terminal degree.

In certain disciplines a terminal degree other than the doctorate is considered appropriate for appointment to a professorial rank. In rare cases, other kinds of professional certification or outstanding accomplishments may provide the rationale for professorial rank.

New full-time appointments to the faculty are designated tenure track or non-tenure track and are given term or probationary contracts as described in IV. Faculty Contracts. On rare occasions a new appointment of an experienced faculty member can be made with tenure if approved by the Board of Trustees.

Part-time appointments to the faculty are always made on term contract and cannot lead to tenure.

Certain faculty appointments may be designated visiting, adjunct, distinguished, or distinguished service as appropriate. In each case the appointment is made on a term contract:

Visiting - a full-time but temporary appointment of an academic who plans to return to a position elsewhere.

Adjunct - usually a part-time appointment of a professional who is maintaining another professional career while teaching at Rhodes. There is no expectation of tenure.

Distinguished - usually applied to a particularly accomplished senior visiting professor.

Distinguished Service - a non-tenure track appointment usually made in recognition of long service and outstanding accomplishments.

In departments in which special funds provide for named chairs, additional recognition of distinguished professional accomplishment may be given by naming officers of instruction to such chairs. The President, with advice from the Dean of Academic Affairs and the Executive Vice President, will designate faculty members to occupy named chairs.

The rank emeritus or emerita professor may be granted to faculty at or after retirement by the President in order to recognize years of distinguished service.

IV. Faculty Contracts

A. Types of Contracts. At the time of initial appointment, and, for continuing faculty on or about March 1 of each year, each officer of instruction will be provided with a written contract of employment for the following academic session. This document will specify rank and salary, the nature of the contract and any special terms and conditions of employment.

Rhodes has three types of contracts with officers of instruction. They are:

1. Term Contract. This type of contract is made on an annual basis, or on an academic term basis, or on a contingent basis (for example, contingent upon a sufficient number of students enrolling for a proposed course). Beyond the limits set in the document, there is no assumption of further employment. All part-time and non-tenure track officers of instruction receive term contracts. Officers of instruction on term contracts and Distinguished Service professors may serve for more than seven years without the granting of tenure.

2. Probationary Contract. This type of contract is made on an annual basis and is a tenure-track appointment in a particular department. An officer of instruction may not work more than seven years under such contracts, and those full-time officers of instruction who do not have the Ph.D. or appropriate terminal degree may not work for more than two years under such contracts. (Exceptions can be made in rare cases, which the President should be prepared to defend before the Board of Trustees.) The College is under no obligation to renew probationary appointments nor does it guarantee that a tenurable position will be available at the time a probationary faculty member is considered for tenure. (See Section X, Non-Reappointment.)

3. Contract With Tenure. Appointments with tenure are made in a particular department. Faculty holding tenure receive a contract each year which reflects changes in rank, salary, special terms, or in the

provisions of "The Statement of Policies and Procedures in Regard to Faculty." Tenure contracts can be abrogated in circumstances described in Section XII.

B. Faculty Salary. Rhodes does not follow a binding formula either in negotiating initial salaries or in granting increments.

Salary recommendations are formulated by the Dean of Academic Affairs in consultation with department chairs and made to the Executive Vice President, thence to the President. Salary increments awarded by the President are reflected in each year's contract letters. Salary adjustments may be made to recognize merit, as part of a general salary increase, to remove inequities, or to recognize promotion in rank. The Dean of Academic Affairs shall offer any faculty member who requests it an explanation of the basis on which his or her salary increment, or lack of it, was determined.

Remuneration of part-time faculty will generally be determined by a flexible formula based on the number of three-hour courses or equivalents being taught. As full-time faculty remuneration rises, the normal rate for teaching a three-hour course on a part-time basis should also rise.

Ordinarily, salary levels of tenured faculty members will not be individually reduced, except for cases described elsewhere herein. However, in the event of financial exigency, general reduction of salaries or the reduction of some but not all salaries may be necessary.

C. Merit Salary Increments. Annual evaluation of each continuing faculty member may lead to a salary increment that recognizes teaching, scholarship and/or service of special merit. The evaluation system described in Section VII recognizes five levels of performance. In general, consideration for a merit increase will require a minimum ranking of "fine, competent performance" in all these areas. (A discussion of these ratings is given in Section VII.)

The relative weight assigned each area is 40% for teaching, 35% for scholarship and other professional work, 25% for service.

D. Fringe Benefits. The College provides a retirement plan to which both the faculty member and the College contribute. A faculty member's equity in this plan is fully vested in the faculty member. Other benefits such as medical, life and disability insurance, and tuition benefits are established by the Board of Trustees on the recommendation of the President. (See section VII of the College Handbook for a description of current benefits.)

E. Salary Retrenchment. If there is a significant unfavorable deviation from the annual budget of the College in any given year, as determined by the President, the President may announce a state of retrenchment and initiate a new budgeting process to produce a balanced budget. The new budget will go through all the steps of the regular annual budget building process to allow adequate opportunity for input from all segments of the College community. Under such circumstances, a general reduction of salaries or the reduction of some but not all salaries may be necessary.

V. Professional Duties And Responsibilities

A. Professional Ethics. Every officer of instruction shall support the integrity, good reputation, general welfare, and stated purpose and mission of the College. Every officer of instruction will be expected to maintain the highest personal standards of character and conduct. Faculty members will abide by the Honor Code with regard to reporting to the Honor Council cases of student plagiarism, cheating, and lying in official matters, and with regard to reporting to the Honor Council cases of failure by other students to report such matters.

Faculty members will abide by the highest standards of integrity in their own duties and responsibilities.

B. Faculty Responsibilities. The service year for faculty is defined as the period from the first faculty meeting before the opening of the fall semester through commencement the following Spring. During this period members of the faculty will be on campus for a substantial part of each class day. When professional or personal affairs require that a faculty member be away from campus for 1-5 class days, the department chair and the Dean of Academic Affairs must be notified and must approve the absence. For longer absences the approval of the Executive Vice President must also be obtained. In general, full time faculty members teach three three-hour courses or their equivalent each semester.

Officers of instruction contribute in many other ways to the education of their students, to the welfare of their department and programs, and to the general welfare of the College. Some of these are:

1. Leading directed inquiries, conducting tutorials and independent study projects, and supervising honors projects.

2. Keeping adequate office hours.
3. Advising students - both general academic advising and the advising of majors.
4. Helping to maintain a vital curriculum by revision of existing courses and inauguration of new courses.
5. Aiding students who seek admission to professional and graduate schools through advice and preparation of letters of reference.
6. Carrying a fair share of the administrative work of departments, the faculty, and the College.
7. Attending all faculty meetings and convocations.
8. Maintaining and building library and other academic resources.
9. Maintaining an active, involved professional life including scholarly work or artistic production.

Part-time officers of instruction are appointed for the teaching of a designated number of courses. Except for such contact with students outside of class time as needed for effective teaching, a part time position does not carry the other obligations that are normal to full time positions. However, part time faculty who are extended faculty membership assume these duties in proportion to the fraction of full time that they teach. (See Section II A.)

An officer of instruction shall not substitute nor appoint anyone to perform his or her College duties without the approval, in each case, of the Dean of Academic Affairs.

An officer of instruction, in accepting an appointment from the College, thereby agrees to conform to all regulations adopted by the faculty, by the President, and by the Board of Trustees.

C. Professional Growth. As an important corollary to the evaluation system, faculty members each year make plans for professional growth as teachers and scholars. These plans, formulated with the department chair and, where appropriate, the Dean of Academic Affairs, should make use of both College supported and outside professional development activities.

When, as the result of annual evaluation, a faculty member is found to have serious deficiencies, a more formal plan for improvement will be developed with the help of the department chair and the Dean of Academic Affairs. The plan shall list the improvements to be made, and over what time period. It will indicate how improvements are to be assessed and the consequences of failure to improve. If a plan cannot be agreed upon, the views of the faculty member, the department chair and the Dean will be forwarded to the Executive Vice President for final decision.

At the end of each calendar year faculty members make a formal report to the Dean of Academic Affairs concerning scholarly publications and other professional activities. This report should include an updated curriculum vitae.

D. Outside Employment. Faculty who wish to accept outside employment during the academic year must make a written request to the Dean of Academic Affairs for approval by the Executive Vice President. The Executive Vice President will grant permission for outside employment only when it will not interfere with College duties, will not create a conflict of interest for the faculty member's primary obligations to the College, and when it is consistent with Rhodes values and goals. In no case can the outside employment involve use of College materials or facilities, nor can the College's name be associated with such employment. Faculty granted permission for such employment will make an annual report to the Dean of Academic Affairs concerning its nature and extent.

E. Sexual Harassment Policy. Rhodes College prohibits and will not tolerate sexual harassment. Sexual harassment is reprehensible. It violates the personal rights, growth and integrity of the victim. It is especially damaging when it involves exploitation of the relationship between faculty members or administrators on the one hand and students on the other or between superiors and subordinates of any kind. When the authority and power inherent in such relationships is abused, there is damage not only to individual victims but also to the educational climate of the College. Individuals in positions of authority should be sensitive to whether consent can be chosen as freely as it may seem, and to the conflicts of interest that are inherent in personal relationships where professional and educational relationships are also involved.

(See the College's Sexual Harassment Policy in Section VI of The College Handbook.)

VI. Academic Freedom And Responsibility

The free search for truth and its free exposition are at the heart of a Rhodes education. Academic freedom protects this process by granting faculty members freedom of inquiry and expression while defining the special responsibilities that accompany them.

Officers of instruction shall have the freedom to determine, consistent with each course's description, the specific content of the courses they teach. They have the responsibility to avoid departing from their areas of competence or devoting time to material extraneous to the subject matter of the course.

Officers of instruction shall have full freedom in carrying out their research and in publication of the results, consistent with the performance of their other academic duties. Research or consulting for pecuniary return may be undertaken only with the approval of the Dean of Academic Affairs.

When officers of instruction speak or write as citizens or as members of a learned profession they shall be free of institutional restraints. While they may identify themselves as Rhodes faculty, they have the concurrent obligation to state that they are not speaking for the College. The public statements of officers of instruction should be accurate, and should show restraint and respect for the opinions of others.

VII. Performance Evaluation

The quality of education at Rhodes depends on excellent teaching in a liberal arts curriculum that is imaginative and evolving. Excellent teaching depends in turn on faculty who are broadly involved with their academic fields as active scholars and as confident exponents and interpreters of their disciplines.

The College also depends on faculty to exert broad academic leadership and to serve in the many roles necessary for faculty governance.

Thus, faculty are always evaluated in the three broad areas of teaching, scholarship and other professional work, and service, when being considered for salary adjustment, reappointment, tenure, or promotion.

A. Teaching. Effective teachers are committed to the intellectual development of their students. They encourage the growth of critical faculties and of analytic and synthetic abilities along with growth in knowledge. They are attentive to the progress of each of their students and encourage each to become seriously involved with the material of the course.

Effective teachers show enthusiasm for their subjects and imagination in presenting them. They have a confident relationship with their discipline that supports sound judgments about it. They demonstrate a command of their discipline by communicating it systematically and coherently and by making important connections between their discipline and others.

Effective teachers are demanding, set high standards, make their objectives clear, and are fair to and considerate of their students; they are open to constructive comment about their teaching and seek to improve their pedagogical skills.

B. Scholarship and Other Professional Work. Faculty teacher-scholars are expected to be active in four overlapping areas of professional work. The first area includes activities undertaken in order to maintain currency in those fields closest to a faculty member's teaching and research interests. The second is work aimed at expanding the range of a faculty member's expertise. The third kind of professional work consists of general considerations of pedagogical or curricular issues. The fourth, original scholarship, research, or artistic production necessarily involves work that is made public by performance or publication. This represents the most ambitious work of which a faculty member is capable.

C. Service. Members of the faculty are expected to serve Rhodes in many ways that go beyond formal teaching duties and professional work. Careful attention to academic advising is the most important of these duties. The College also depends on faculty to meet their governance obligations by serving on committees and by carrying out other departmental and faculty functions. Supporting the intellectual life of the College through organizing and participating in events - guest lectures, symposia, workshops, etc. - is also an essential role for each member of the faculty. In addition, members of the faculty will from time to time be asked to serve on ad hoc administrative committees or to accept special assignments for the College. Finally, the College values the service rendered by faculty members who apply their professional skills to benefit the larger community.

D. Annual Evaluations. Each year the Dean of Academic Affairs reviews the performance of every member of the faculty. The review is informed by student course evaluations, a self-evaluation, the evaluation of the department chair and by the faculty member's record of professional work and service. An evaluation in each of the three areas -- 1. Teaching, 2. Scholarship and Other Professional Work, and 3. Service -- is made and the result expressed in terms of one of five levels:

5 - Truly outstanding performance. Performance that consistently far exceeds the expected level in all areas and is clearly exceptional. This is the highest level of performance, and it is rarely achieved.

4 - Unusually effective performance. Performance that consistently exceeds the normal requirements and expectations in all major job areas. Performance at this level is unusual and markedly exceeds the fine, competent performance level.

3 - Fine, competent performance. Performance that consistently meets, and sometimes exceeds, the normal requirements and expectations of the position. Most experienced faculty members' performance would fall in this category.

2 - Needs some improvement. Performance that usually meets the normal requirements in most areas. Performance at this level requires some improvement in order to be considered acceptable.

1 - Needs much improvement. Overall performance is unsatisfactory in meeting the requirements and expectations of the position. Substantial improvement is required to perform satisfactorily.

Student Evaluations that insure anonymity (including handwriting anonymity) to the evaluator and provide quantifiable ratings shall be employed. Other types of student evaluations may be used as well. Evaluation by students is achieved in two ways. Near the end of a course, a nationally recognized evaluation instrument, approved by the faculty, the Dean of Academic Affairs, the Executive Vice President and the President, is administered so that comparisons of an individual's results may be made to both College and national norms. A second evaluation instrument may be used to include items specific to the department, the course, or faculty member.

Each semester student evaluations are carried out in all courses taught by probationary faculty and in at least one of the courses taught by each tenured or part-time officer of instruction. The latter courses are chosen by the Dean of Academic Affairs in such a way as to, over a period of time, represent the variety of courses taught by each tenured or part time officer of instruction.

Faculty members receive the full results of student evaluations.

Evaluations by Department Chair will be shared with the faculty member and any difference between the chair's evaluation and the faculty member's self-evaluation discussed. Likewise, where the evaluation of the Dean of Academic Affairs, or the Executive Vice President and the President differ from that of a chair, the Dean will discuss the difference with the chair before a final decision is made.

Self Evaluations. Each member of the faculty is expected to submit a self-evaluation of performance to the department chair in December each year.

Officers of instruction being considered for tenure or promotion are encouraged, though not required, to send a self-evaluation of performance to the Tenure and Promotions Committee.

Colleague Evaluations from within or beyond the Rhodes faculty may be requested at any time by the chair or the Dean of Academic Affairs but are required only in the process of preparing recommendations for tenure or promotion.

VIII. Standards For Reappointment, Tenure, And Promotion

These statements will give general guidance to those individuals and committees who are involved with reappointment, tenure, and promotion cases. As in all such judgments it is not possible or desirable to attempt to anticipate the particular balance of strengths and weaknesses that might lead to positive or to negative actions. Rather, these statements represent Rhodes' determination to apply high standards to these decisions - the most important decisions made by any college.

A. Reappointment. To be reappointed, first and second year probationary faculty should have demonstrated at least "fine, competent" teaching. At Rhodes a rating of "fine, competent performance" is normally consistent with student ratings in the 50th or 60th percentile of the national comparison group by discipline.

To be reappointed, first and second year probationary faculty should have established an agenda for professional work that will carry them beyond the focus of their Ph.D.

While only a small minority of first and second year probationary faculty will have had opportunities to build a record of broad community service, to be reappointed all should have demonstrated growing skills as academic advisors and should be ranked "fine, competent performance" or better as advisors.

Normally, probationary faculty will not be reappointed beyond the second year if they have not earned the appropriate terminal degree.

The reappointment decision in the third year involves a more detailed examination of all three areas. Growth as a teacher, some accomplished professional work, continued effectiveness as advisor and general participation in the life of the College should lead to unequivocal ratings of "fine, competent performance" in all three areas if reappointment is to be made in accordance with Section VII D of the Statement of Policies and Procedures in Regard to Faculty.

The emphasis in the third year review should be on demonstrated growth and on an assessment of potential with judgments made about the faculty member's likely success as a candidate for tenure. This is also a time to make preliminary judgment as to the College's needs in the faculty member's discipline. If the record in any area is problematic, the reappointment decision will normally be negative, leading to a terminal fourth year contract.

B. Tenure. If a probationary member of the faculty is to be considered for tenure, the Department Chair, the Dean of Academic Affairs, the Executive Vice President and the President must agree that there is a clear need for a permanent position in the area of the faculty member's expertise and teaching competence.

(NOTE: The ratings referred to in the next three paragraphs are described in more detail in Section VII D. -- Annual Evaluations.)

A successful candidate for tenure must be rated "unusually effective performance" as a teacher, with clear evidence from students and colleagues that the candidate's teaching is well above the average for the College during the first five years of their probationary period, either at Rhodes or elsewhere. At Rhodes a rating of "unusually effective performance" normally equates to the 70th to 80th decile of the national comparison group by discipline.

A successful candidate for tenure will have produced significant original work that has been made public in publications, exhibits or performances. The quality of this work must be rated "unusually effective" in scholarship and other professional work.

A successful candidate for tenure will have a strong record as advisor, as an active participant in and contributor to departmental and College-wide activities, and as a willing and effective member of faculty committees. A broad assessment of these activities should lead to the rating, "unusually effective," in service to the College.

A successful candidate for tenure will be the best candidate reasonably available to Rhodes in the opinion of the Dean, Executive Vice President and President.

C. Promotion. Promotion to assistant professor from the rank of instructor follows immediately and automatically on completion of the appropriate terminal degree.

Promotion to associate professor normally accompanies a positive tenure decision as a natural consequence of meeting the standards for tenure. On rare occasions promotion to associate professor may occur before completion of six years of full time teaching as a way to recognize an unusually strong member of the faculty. While such early promotion to associate requires evidence of some outstanding service to the College, it does not prejudge the future tenure case.

Promotion to full professor is not normally considered before ten years service as associate professor. However, consideration is not automatic at any time and should be undertaken only for candidates likely to present a strong case. Promotion to full professor recognizes long established patterns of excellence in teaching, scholarly accomplishment, and service. Successful candidates for promotion to full professor will have met all the standards for tenure, listed in Article VIII, Section B, consistently over the years since the granting of tenure. In addition, a successful candidate for promotion to full professor will have developed as a scholar and researcher with the publication of important original work and establishment of areas of expertise distinct from the thesis work. And with longer service at Rhodes the candidate should have served as mentor to many students who continue study in the field. Those promoted to full professor will have fulfilled the promise seen when tenured.

IX. Reappointment Process

Faculty members on term contract may be reappointed following an informal review of their service to the College. Since there is no assumption of reappointment to a term contract, the College has no obligation to make a reappointment offer by a certain date.

Faculty members on probationary contract may be reappointed annually following a review of teaching, professional work and service.

Exhibit C.

In a probationary faculty member's third year, a more elaborate review is carried out by the department in connection with the Dean of Academic Affairs. This review will include interviews with students, and, where appropriate, an outside assessment of scholarly work. The results will be discussed with the faculty member in a meeting with the President, Executive Vice President, Dean, and department chair.

If the third year review is negative, the faculty member's fourth year will be a terminal year.

The Dean of Academic Affairs will notify a probationary faculty member by March 1st of the first year and by December 15th of the second year if reappointment for the subsequent year is to be denied. In the third and later years, notice of non-reappointment will be given twelve months before the end of a contract. For example, by the end of the third year if the fourth year is to be the final year. Reappointment may be denied for reasons unrelated to the performance of the faculty member.

On rare occasions, a shift in curricular requirements or a substantial change in enrollment patterns will make it necessary to change the definition of a faculty position from probationary to temporary, or to eliminate the position entirely. The incumbent probationary faculty member should be informed about the possibility of such a change as early in the probationary years as is reasonably feasible. Reappointment or tenure may be denied if these shifts have substantially reduced the need for a permanent position in the faculty member's discipline.

X. Tenure Process

Tenure is granted to members of the Rhodes faculty by the Board of Trustees on the recommendation of the President. The burden of proof of qualification is on the candidate. Granting tenure is an action taken only after detailed examination of a faculty member's work at Rhodes and of their professional accomplishments.

Only rarely will tenure be offered with the initial appointment of a senior academic to the Rhodes faculty.

Normally no member of the faculty may teach more than seven years at Rhodes without having been granted tenure. Exceptions are made only in those special circumstances where a term contract is appropriate.

A candidate for tenure must hold the Ph.D. or other appropriate terminal degree.

All material and recommendations in a tenure case must be kept in complete confidence and are to be solicited with the understanding that they will be available only to the Tenure and Promotion Committee and to the administrative officers directly involved. The discussions of the Tenure and Promotion Committee must also be kept confidential.

A. The Recommendation. The Committee on Tenure and Promotion is responsible for gathering detailed information on each candidate for tenure following the procedures contained in the College Handbook. The information on teaching will include, as a minimum, the results of systematic class visits by colleagues, the results of a broad survey of randomly selected current students and graduates, the results of student interviews, and all student course evaluations gathered before the academic year of the tenure consideration. The information on professional work will include, as a minimum, letters from all tenured departmental colleagues and letters from scholars in other institutions. The information on service will include, as a minimum, the results of a broad survey of advisees, the results of student interviews and letters describing other areas of service. Letters from all tenured departmental colleagues will be solicited and should give comment on all three areas. The department chair's recommendation should consider all aspects of the candidate's work and is submitted to the Committee and to the Dean of Academic Affairs. In addition, the Committee will have available the results of the annual evaluation of teaching, professional work and service as described in Section VII D.

The Tenure and Promotion Committee may seek further information before formulating its recommendation. If a member of the committee is from the same department as the candidate, that member shall withdraw from the discussion and formulation of the recommendation in the case.

While candidates for tenure cannot be privy to student, faculty or outside colleague comments on their work, they must be informed if the department or committee has questions about matters which the candidate can reasonably be expected to answer or clarify. The candidate will make written response which will become one of the documents in the case.

The Committee's recommendation, with all supporting documents, is submitted to the Dean of Academic Affairs by February 1. The recommendation is also sent to the Executive Vice President and President by this date.

The Dean of Academic Affairs makes an independent recommendation which is submitted with all documentation in the case to the Executive Vice President and President by February 15. These findings and recommendations with all supporting documents help inform the President's decision.

B. Review of Tenure Decision Procedure. (This process applies only to faculty who are denied tenure.) If tenure is denied, the Dean of Academic Affairs will so inform the candidate, normally by March 1. The Dean of Academic Affairs will meet with the candidate denied tenure to discuss with the candidate alone the reasons for denial.

The officer of instruction denied tenure may appeal the decision on grounds that it was made capriciously or not in conformity with the established procedures. The Officer of Instruction must notify the Dean of Academic Affairs in writing of his or her intent to appeal the decision within ten calendar days of being notified that tenure was denied.

A written appeal must then be submitted to the Dean of Academic Affairs, the Executive Vice President, the President and to the Faculty Appeals Committee no later than twenty calendar days after the submission of the notice of intent to appeal. The appeal must specify what procedure is alleged to have been violated and/or in what way the decision is alleged to have been made capriciously. In making the appeal, as throughout the tenure process, the burden of proof rests with the officer of instruction.

The Faculty Appeals Committee consists of four tenured officers of instruction, one from each academic division. In considering the appeal, the Faculty Appeals Committee will review pertinent information regarding procedure supplied by the Dean of Academic Affairs and will conduct interviews limited to the alleged capriciousness or violation of procedure described in the appeal.

If, in a particular case, any member of the committee played a direct role in the original tenure decision, the committee members will consider whether that member should be excused from hearing the appeal. If, in the sole judgment of a majority of the unaffected members of the committee, one of the members was so involved, he or she will be replaced by the appropriate alternate. If both the committee member and the alternate from a division are disqualified in a particular appeal, a temporary replacement will be appointed by the Committee on Committees.

The Appeals Committee will report in writing to the Dean of Academic Affairs, the Executive Vice President and the President. The report will contain findings of fact and conclusions as to whether or not the decision was reached capriciously or procedures were violated. In the event the committee finds there were violations sufficient to warrant reconsideration, the Appeals Committee will recommend in its report that the President review the original decision. If the committee is divided, a minority report will also be made. A statement of the Appeals Committee findings which preserves the confidentiality described above will be made available to the candidate.

If the Appeals Committee asks the President to review the original decision, and after review the President does not change the original decision, the President will provide the Appeals Committee's full report (if the committee is divided, a minority report will also be made), along with the President's recommendation, to the Board of Trustees, who will determine the final College position on the matter.

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

D. Faculty Tenure For Officers of Instruction At Rhodes Who Are Appointed As Administrators. Tenure is intended to protect academic freedom in teaching and scholarship. The time demands on administrators make it impossible to stay current as teachers, as active researchers and as scholars in their discipline. Appointments with tenure in an academic department are not therefore appropriate for full time administrators. However, Rhodes provides that officers of instruction who already have tenure at Rhodes and who are appointed full time administrators may retain tenure in their academic department for a period not to exceed five fiscal years. This provides time to determine whether they are suited and wish to continue as full time administrators, yet prevents too much time going by so that they get too far out of touch with their discipline. During this one to five year period, if the position vacated by the administrator with faculty tenure is continued, it will be a non-tenure track position in the appropriate department(s). It

is expected that the person in the non-tenure track position will be replaced if the administrator retains tenure in that academic department and returns to full-time teaching.

If a full-time administrator returns to teaching, the salary will normally become the average salary of the Rhodes professors of the appropriate rank.

XI. Promotion Process

The promotion of instructors to assistant professor is described in Section III.

Promotion to associate professor normally accompanies the granting of tenure. However, some officers of instruction who have prior teaching experience should be considered for promotion to associate professor before they are considered for tenure. In yet other cases, early promotion to associate professor will be a way to recognize "truly outstanding performance."

Consideration for promotion to full professor may be requested by the candidate or recommended by the department chair or the Dean of Academic Affairs. The candidates are considered by the faculty Committee on Tenure and Promotion. Before agreeing to full consideration of a candidate for promotion to full professor, the Committee on Tenure and Promotion must satisfy itself that consideration at that time is reasonable. The committee's recommendation to the Dean of Academic Affairs is made before March 15. The Dean's recommendation with all supporting documents is made to the Executive Vice President and the President by April 1st. The process of formulating the recommendation follows that described under Article VIII, Section B.

XII. Retirement, Resignation, Dismissal For Cause, Dismissal Of Tenured Faculty

A. Retirement. The mandatory retirement age for all officers of instruction is the last day of the fiscal year in which the age 70 is attained.

B. Resignation. Officers of instruction who intend to resign their faculty position shall so inform the President in writing within two weeks of receiving their contract for the next academic year.

C. Dismissal for Cause. On rare occasions there are reasons to question the fitness of a tenured faculty member or a faculty member whose term has not expired for continued employment. Such reasons may include, without limitation, moral turpitude (including falsification of academic credentials), neglect of assigned duty, or incompetency. If a decision has been reached by the President that an officer of instruction should be dismissed for cause, the President, Executive Vice President and Dean of Academic Affairs shall ordinarily discuss the proposed dismissal of the officer of instruction with the officer in private conference. The matter may be concluded through agreement at this point.

If no agreement is reached, and if the officer of instruction wishes it, formal proceedings to consider the dismissal shall be instituted. In such a case, the President shall mail or deliver to the officer of instruction a written statement advising the officer of the dismissal and the grounds therefor. Such statement shall advise the dismissed officer of instruction that the officer has the right to appeal the dismissal decision to the Appeals Committee of the faculty.

If the officer of instruction wishes to appeal, the officer must file with the President, within 10 days of receiving the written statement referred to above, a written request for a hearing before the Appeals Committee.

The Appeals Committee will consist of four tenured officers of instruction, one from each division of the College. There will also be four alternates elected each year, one from each division. If, in a particular appeal, any member of the Committee played a direct role in the original decision, the Committee members will consider whether that member should be excused from hearing the appeal. If, in the sole judgment of a majority of the Committee, one of the members was so involved, he or she will be replaced by the appropriate alternate.

If both the Committee member and the alternate from a division are disqualified in a particular appeal, a temporary replacement will be appointed by the Committee on Committees.

The hearing must occur within 30 days of receipt of the request. Not less than 10 days before the hearing, the dismissed officer of instruction shall provide the Appeals Committee and the President with a written response to the stated grounds for dismissal.

The dismissed officer of instruction shall have the option of assistance by counsel of his or her own choosing, whether a member of the faculty or not, and the President shall have the option of attending the hearing and of designating a representative to assist in developing the case. In the hearing of charges of

incompetence, the testimony may include that of officers of instruction and other scholars. The Appeals Committee shall aid the dismissed officer in securing attendance of witnesses, if needed. The Appeals Committee shall follow the procedural guidelines set forth in the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings of the American Association of University Professors, a copy of which is attached as an Appendix, including especially the Procedural Recommendations numbered 5 and 6.

The decision and vote of the Appeals Committee shall be forwarded to the Board of Trustees by the President along with the President's recommendation. The Board of Trustees shall determine the final College action on the matter.

D. Dismissal of Tenured Faculty. Special circumstances may lead to the dismissal of a tenured faculty member. If a program or department or major track within a department is discontinued, faculty members within that program or department may be dismissed. However, the College will give hiring priority to any tenured faculty member who had been dismissed for these reasons should the program or department or track be reestablished within two years. If the College declares a state of financial exigency, tenured members of the faculty may be dismissed. The College should be most reluctant to take such extreme measures.

The President may declare a state of financial exigency in the event that the College's total income declines by 10% or more. The decline must have taken place within a period of five fiscal years or less. In the event that a state of financial exigency is declared, each department and division of the College will develop a reduction plan immediately, not waiting for the next budget cycle.

XIII. Sabbatical Leave

Sabbatical leave is granted members of the faculty to allow them to pursue professional activities that will enlarge their areas of competence, or allow them to pursue scholarly research or creative activities. The College expects sabbatical leave to produce tangible results.

Completing work for the Ph.D. or other terminal degree is not an appropriate use of sabbatical leave.

Sabbatical leave is not granted in recognition of past service but is given in anticipation of future service in the belief that the leave activities will enhance a faculty member's effectiveness.

A. Eligibility. A faculty member with tenure is eligible for sabbatical leave after six service years of full-time teaching and thereafter is eligible after each successive six service years of full-time teaching. The year of a sabbatical leave or leave of absence will not count toward a subsequent sabbatical leave, even in the case of a one semester sabbatical leave or leave of absence.

Full-time faculty members may count years taught at a reduced load if the reduced load is the result of a College initiative. If a sabbatical leave is delayed beyond the year in which a faculty member is first eligible, the additional year of teaching will not count toward a subsequent sabbatical unless the delay is the result of a College request. Only two years can be carried forward in this way.

B. Length and Compensation. Sabbatical leave may be granted for one semester or for one full year. Rarely, leave may be granted for a Spring Semester - Fall Semester combination in two academic years. While on one semester leave a faculty member will continue to receive full salary. While on a full year, two semester leave a faculty member will be paid a total of 60% of the annual salary that would have been paid in that year if not on leave.

While on sabbatical leave a faculty member's salary support, from grants, fellowships or employment may not exceed 125% of the full annual College salary. In the event that more than 125% is received, the College will reduce its salary payments so that the total remains at 125% of annual salary. This restriction does not apply to sums specifically designated for transportation expenses, research materials or excess living expenses. In all cases any employment elsewhere must be approved by the Dean of Academic Affairs, the Executive Vice President, and the President.

Refer to Section VII - Fringe Benefits for fringe benefit eligibility.

C. Application. A preliminary application for sabbatical leave must be made to the Dean of Academic Affairs and to the Faculty Development Committee by October 1st of the year prior to the academic year of the projected leave. Since plans for leave are often contingent on departmental plans, on acceptance in programs or research groups, or on receipt of grant support, this preliminary proposal should give a detailed description of such plans and the dates by which contingencies will be removed. This preliminary application should give a brief outline of the purpose of the leave and the expected outcome.

Exhibit C.

A full application should be presented to the Faculty Development Committee by December 1st of the year prior to the academic year of the leave. This will give a more detailed description of the use to be made of the leave and the expected outcome.

Applications will be given tentative approval or denial by the Faculty Development Committee on the basis of the October 1st application. This action will allow overall faculty planning to proceed in October. A final recommendation by the Faculty Development Committee on the basis of the December 1st application will also take into consideration the department's plan for replacement and the total number of faculty applying for leave. The Faculty Development Committee's final recommendation to the Dean of Academic Affairs will be made by December 15th. The granting of sabbatical leave by the President on the recommendation of the Dean of Academic Affairs and Executive Vice President will normally take place by January 15th.

D. Returning from Sabbatical Leave. Sabbatical leave is granted on the condition that the faculty member will return to Rhodes for at least one full-time service year immediately after the leave. Faculty members who do not return following sabbatical leave for one full-time service year will be under a contractual obligation to refund to Rhodes the full amount of their sabbatical salary and benefits on demand. No proration of this obligation will be given for partial year or part-time return service.

E. Reports. Faculty members returning from leave will make a full written report of their leave activities to the Faculty Development Committee and Dean of Academic Affairs no later than 90 calendar days after the end of the leave. These reports will guide the Committee and the Dean when considering future leave applications.

XIV. Leave Of Absence Without Salary

Personal leaves of absence without salary may be granted officers of instruction at the discretion of the Executive Vice President and President on the recommendation of the officer's departmental chair and the Dean of Academic Affairs. Requests for a Leave of Absence Without Pay must be made at least one semester prior to the beginning of the leave.

Leaves of absence may be granted for personal reasons or to allow a faculty member to accept a fellowship or other short term professional opportunity. A leave of more than one service year's length will be granted only in exceptional circumstances. Failure to return to Rhodes at the end of a leave of absence will be considered a resignation.

Refer to Section VII-Fringe Benefits for fringe benefit eligibility.

XV. Affirmative Action - Equal Opportunity

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

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

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

Quorum. A quorum is constituted by a majority of the voting members of the faculty.

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

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

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

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

Agenda. The agenda for a given meeting shall be made available to the faculty at least 48 hours in advance of the meeting time. Committee reports and other items to be included in the agenda must be submitted to the Office of the Registrar well in advance of the 48 hour deadline. Proposals to change administrative or College-wide policies or procedures shall be sent to the Dean, Executive Vice President and President at least 30 days in advance of the meeting where it will be considered. The faculty will not take final action on any matter not included in the agenda.

New Business may be introduced from the floor of the meeting by any member of the faculty, but any decision by vote on such business must be delayed until a subsequent meeting in order to satisfy the 48-hour notice rule.

Upon the passage of a motion from the floor, the order of consideration of agenda items may be changed at any time during the meeting.

Minutes. Detailed minutes of the faculty meetings shall be kept by the Faculty Secretary and shall be filed in the Office of the Dean of Academic Affairs along with the relevant agenda and supporting documents.

Specific actions of the faculty shall be communicated in writing by the Faculty Secretary to the individuals or committees affected by the action. The faculty minutes shall be available to any faculty member who wishes to see them.

Confidentiality. Deliberations or actions of the faculty judged to be confidential by the President, the presiding officer or the faculty shall not be discussed outside its membership. A designation of "Confidential" shall be made by the President, by the presiding officer or by vote of the faculty at the time of such deliberation or action. Announcement of the confidential faculty action should be made only by the presiding officer or, if requested by the presiding officer, by the Secretary of the faculty.

Important Matters. An action being considered by the faculty may be designated an "important matter" when the importance of the action is deemed sufficiently great to demand extended deliberation. A matter may be declared an "important matter" by any one of the following methods:

1. The President of the College or the presiding officer at the faculty meeting may so designate it;
2. If the matter comes to the faculty from a standing committee, the committee may so designate it by a majority vote; or,
3. Upon a motion from the floor, in which case the motion requires the affirmation of one-third of the faculty present.

In every case, the designation must take place prior to the final vote on the action.

When a matter has been declared an "important matter," final vote on it shall be taken at a meeting subsequent to the meeting in which the matter was introduced for consideration. The matter may be debated on its first introduction, and will be discussed. It will be debated again at the subsequent meeting, at which time the final vote will be taken.

Non-Concurrence Of The President. If an action is taken by the faculty in which the President does not concur, the President may announce the non-concurrence immediately after the faculty action, or, in writing, at some later time. Notification of non-concurrence by the President has the effect of tabling the action of the faculty. The matter may then be reopened for debate at a subsequent meeting and if two-thirds of the faculty members present vote affirmatively on the matter, the President must present the action to the Board of Trustees along with the President's recommendation.

Parliamentary Rules. Faculty meetings shall be conducted in accordance with these rules and procedures and with Roberts' Rules Of Order, latest edition. The faculty's own rules and procedures shall have precedence. The Faculty Parliamentarian shall give interpretations of correct procedure when requested by the presiding officer or upon the Parliamentarian's own volition. Procedural questions not specifically covered by these specified sources shall be decided by majority vote of the faculty.

These rules of procedure that do not limit the presiding officer may be suspended by a two-third vote of the faculty present.

Revision of Rules and Procedures for Faculty Meetings. All amendments to the Rules and Procedures for Faculty Meetings must be approved by the faculty. Proposals for revision shall be presented at a faculty meeting at least one month before a final vote on the matter is taken. Ordinarily such proposals will be

Exhibit C.

referred for study and recommendation to a committee appointed for this purpose by the Committee On Committees.

APPENDIX B1940 STATEMENT OF PRINCIPLES ON ACADEMIC FREEDOM AND TENURE

[Reprinted from L. Joughin (Ed.), *Academic Freedom and Tenure: A Handbook of the American Association of University Professors* (Madison: University of Wisconsin Press, 1969), pp. 33-39.]

In 1915, at the time of the founding of the association, a committee on academic freedom and tenure formulated a statement entitled A Declaration of Principles. This statement set forth the concern of the association for academic freedom and tenure, for proper procedures, and for professional responsibility. The declaration was endorsed by the American Association of University Professors at its second annual meeting, held December 31, 1915, and January 1, 1916.

In 1925, the American Council on Education called a conference of representatives of a number of its constituent members, among them the American Association of University Professors, for the purpose of preparing a statement in this area. There emerged the 1925 Conference Statement on Academic Freedom and Tenure, which was endorsed in 1925 by the Association of American Colleges and in 1926 by the American Association of University Professors.

In 1940, following upon a series of conferences which began in 1934, representatives of the Association of American Colleges and the American Association of University Professors agreed upon a Statement of Principles on Academic Freedom and Tenure and upon three attached "interpretations." The 1940 statement and its interpretations were endorsed by the two associations in 1941. In subsequent years endorsement has been officially voted by numerous other organizations.

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends -- specifically, (1) freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security -- hence, tenure -- are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

(a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Academic Tenure

(a) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice:

(1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

(2) Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education, but subject to the proviso that when -- after a term of probationary service of more than three years in one or more institutions -- a teacher is called to another institution, it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

(3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have.

(4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher, previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

(5) Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

Interpretations

At a conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7-8, 1940, the following interpretations of the 1940 *Statement of Principles on Academic Freedom and Tenure* were agreed upon:

1. That its operation should not be retroactive.

2. That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 *Conference Statement on Academic Freedom and Tenure*.

3. If the administration of a college or university feels that a teacher has not observed the admonitions of paragraph (c) of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under paragraph (a) (4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility, and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

APPENDIX C

STATEMENT ON PROCEDURAL STANDARDS IN FACULTY DISMISSAL PROCEEDINGS

The following Statement on Procedural Standards in Faculty Dismissal Proceedings was prepared by a joint committee representing the Association of American Colleges and the American Association of University Professors and was approved by these two associations at their annual meetings in 1958. It supplements the 1940 Statement of Principles on Academic Freedom and Tenure by providing a formulation of the "academic due process" that should be observed in dismissal proceedings. The exact procedural standards here set forth, however, "are not intended to establish a norm in the same manner as the 1940 Statement of Principles on Academic Freedom and Tenure, but are presented rather as a guide. . . ."

Introductory Comments

Any approach toward settling the difficulties which have beset dismissal proceedings on many American campuses must look beyond procedure into setting and cause. A dismissal proceeding is a symptom of failure; no amount of use of removal process will help strengthen higher education as much as will the cultivation of conditions in which dismissals rarely if ever need occur.

Just as the board of control or other governing body is the legal and fiscal corporation of the college, the faculty are the academic entity. Historically, the academic corporation is the older. Faculties were formed in the Middle Ages, with managerial affairs either self-arranged or handled in course by the parent church. Modern college faculties, on the other hand, are part of a complex and extensive structure requiring legal incorporation, with stewards and managers specifically appointed to discharge certain functions.

Nonetheless, the faculty of a modern college constitute an entity as real as that of the faculties of medieval times, in terms of collective purpose and function. A necessary pre-condition of a strong faculty is that it have first-hand concern with its own membership. This is properly reflected both in appointments to and in separations from the faculty body.

A well-organized institution will reflect sympathetic understanding by trustees and teachers alike of their respective and complementary roles. These should be spelled out carefully in writing and made available to all. Trustees and faculty should understand and agree on their several functions in determining who shall join and who shall remain on the faculty. One of the prime duties of the administrator is to help preserve understanding of those functions. It seems clear on the American college scene that a close positive relationship exists between the excellence of colleges, the strength of their faculties, and the extent of faculty responsibility in determining faculty membership. Such a condition is in no wise inconsistent with full faculty awareness of institutional factors with which governing boards must be primarily concerned.

In the effective college, a dismissal proceeding involving a faculty member on tenure, or one occurring during the term of an appointment, will be a rare exception, caused by individual human weakness and not by an unhealthy setting. When it does come, however, the college should be prepared for it, so that both institutional integrity and individual human rights may be preserved during the process of resolving the trouble. The faculty must be willing to recommend the dismissal of a colleague when necessary. By the same token, presidents and governing boards must be willing to give full weight to a faculty judgment favorable to a colleague.

One persistent source of difficulty is the definition of adequate cause for the dismissal of a faculty member. Despite the 1940 *Statement of Principles on Academic Freedom and Tenure* and subsequent attempts to build upon it, considerable ambiguity and misunderstanding persist throughout higher education, especially in the respective conceptions of governing boards, administrative officers, and faculties concerning this matter. The present statement assumes that individual institutions will have formulated their own definitions of adequate cause for dismissal, bearing in mind the 1940 Statement and standards which have developed in the experience of academic institutions.

This statement deals with procedural standards. Those recommended are not intended to establish a norm in the same manner as the 1940 *Statement of Principles on Academic Freedom and Tenure*, but are presented rather as a guide to be used according to the nature and traditions of particular institutions in giving effect to both faculty tenure rights and the obligations of faculty members in the academic community.

Procedural Recommendations

1. Preliminary Proceedings Concerning the Fitness of a Faculty Member.

When reason arises to question the fitness of a college or university faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers should ordinarily discuss the matter with him in personal conference. The matter may be terminated by mutual consent at this point; but if an adjustment does not result, a standing or *ad hoc* committee elected by the faculty and charged with the function of rendering confidential advice in such situations should informally inquire into the situation to effect an adjustment if possible and, if none is effected, to determine whether in its view formal proceedings to consider his dismissal should be instituted. If the committee recommends that such proceedings should be begun, or if the president of the institution, even after considering a recommendation of the committee favorable to the faculty member, expresses his conviction that a proceeding should be undertaken, action should be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal should then be jointly formulated by the president and the faculty committee; if there is disagreement, the president or his representative should formulate the statement.

2. Commencement of Formal Proceedings

The formal proceedings should be commenced by a communication addressed to the faculty member by the president of the institution, informing the faculty member of the statement formulated, and informing him that, if he so requests, a hearing to determine whether he should be removed from his faculty position on the grounds stated will be conducted by a faculty committee at a specified time and place. In setting the date of the hearing, sufficient time should be allowed the faculty member to prepare his defense. The faculty member should be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded to him. The faculty member should state in reply whether he wishes a hearing and, if so, should answer in writing, not less than one week before the date set for the hearing, the statements in the president's letter.

3. Suspension of the Faculty Member

Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal consideration forbid, any such suspension should be with pay.

4. Hearing Committee

The committee of faculty members to conduct the hearing and reach a decision should either be an elected standing committee not previously concerned with the case or a committee established as soon as possible after the president's letter to the faculty member has been sent. The choice of members of the hearing committee should be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee should elect its own chairman.

5. Committee Proceeding

The committee should proceed by considering the statement of grounds for dismissal already formulated and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee should consider the case on the basis of the obtainable information and decide whether he should be removed; otherwise the hearing should go forward. The committee, in consultation with the president and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the president's letter to the faculty member should be received.

The president should have the option of attendance during the hearing. He may designate an appropriate representative to assist in developing the case; but the committee should determine the order of proof, should normally conduct the questioning of witnesses, and, if necessary, should secure the presentation of evidence important to the case.

The faculty member should have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the president. The faculty member should have the additional procedural rights set forth in the 1940 *Statement of Principles on Academic Freedom and Tenure* and should have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or his counsel and the representative designated by the president should have the right, within

reasonable limits, to question all witnesses who testify orally. The faculty member should have the opportunity to be confronted by all witnesses adverse to him. Where unusual and urgent reasons move the hearing committee to withhold this right, or where the witness cannot appear, the identity of the witness, as well as his statements, should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may when necessary be taken outside the hearing and reported to it. All of the evidence should be duly recorded. Unless special circumstances warrant, it should not be necessary to follow formal rules of court procedure.

6. Consideration by Hearing Committee

The committee should reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or his counsel and the representative designated by the president to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It should make explicit findings with respect to each of the grounds of removal presented, and a reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the governing body of the institution. The president and the faculty member should be notified of the decision in writing and should be given a copy of the record of the hearing. Any release to the public should be made through the president's office.

7. Consideration by Governing Body

The president should transmit to the governing body the full report of the hearing committee, stating its action. On the assumption that the governing board has accepted the principle of the faculty hearing committee, acceptance of the committee's decision would normally be expected. If the governing body chooses to review the case, its review should be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the hearing committee should either be sustained or the proceeding be returned to the committee with objections specified. In such a case the committee should reconsider, taking account of the stated objections and receiving new evidence if necessary. It should frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration should the governing body make a final decision overruling the committee.

8. Publicity

Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers should be avoided so far as possible until the proceedings have been completed. Announcement of the final decision should include a statement of the hearing committee's original action, if this has not previously been made known.

REPORT ON THE COMMITTEE ON STUDENTS AND CAMPUS LIFE - Mr. Kenneth F. Clark, Chair -
October 24, 1991

The committee on Students and Campus Life was called to order by Chair Kenneth F. Clark at 2:15 p.m. in Robinson Social Room. Members in attendance were: Vicki Roman, Willard Sparks, Henry Strock, and Student Annette DuBard; Ex-Officio members Thomas C. Shandley and Karen A. Silien. Present by invitation: Ralph Hatley, Drew Henry, Judy Roaten, Libby Robertson and Annie B. Williams. The following members were absent: E. A. and Emily Alburty, W.L. Davis, Bill Bryce, Professor Marcus Pohlmann, Joe Roberts, and Ron Terry.

Dr. Libby Robertson, Director of Counseling and Student Development reported on the "Wellness" grant. Results of an alcohol/drug survey from Spring of '89 indicated the need for increased programs in the area of alcohol/drug education and prevention on our campus. Grant funds were made available through the U.S. Department of Education with approximately 100 of 300 applicants receiving two year grants. This fall, Rhodes received an \$88,000.00 two-year grant. Our grant program is entitled "Substance Abuse Prevention: A Wellness-Oriented Peer Education Model" and is designed to focus on an institution-wide, wellness approach that emphasizes peer involvement, prevention and education. The Coordinator of Wellness Programs has not been appointed at this time.

Dean of Student Affairs, Thomas Shandley introduced a new program on campus--Leadership Rhodes. Twenty students were selected last spring to participate in this program which includes 10 weekly seminars, 2 retreats and concludes with a joint community activity chosen by the students. Each student is paired with an adult mentor in the community ranging from a heart surgeon to the editor of Memphis Magazine, to a retired admiral to a high school principal. Discussion topics, selected by the students, include:

How to motivate self and others	Stress management
Gender issues as they relate to leadership	Ethics

The residence life report was presented by Ms. Karen A. Silien, Associate Dean of Student Affairs. Ms. Silien began by informing the committee of the varied responsibilities of the twenty-eight resident assistants and the two assistant directors of residence life. This year the primary focus is "building community." Each resident assistant is required to sponsor four programs a semester; either educational, social, recreational or cultural, as well as attend monthly staff development training. The total residence hall occupancy for the first term is 1108. Dean Silien gave an update on social room changes with Robinson, Townsend and New being renovated last summer and Glassell, Rob, White and Ellett renovations upcoming.

Dean Silien also reported on the "First Year Experience," developed by the division of Student Affairs to extend the orientation process for the first-year student and aid in their transition to college life.

Director of Campus Safety, Ralph L. Hatley informed the committee of the "Crime Awareness and Campus Security Act of 1990" that, beginning August 1, 1991, requires Rhodes to collect information pertaining to:

- Campus polices regarding procedures and facilities.
- The reporting of criminal actions.
- Current policies concerning security and access to campus facilities.
- Current policies concerning the enforcement authority of security personnel.
- A description of the type and frequency of programs designed to inform students and employees about campus security procedures and practices and to encourage students and employees to be responsible for their own security and the security of others.

It also requires Rhodes to prepare, publish and distribute this information to all current students and employees, and to any applicant for enrollment or employment, upon request, beginning September 1, 1992 and each year thereafter. Mr. Hatley continued his report by announcing that campus crime is down 78%. He attributed this decline to: the alcohol policy, fence, new "peak hours" shift, improved campus safety training, increased patrol duties, increased awareness

student population.

Ms. Annie B. Williams, Student Assembly President, presented each person with the mission, goals and objectives of the Student Assembly for the year. She then introduced Mr. Drew Henry, Vice President of Student Assembly, who reported on "Campus Day--Spring Fling." On April 9, students, faculty, and staff will spend the morning participating in various physical activities on campus. This time will serve as an opportunity to get to know others and enable community building between students, faculty and staff. Ms. Williams informed the committee of the student participation in the November 6 Roundtable. The students will be discussing race relations on campus. The three main areas of concern are recruiting of faculty, students, staff, etc., orientation of all races to campus, development of broader perspectives of the Rhodes community. Concern was expressed about Board events held at an exclusive country club--this matter will be looked into and presented at the next Board meeting. Ms. Williams concluded her report with the student concerns on campus:

Computer Lab problems - the new facilities are wonderful and much improved. There is still a need for 24-hour access, and the students expressed frustration by classes running concurrently in both labs resulting in computers not available to regular users.

Lighting on campus - students would like to see improved lighting in the Bellingrath area, Williford parking lot, Library Lane, and Amphitheater/middle of campus area.

Lack of institutional recycling - students would like to see recycling efforts institutionalized through collection of cans, paper, etc.

Continual concerns - condom machines, cable in dorms, longer access hours for academic buildings.

Major senior concern - Graduation. Many seniors are concerned about the change of the graduation date. This disallows some parents and many friends to attend the ceremonies. Also, some students have requested a speaker at graduation. This request has been accompanied by one that would move the granting of honorary degrees to Convocation.

Before adjourning for a tour of the newly renovated Briggs Student Center, Dean Shandley presented each committee member with a copy of the Career Services Resume Book for the class of 1992.

There being no further business the meeting was adjourned.

Report of the Committee on Development - David D. Watts '63, Chair, October 24, 1991

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

Members present were: Jack A. Belz, Bland W. Cannon '41, William J. Michaelcheck '69, Frank Norfleet, Harry J. Phillips, Sr., P. K. Seidman, James A. Thomas III '62, David D. Watts '63, Alvin Wunderlich, Jr. '39. Invited Guest: G. Douglass Alexander. Staff: Donald J. Lineback, Paula Jacobson.

THE 150th ANNIVERSARY CAMPAIGN FOR RHODES

Dean Lineback reported on the 150th Anniversary Campaign. Results of the first months of the campaign are as follows:

<u>Capital Projects</u>	<u>Goal</u>	<u>Pledge to Date</u>
Global Perspective	6,800,000	
Faculty Support	8,900,000	
Campus Life Center	17,400,000	1,500,000
Student Services	2,900,000	
<u>Annual Fund</u>	18,200,000	803,000
<u>Estate-Plan Gifts</u>	36,000,000	12,700,000
<u>Donor-Restricted Gifts</u>	<u>9,800,000</u>	<u>78,000</u>
TOTAL	100,000,000	15,081,000

The first meeting of the Campaign Steering Committee was held yesterday morning. Principal gift solicitation is underway (these are the gifts over \$1 million that will actually launch the campaign), and Trustee solicitation will begin in January 1992. The Chair of the Campaign, Dr. Winton Blount, asked everyone to make a comprehensive gift, consisting of a pledge for the capital projects, a 5-year Annual Fund pledge, and an estate-plan commitment. He made the point that each part of the campaign -- outright gifts for capital projects as well as estate-plan gifts -- needs to reach its goal in order for the whole campaign to be a success.

A final draft of a pledge form that shows what a "comprehensive pledge" means was distributed. In interviews over the past two years, Board members asked that this be a comprehensive campaign, and this responds to that request. After the first of the year, this pledge form will be used ; at this point, it was just for information.

It was reported that Mr. Robert Buckman had made a special announcement in the Campaign Steering Committee meeting, and Mr. Buckman planned to make the following announcement to the full Board.

"Joyce and I have been involved with Rhodes College since the day of our marriage in Halliburton Tower to the present, and our family has been for many, many years.

"Our commitment is based on our belief that Rhodes students need to be comfortable with the world community that is before us. They will be our representatives on the world scene and many will be future leaders. We believe it is very important to encourage them to think and act and function on this scene.

"In view of this, Joyce and I are prepared to add one dollar for every three dollars that is raised toward the Global Perspective project, up to a total of \$7.5 million raised from other sources. This would make a total of \$10 million to be available for this project."

Mr. David Watts thanked Mr. Buckman. The committee approved and recommends to the Board for approval the following resolution:

Resolved, that on behalf of all constituents of the College, the Board of Trustees accept the challenge made by Mr. and Mrs. Robert H. Buckman and that the Board express gratitude to them for their generosity and foresight.

At the request of Mr. Dunbar Abston, Chair of the Lead Gifts Committee, Mr. Watts made presentations on two special types of estate-plan gift options, and at the request of the Steering Committee he was asked to repeat that presentation to the Board.

ANNUAL FUND

Ms. Paula Jacobson reported that the 1990-91 Annual Fund raised \$1,793,638 in unrestricted gifts, a 7.7% increase. The Diehl Society accounted for nearly 40% of that total; and the Trustees (many of whom are in the Diehl Society figures) gave \$507,000 which accounted for over 30%. The 1991-92 goal is \$1,950,000, an 8.8% increase.

The Annual Fund Campaign focuses on alumni support, with a goal of 50% participation. The Campaign theme is "It's Your College, Pass It On." This theme will be used in all segments of alumni involvement. The student phonathon is 1,000 pledges ahead of last year and alumni who gave last year have increased their gifts by 11%.

Ms. Jacobson commented on the strong Annual Fund leadership which includes several Trustees. Mr. John Crabtree is serving as international chair of the campaign.

In regard to Trustees, Mr. Watts reported on the status of the 1991-92 Trustee campaign for Mr. Spence Wilson, Trustee Division chair. To date Trustees have pledged a total of \$287,000 toward their goal of \$535,000. That represents a 5% decrease from this time last year. (Although actual receipts are 4% ahead) The members were encouraged to make their gifts when they are contacted by a member of the Trustee committee.

PLANNED GIVING

Ms. Jacobson gave an updated report on the Planned Giving Program. There are currently \$41 million in estate plans, including about \$28 million from the old campaign still in force.

RHODES ASSOCIATES

Dean Lineback reported that the Rhodes Associates Wall has been put in place in the corridor of Buckman Hall, first floor. The wall includes the logo or name of corporations and foundations that make gifts of \$20,000 or more, annual or capital, to the College each year.

The meeting was adjourned at 3:15 p.m.

REPORT OF THE COMMITTEE ON ENROLLMENT - Ms. Nancy Huggins, Chair - October 25, 1991

The Committee on Enrollment was called to order at 2:09 P.M. by Chairperson Nancy Huggins with the following members in attendance: Mr. Chris Emanuel, Mr. Ted Henry, Mr. William Rasberry, Dean Sally Thomason, Mr. Art Weeden, Dean Dave Wottle.

ADMISSIONS REPORT

Dean Wottle began his report with a brief summary of the year's activities in admissions. While the recruitment year was more difficult than anticipated, the end result was the completion of a surprisingly successful admission campaign and our eighth consecutive year of enrollment growth.

The College experienced a record number of student inquiries, with 19,123 students requesting information from Rhodes. And while the majority of colleges throughout the nation saw a decline in their application numbers, Rhodes was able to post a 3% increase in the applicant pool. 2,104 students applied for admission in 1990-91 as compared to 2,069 the year before. Our acceptance rate improved by 4% from 71% to 67% and the entering class was the third largest in Rhodes history numbering 413 new students, 25 more than our goal of 388. The yield on accepted students this year was 29.2%. There was a brief discussion of the causes for the disparity between women and men in the applicant pool and the Rhodes student body as a whole. The committee also discussed the role of name recognition and reputation in assisting us in student recruitment, yield and retention.

Dean Wottle distributed a profile of the Class of 1995 which showed that the academic qualifications of the entering class were excellent. The average first-year student ranked in the top 13% of his/her graduating class and earned a 3.51 grade point average. The middle 50% range on the SAT was 1130 to 1290 and on the ACT from 25 to 30. Almost 11% of the first-year students, or 41, were minorities, with 22 black students, 10 Asian Americans, 8 Hispanics and one other minority. Total College black student enrollment is 72, or 5%.

Dean Wottle ended his remarks by emphasizing the fact that the coming year and, in fact, for the next several years, enrolling an adequate number of qualified students will become even more difficult and should provide some anxious times for admission officers across the country.

FINANCIAL AID REPORT

Art Weeden, Director of Financial Aid, reviewed the current status of the financial aid program at Rhodes. Attention was called to the increase in the Rhodes funded scholarships and grants and to the larger number of Pell Grant eligible (or very needy) students in our student body. Mention was also made of the adverse effect that the State Grant Program had on the institutional budget. Mr. Weeden reported that the Perkins Loan Program was in much better shape this year than it was in 1990-91. A conscious effort was made this past year to extend only one-third of the amount of Perkins Loans as were extended two years ago. Concern over the level of student debt was expressed. Student borrowing for the 1991-92 academic year is 13% greater than it was at this time last year. In the Parent Loan Program borrowing is almost 50% greater.

Examples of several students' financial aid packages and a supporting chart were presented to the committee in order to explain why the need for financial assistance increases at a rate greater than the rate of tuition increases. With that background, Mr. Weeden projected the need for funds in 1992-93 and compared that with the funds projected to be available. With the projected funds being greater than those budgeted, he indicated that changes in our awarding policies would have to be made. The percentage of tuition revenues spent on financial aid was discussed. Chairperson Huggins indicated that it appears the strain on our financial aid budget is not being solved by our advances in institutional reputation.

Mr. Weeden distributed an article to the committee which showed the purchasing power of education in real dollars is greater now than ever before. He also reviewed the House bill, called the Andrews Bill, concerning reauthorization of the Higher Education Act and stated that most financial aid officers are against this bill and in favor of the Senate (Kennedy) Bill. Compromise between the two houses of Congress will take place in the next few months.

Mr. Weeden ended by addressing the program and staffing needs of the Financial Aid Office.

SPECIAL STUDIES REPORT

Dean Thomason distributed the Special Studies budget for review by the committee members. She noted that Special Studies had another successful summer of programs and conferences. There were two sessions of Summer Scholars for the first time this year--one in June and one in July with a total enrollment of 45. The session in June had solid enrollment at 45, given the increased tuition (by 40%). The students represented 12 different states. She noted that six students from the Summer Scholars program two summers ago enrolled at Rhodes this year.

After the very successful pilot course in Intercultural Understanding last spring, Federal Express asked Special Studies to organize and offer two courses this fall--one on the European Economic Community which was taught by Professor John Planchon and other Rhodes faculty, and a course on the Pacific Rim, which will be taught by Professors John Copper and Alan Sabrosky. The courses are limited to 30 participants. There was a waiting list of over 40 for the fall EEC offering, so there is a repeat scheduled for January, with 3 sections instead of one to accommodate up to 90 participants.

Smith & Nephews Richards heard about these offerings and have scheduled an intercultural series on France, Germany and Japan in the spring.

Special Studies has also been asked to offer a value issues seminar for the nurse managers in Methodist Health Systems, to begin in late January.

The 1991-92 Institute for Executive Leadership has a capacity enrollment of 22 participants. Professor Larry Lacy and Dean Sally Thomason are co-leaders this year of the outstanding group. A copy of the roster was included in the packets.

The Institute on the Profession of Law is focusing on ethical issues in the practice of corporate and business law this year, in contrast to previous years, which have centered on litigation and constitutional questions.

Once again, Special Studies has put together a full array of professional, personal and organizational growth opportunities for Rhodes staff to fulfill their 40 hours per year training. These offerings will include courses on personal financial management, business communications, Rhodes' landscaping, public speaking, Rhodes' financial management, coping with difficult people, nutritious cooking, time management, stress management, telephone etiquette and equipment training.

And finally, there was a discussion concerning the lack of financial aid available for the Adult Degree Program and its effect on retention of adult degree students. Also the loan burden of the students was discussed.

There being no further business, the meeting was adjourned at 3:54 p.m.

REPORT OF THE COMMITTEE ON FACULTY AND EDUCATIONAL PROGRAM - Mr. Dunbar
Abston, Chair - October 25, 1991

Members Present: Trustees: Mr. Abston, Chair, Dr. Hightower, Dr. Hill, Mr. Crabtree, Mr. Zbinden. Faculty: Dr. Hatfield. Student: Mr. Peatross. Staff: Dean Dunathan, Dean McMahon, Ms. Handwerker

Mr. Abston, chair, called the meeting to order and welcomed Mr. Scott Peatross, a new student member of the committee.

Dean Dunathan distributed a list of the new faculty appointments made for the current academic year and noted that all new tenure-track appointments were in existing positions except for the Art History position. All non-tenure-track appointments are temporary.

The question of why faculty leave Rhodes was raised, and Mr. Crabtree asked that a faculty exit analysis be an agenda item for the January meeting.

Dean Dunathan spoke briefly about the positive academic impact Buckman Hall has had on Rhodes.

Dean Dunathan gave an update on study abroad noting that:

Rhodes has two students here from Kansai Gaidai and that the program offers two option--a term of study abroad for Rhodes students or a one on one exchange of a Rhodes student and a Kansai Gaidai student.

This is the first year of the LAIM program in which Japanese students undergo a year of intensive language training at Rhodes and then are able to enter as regular 4 year degree students. This year Rhodes has two students sponsored by LAIM.

Rhodes is a member of a consortium - American Collegiate Consortium for East-West Cultural and Academic Exchange - that arranges student exchanges with Russia. We have two students studying in Russia this year and one Russian student is at Rhodes.

European Studies has developed well since it has become a joint program with the University of the South, enrolling 28 students this year.

The British Studies At Oxford program enrolled only 75 students in summer 1991 but should return to a more normal level in 1992 as consorial schools begin to send more students to the program.

It was suggested that using students who have participated in the British Studies At Oxford program might be a way to increase enrollment.

Dean Dunathan mentioned that the Urban Studies, Women's Studies, and American Studies programs were doing well with strong enrollments. It was suggested that the Plan for Excellence be reviewed and that suggested agenda items for January be submitted to Mr. Abston and Dean Dunathan. Dean Dunathan commented on the academic impact of the Trustee Work Groups noting that some recommendations which did not require special funding had been implemented such as the intensive French language program which was held in Quebec in May and which will be held in Paris this year.

The committee heard a report from Ms. Lynne Blair addressing the mold problem from the past summer and the progress made on automation of the library. The mold problem was caused by inadequate ductwork, ventilation and air conditioning installed during the renovation in 1988-89. The problem became quite severe in late summer and early fall, requiring heroic measures to remove the mold. The committee was pleased to hear that recommendations have been made to correct the problem and that a proposal which includes a cost projection will be forthcoming soon. The question of accountability was raised.

Exhibit G

Ms. Blair also explained how the library would function once automation is complete and said that all parts of the system would be operational by Fall 1992.

Dean McMahon distributed and explained a four-part report on the faculty which will be included in the minutes. Dean McMahon noted that tenure percentages are below those mandated by the Board of Trustees and that the ratio of FTE students to FTE faculty remains 12/1. Dean McMahon pointed out that Rhodes is employing 35 part-time faculty this year as compared to 49 last year and noted that the number of part-time FTE faculty this year is 16.1 as compared to 20.19 last year.

Mr. Peatross, the new student member of the committee, raised a number of concerns coming from students. Several of these were discussed briefly, others will be added to later agendas.

There being no further business, the meeting was adjourned.

Exhibit G

Summary profile of all individuals with faculty status, 1991-92					
	Professor	Associate	Assistant	Instructor	Totals
Full-time, teaching appt	26	31	40	6	103
Full-time, admin appt.	3	0	1	0	4
Full-time, replace. appt.	1	0	4	2	7
Total full-time appt.	30	31	45	8	114
of which there are:					
Full-time, male	30	20	28	3	81
Full-time, female	0	11	17	5	33
Tenured, full-time	26	28	0	na	54
of which there are:					
Tenured, male	26	19	0	na	45
Tenured, female	0	9	0	na	9
Part-time individuals	4	1	8	22	35
Total in rank:	34	32	53	30	149

**Rhodes College
 Tenure Percentage Report, 1991-92**

			1991-92 percentage	Limit est'd by Board
Tenured faculty (number of individuals)	54			
<hr/>		=		
Tenured and tenurable faculty positions	101		53.47%	67%
Probationary faculty	38			
<hr/>		=		
Tenured and tenurable faculty positions	101		37.62%	n.a.
Tenurable positions open or filled by temp. appt.	9			
<hr/>		=		
Tenured and tenurable faculty positions	101		8.91%	n.a.
Tenured Faculty (number of individuals)	54			
<hr/>		=		
FTE faculty teaching (includes part-time FTE)*	115.67		46.68%	60%

Student to faculty ratio, 1991-92

			1991-92 Ratio
Number of FTE students	1386		
<hr/>		=	
FTE faculty teaching (includes part-time FTE)*	115.67		12.0 to 1

*Excludes 1 faculty member (1 FTE) paid for by outside funds

PART-TIME FACULTY ON APPOINTMENT
WITH TEACHING FTE, BY DEPARTMENT
(Last Revision: October 22, 1991)

(Note: Entries in italics (*like this*) are "adjunct" faculty, defined as part-time officers of instruction who teach three courses or less and/or who have employment elsewhere. The teaching FTE for each individual is given in parentheses by that person's name; the teaching FTE for a department is given in bold print beside the department name.)

<u>Anthropology/Sociology</u>		1.50
Instructor Diane G. Sachs, M.A.	(0.33)	
<i>Instructor Mary K. James, M.A.</i>	(0.50)	
<i>Instructor Ronald Register, M.A.</i>	(0.17)	
<i>Instructor Timothy Bolding, M.A.</i>	(0.33)	
<i>Instructor Peggy Brown</i>	(0.17)	
<u>Art</u>		1.83
Associate Professor James F. Williamson, M. Arch.	(0.33)	
Assistant Professor Martha Christian, M.F.A.	(0.33)	
Instructor Betty M. Gilow, B.F.A.	(0.67)	
<i>Instructor Julia E. Graham, B.F.A.</i>	(0.50)	
<u>Biology</u>		0.50
Assistant Professor Alan P. Jaslow, Ph.D.	(0.50)	
<u>Business Administration</u>		1.00
<i>Instructor C. Bradford Foster, J.D.</i>	(0.17)	
<i>Instructor Deborah N. Pittman, Ph.D.</i>	(0.83)	
<u>Chemistry</u>		0.33
Professor Harold Lyons, Ph.D.	(0.33)	
<u>Economics</u>		0.00
<u>Education</u>		0.00
<u>English</u>		2.67
Instructor Lisa Hickman, M.A.	(1.00)	
Instructor Kathleen Laakso, M.A.	(0.50)	
Assistant Dean of Academic Affairs		
Instructor Charles C. Wilkinson, M.A.	(1.00)	
<i>Individual to be hired</i>	(0.17)	

<u>Foreign Languages and Literatures</u>	1.67
Assistant Professor Angela B. Mutzi, Ph.D.	(0.67)
Instructor Michel Guedry, M.A.	(0.33)
Instructor Rose L. Mosby, M.A.	(0.33)
Instructor Mary S. Quinlan, B.A.	(0.33)
<u>Geology</u>	0.50
Instructor Carol L. Ekstrom, M.S.	(0.50)
<u>History</u>	0.17
Instructor Michel R. Guedry, M.A.	(0.17)
<u>Humanities (Search)</u>	0.83
Assistant Professor Allison Kelly, Ph.D.	(0.33)
Instructor Jesse Garner, M.Div.	(0.33)
Instructor Michel Guedry, M.A.	(0.17)
<u>International Studies</u>	0.50
Individual(s) to be hired	(0.50)
<u>Mathematics and Computer Science</u>	0.00
<u>Music</u>	1.00
Instructor Patricia A. Gray, Ph.D.	(0.50)
Instructor Charlotte McLain, M.M. Director of the Adams Music Library	(0.50)
<u>Philosophy</u>	0.00
<u>Physics</u>	0.00
<u>Political Science</u>	0.67
Assistant Professor Kieron Swaine, Ph.D.	(0.67)
<u>Psychology</u>	1.00
Professor Allen O. Battle, Ph.D.	(0.33)
Assistant Professor Laura Murphy, Ed.D.	(0.17)
Assistant Professor James Posner, Ph.D.	(0.17)
Instructor Jennifer Makin, Ph.D.	(0.33)

Religious Studies

0.83

Professor Harry K. Danziger	(0.17)
(Sponsored by the Jewish Chautauqua Society)	
Professor Fred W. Neal, Ph.D.	(0.50)
Assistant Professor Zefira Gitay, Ph.D.	(0.17)

Theatre and Media Arts

1.17

Instructor Tony Isbell, M.A.	(0.83)
Instructor Terry Scott, M.F.A.	(0.33)

TOTAL 16.17

FULL-TIME FACULTY ON APPOINTMENT
TENURED/TENURE TRACK BY DEPARTMENT, 1991-92
(Last Revision: October 22, 1991)

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LEGEND:

<p>T: Tenured appointment</p> <p>P: Probationary appointment (with probationary year)</p> <p>*: Chairperson of department</p>	<p>N: Non-tenured appointment</p> <p>R: Replacement appointment: R(V) for vacant psn R(L) for leave</p> <p>A: Administrative position</p>
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	<u>Status</u>	<u>#ten'd / ten trk</u>
<u>Anthropology/Sociology</u>		
	2 / 3	
*Associate Professor Peter Ekstrom, Ph.D.	T	
Associate Professor Susan M. Kus, Ph.D.	P-7	
Assistant Professor Thomas G. McGowan, Ph.D.	P-4	
<u>Art</u>		
	1 / 3	
Professor Lawrence K. Anthony, M.F.A.	T	
*Assistant Professor James Clifton, Ph.D.	P-4	
Instructor David McCarthy, M.A.	P-1	
<u>Biology</u>		
	4 / 8	
Professor Bobby R. Jones, Ph.D.	T	
Associate Professor Terry W. Hill, Ph.D.	T	
Associate Professor David H. Kesler, Ph.D.	T	
*Associate Professor John S. Olsen, Ph.D.	T	
Assistant Professor Carolyn R. Jaslow, Ph.D.	P-1	
Assistant Professor Michael Kenney, Ph.D.	P-2	
Assistant Professor Gary J. Lindquenter, Ph.D.	P-4	
Assistant Professor Charles L. Stinemetz, Ph.D.	P-3	
<u>Business Administration</u>		
	2 / 5	
OPEN POSITION (Finance)	(T track)	
Associate Professor Rebecca S. Legge, Ph.D.	T	
*Associate Professor John M. Planchon, Ph.D.	T	
Associate Professor Dee Birnbaum, Ph.D.	P-1	
Assistant Professor Pamela Church, Ph.D.	P-5	

Exhibit G

	<u>Status</u>	<u>#ten'd / ten_trk</u>
<u>Chemistry</u>		3 / 5
Professor Harmon C. Dunathan, Ph.D. Dean of Academic Affairs	A	
Professor Helmuth M. Gilow, Ph.D.	T	
Professor Robert G. Mortimer, Ph.D.	T	
*Associate Professor David Y. Jeter, Ph.D.	T	
Assistant Professor Darlene Loprete, Ph.D.	P-2	
Assistant Professor Bradford Pendley, Ph.D.	P-1	
<u>Economics</u>		4 / 6
Professor Ben W. Bolch, Ph.D.	T	
Professor Wasfy B. Iskander, Ph.D.	T	
Professor Marshall E. McMahon, Ph.D. Associate Dean of Academic Affairs	T	
Associate Professor Charles C. Orvis, Ph.D.	T	
Assistant Professor Joyce P. Jacobsen, Ph.D.	P-4	
Assistant Professor Bo Q. Lin, Ph.D.	P-2	
<u>Education</u>		1 / 1
*Associate Professor Gail C. McClay, Ph.D.	T	
<u>English</u>		4 / 10
Professor Yerger H. Clifton, Ph.D. Dean, BSAO, Director European Studies	T	
*Professor Robert L. Entzminger, Ph.D.	T	
Associate Professor Jennifer Brady, Ph.D. The Charles R. Glover Chair of English Studies	T	
Associate Professor Cynthia Marshall, Ph.D.	T	
Assistant Professor John Bensko, Ph.D. Fulbright Lectureship, Spain	N	
Assistant Professor Robert H. Byer, Ph.D.	P-3	
Assistant Professor Vanessa Dickerson, Ph.D.	P-5	
Assistant Professor Elizabeth H. Kamhi, Ph.D.	N	
Assistant Professor Sandra McEntire, Ph.D.	P-4	
Assistant Professor Brian Shaffer, Ph.D.	P-2	
Assistant Professor Richard Lyons, Ph.D.	R(V)	
Assistant Professor Richard Martin, Ph.D.	R(V)	
Vis. Assistant Professor Nancy E. Boyett, M.F.A.	R(L)	

Exhibit G

	<u>Status</u>	<u>#ten'd / ten †</u>
<u>Foreign Languages and Literatures</u>		
		5 / 10
*Professor Horst R. Dinkelacker, Ph.D.	T	
Professor William T. Jolly, Ph.D.	T	
Professor Donald W. Tucker, Ph.D.	T	
Professor James M. Vest, Ph.D.	T	
Associate Professor Valerie Z. Nollan, Ph.D.	P-7	
Assistant Professor Mikle D. Ledgerwood, Ph.D.	P-6	
Assistant Professor James A. Wren, M.A.	P-4	
Assistant Professor Katheryn L. Wright, Ph.D.	P-5	
Assistant Professor Shira M. Baker, Ph.D.	N	
Assistant Professor Monika Nenon, Ph.D.	R(V)	
Instructor Cristina Michta, M.A.	N	
Instructor Esperanza Ralston, M.A.	R(V)	
Instructor Jie Li, M.A.	N	
<u>Geology</u>		
		0 / 0
<u>History</u>		
		2 / 8
OPEN POSITION (Goings)	(T track)	
Professor Douglas W. Hatfield, Ph.D.	T	
Director, SEARCH for Values Program		
*Associate Professor James C. Lanier, Ph.D.	T	
Assistant Professor Michael R. Drompp, Ph.D.	P-5	
Assistant Professor Carolyn P. Schriber, Ph.D.	P-3	
Assistant Professor Michael Shirley, Ph.D.	P-6	
Assistant Professor Lynn B. Zastoupil, Ph.D.	P-4	
Assistant Professor Gail Murray, Ph.D.	N	
Instructor Elizabeth Feder, M. A.	P-1	
<u>International Studies</u>		
		1 / 6
OPEN POSITION (Seidman chair)	(T track)	
*Professor John F. Copper, Ph.D.	T	
Professor Alan N. Sabrosky, Ph.D.	R(V)	
Assistant Professor Andrew A. Michta, Ph.D.	P-6	
Assistant Professor Mehran Kamrava, Ph.D.	P-1	
Instructor Katherine Owen, M.A.	R(V)	
<u>Mathematics and Computer Science</u>		
		3 / 6
Professor Ken Williams, Ph.D.	T	
*Associate Professor Thomas H. Barr, Ph.D.	T	
Associate Professor Steve Gadbois, Ph.D.	P-7	
Assistant Professor Terri E. Lindqueter, Ph.D.	P-4	
Assistant Professor Robert Militello, Ph.D.	P-1	
Instructor Brian Stuart, M.S.	P-1	
<u>Music</u>		
		2 / 3
*Professor Charles L. Mosby, M.M.	T	
Associate Professor Diane M. Clark, D.A.	T	
Associate Professor David Ramsey, S.M.M.	N	
College Organist, Asst. Cond. Rhodes Singers		
Assistant Professor Thomas E. Bryant, D.M.	P-5	

	<u>Status</u>	<u>#ten'd / ten trk</u>
<u>Philosophy</u>		3 / 3
Professor James W. Jobes, Ph.D.	T	
*Professor William L. Lacy, Ph.D.	T	
Associate Professor Robert R. Llewellyn, Ph.D.	T	
<u>Physics</u>		4 / 4
*Professor Robert MacQueen, Ph.D.	T	
Professor Jack H. Taylor, Ph.D.	T	
Associate Professor Edward A. Barnhardt, M.S.	T	
Associate Professor John L. Streete, Ph.D.	T	
<u>Political Science</u>		3 / 4
Professor Michael Nelson, Ph.D.	T	
Associate Professor Michael P. Kirby, Ph.D.	T	
*Associate Professor Marcus D. Pohlmann, Ph.D.	T	
Assistant Professor Daniel Cullen, Ph.D.	P-4	
<u>Psychology</u>		4 / 6
*Professor Herbert W. Smith, Ph.D.	T	
Associate Professor Thomas Cloar, Ph.D.	T	
Associate Professor Marsha D. Walton, Ph.D.	T	
Associate Professor Christopher G. Wetzel, Ph.D.	T	
Assistant Professor Bette J. Ackerman, Ph.D.	P-4	
Assistant Professor Charles Lemond, Ph.D.	A	
Director of the Computer Center		
Assistant Professor Robert J. Strandburg, Ph.D.	P-5	
<u>Religious Studies</u>		5 / 8
Professor Richard A. Batey, Ph.D.	T	
Professor Milton P. Brown, Ph.D.	T	
*Professor F. M. McLain, Ph.D.	T	
Director, LIFE THEN & NOW program		
Professor Yehoshua Gitay, Ph.D.	N	
Associate Professor Steven L. McKenzie, Th.D.	T	
Associate Professor Valarie Ziegler, Ph.D.	P-7	
Associate Professor Gail Corrington, Ph.D.	P-5	
Assistant Professor Steve Haynes, Ph.D.	N	
Assistant Professor Amy Hollywood, Ph.D.	N	
Assistant Professor Mark Muesse, Ph.D.	P-3 *	
Professor Robert G. Patterson, Ph.D.	N *	
(*This is <u>one</u> tenure-track position; when Patterson retires no replacement.)		
Instructor Ellen Armour, M.A.	P-1	

	<u>Status</u>	<u>#ten'd / ten tr</u>
<u>Theatre and Media Arts</u>		
		1 / 2
*Associate Professor Tony L. Garner, M.M.	T	
Assistant Professor Frank G. Bradley, Ph.D.	P-4	
Assistant Professor Julia Ewing, M.A.	N	
Assistant Professor Steven Jones, M.F.A.	N	
	TOTALS	54 / 101

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

Full-time tenure-track faculty positions	101.00
<i>less</i> open positions	<u>-3.00</u>
Filled full-time tenure-track faculty positions	98.00
<i>less</i> leave-time for sabbatic or leave of absence	-5.50
<i>less</i> administrative assignment	-2.67
<i>less</i> special arrangements	<u>-1.66</u>
FTE, full-time tenure-track faculty positions	88.17
<i>plus</i> FTE teaching, non-tenure-track positions	<u>+12.33</u>
Actual FTE teaching, all full-time faculty	100.50

Exhibit H**REPORT OF THE COMMITTEE ON FINANCE** - Mr. Spence Wilson, Chair - October 25, 1991

The meeting of the Committee on Finance was called to order by Mr. Spence Wilson at 2:00 p.m. on Thursday, October 24, 1991 in Room 310 of Buckman Hall. Other members in attendance were Mr. Robert Amis, Mr. William Jordan, Mr. Michael McDonnell, Mr. James Prentiss, Mr. Herbert Rhea, Mr. Charles Sherman, Mr. John Sites, Dr. John Planchon, Dean Allen Boone, and Mr. N. P. McWhirter.

Mr. Wilson opened the meeting with a welcome to new members. He gave an introductory summary of the functions of the Committee on Finance and its role with the Administration and Board of Trustees.

Dean Boone then presented the current budget year-to-date (Exhibit 1) and noted that while only into the first quarter of the fiscal year, the budget forecast looks favorable. Higher fall FTE than anticipated should generate additional tuition revenue and increase the amount available for renovation and replacement at year end.

Dean Boone discussed the Renovation and Replacement budget process and reviewed the list of priorities adopted at the April 1991 Board meeting (Exhibit 2). Based on the June 30, 1991 operating results, the College should be able to expend in excess of \$900,000 on various capital needs. In addition, due to the exceptional year-end results, the College was able to expand its reserves for its self-insurance medical program to serve as a protection against spiraling costs (\$400,000) and fully fund all outstanding early retirement agreements (\$175,000). The College also funded the renovations of four buildings through gifts from the Briggs Foundation and several unrestricted estate plans. All in all, 1990-91 continued the strides the College has taken over the past three years in funding one-time internal capital needs of the departments.

Mr. McWhirter briefly reviewed the audited financial statements for the year ended June 30, 1991. He reported that this report had been accepted by the Committee on Audit. It was noted by Mr. McDonnell that the additions to the endowment from gifts and grants was approximately \$1,000,000 last year. The Committee discussed the level of unrestricted giving and potential ways to increase endowment through allocation of matured life income trusts and gifts. It was requested that the Committee be supplied at future meetings with a breakdown of all outstanding deferred gifts in order to measure future sources for growth of the fund.

Mr. McWhirter reviewed with the Committee the major areas of insurance coverage for the College (Exhibit 3). The policy costs and specific coverages were detailed for property, liability, directors and officers, earthquake and flood, and fiduciary responsibility areas. Noting the present level of liability coverage at \$10,000,000, the Committee suggested that Dean Boone and Mr. McWhirter obtain price quotations at higher levels of coverage in this area. Dean Boone also gave a summary of Board policies on indemnification for Trustees, faculty, and staff.

Mr. McWhirter pointed out to the committee that a bequest from a major donor will substantially reduce the note being held by the endowment used to acquire the PKA building. The present note of approximately \$1,500,000 will be reduced by about \$1,100,000, with further reduction anticipated from the current unrestricted funds of the College.

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

Exhibit H

SUMMARY

INCOME AND EXPENSE REPORT SEPTEMBER 30, 1991

EXHIBIT 1

	1/12 BUDGET	SEPTEMBER ACTUAL	3/12(25.0%) BUDGET	YEAR TO DATE ACTUAL	ACTUAL/ BUDGET	ANNUAL BUDGET	1991-92 ACTUAL/ BUDGET	
INCOME:								
TUITION & FEES	1,445,164.67	6,144,450.73	4,335,494.00	9,875,542.24	227.78%	17,341,976.00	56.94%	56.24%
SPECIAL STUDIES	43,816.67	33,053.00	131,450.00	78,166.03	59.46%	525,800.00	14.86%	14.13%
INTEREST & OTHER	73,877.50	112,464.49	221,632.50	407,863.98	184.02%	886,530.00	46.00%	39.45%
ENDOWMENT INCOME	318,398.67	318,398.66	955,196.00	955,195.98	100.00%	3,820,784.00	25.00%	25.00%
ANNUAL SUPPORT PROGRAM	170,833.33	115,497.09	512,500.00	251,868.88	49.14%	2,050,000.00	12.28%	10.52%
TOTAL EDUCATION & GENERAL	2,052,090.84	6,723,863.97	6,156,272.50	11,568,637.11	187.91%	24,625,090.00	46.97%	45.55%
AUXILIARY ENTERPRISES	477,485.33	1,377,189.93	1,432,456.00	5,171,222.10	361.00%	5,729,824.00	90.25%	89.80%
STUDENT AID	10,500.00	0.00	31,500.00	0.00	0.00%	126,000.00	0.00%	0.00%
TOTAL EDUCATION & GENERAL	2,540,076.17	8,101,053.90	7,620,228.50	16,739,859.21	219.67%	30,480,914.00	54.91%	54.04%
EXPENSE:								
INSTRUCTION & RESEARCH	705,821.67	655,403.16	2,117,465.00	1,726,051.74	81.51%	8,469,860.00	20.37%	26.00%
ATHLETICS	77,875.17	80,386.40	233,625.50	275,118.57	117.76%	934,502.00	29.44%	31.00%
LIBRARY	64,712.17	46,209.11	194,136.50	299,985.46	154.52%	776,546.00	38.63%	36.77%
STUDENT SERVICES	209,790.83	248,960.19	629,372.50	651,063.64	103.44%	2,517,490.00	25.86%	29.06%
PLANT OPER & MAINT	177,300.67	145,311.56	531,902.00	518,994.67	97.57%	2,127,608.00	24.39%	24.94%
GENERAL ADMINISTRATION	372,612.75	196,021.18	1,117,838.25	806,454.35	72.14%	4,471,353.00	18.03%	21.29%
TOTAL EDUCATION & GENERAL	1,608,113.26	1,372,291.60	4,824,339.75	4,277,668.43	88.66%	19,297,359.00	22.16%	23.25%
AUXILIARY ENTERPRISES	265,549.08	165,087.43	796,647.25	483,201.55	60.65%	3,186,589.00	15.16%	24.55%
SPECIAL STUDIES	43,810.67	23,554.79	131,432.00	113,747.91	86.54%	525,728.00	21.63%	21.46%
STUDENT AID	537,561.33	6,774,085.00	1,612,684.00	6,823,981.00	423.14%	6,450,736.00	105.78%	102.49%
TOTAL EDUCATION & GENERAL	2,455,034.34	8,335,018.82	7,365,103.00	11,698,598.89	158.83%	29,460,412.00	39.70%	39.97%
EXCESS OF INCOME / EXPENSE		-233,964.92		5,041,260.32				
BUDG CORR CONTINGENCY	9,583.33	1,519.12	28,750.00	-9,482.21	32.98%	115,000.00	8.24%	11.53%
RENOVATION & REPLACENT	75,458.50	2,373.00	226,375.50	2,373.00	1.04%	905,502.00	0.26%	1.43%
TOTAL EDUCATION & GENERAL	2,540,076.17	8,338,910.94	7,620,228.50	11,691,489.68	153.42%	30,480,914.00	38.35%	39.77%
EXCESS OF INCOME / EXPENSE		-237,857.04		5,048,369.53				

EXHIBIT 2

Early Retirement	Academic Dean	1	\$60,000
Clough Cooling Tower	Phy. Plant	2	\$32,000
Townsend A/C	Phy. Plant	3	\$20,000
Kennedy Air Handlers/Ceiling/Lts.	Phy. Plant	4	\$40,000
FJ-Outside Air Dampers	Phy. Plant	5	\$19,500
Rhodes Tower Roof	Phy. Plant	6	\$15,000
Astron./Geology Lab Reno.-FJ	Astron./Geology	7	\$12,000
301 Clough Office Reno.	Dean	8	\$5,000
Library Security System	Library	9	\$25,000
Computers/New Faculty	Dean	10	\$30,000
Computers/Current Faculty	Dean	11	\$10,000
Mac Computers	Admissions	12	\$13,870
Music On Hold/Tape	Admissions	13	\$700
Video Copies for H.S.	Admissions	14	\$3,500
Reception Furniture	Admissions	15	\$1,500
Postal Scale	Admissions	16	\$500
File Cabinet	Admissions	17	\$500
Mac Computers	Financial Aid	18	\$13,545
Furniture/5 Rooms/Recep.	Financial Aid	19	\$28,852
Mac Computers	Col.Rel/Pub.Info.	20	\$5,050
Furniture	Col.Rel/Pub.Info.	21	\$16,470
Campus Map	Col.Rel/Pub.Info.	22	\$3,500
Photographer Services	Col.Rel/Pub.Info.	23	\$3,500
Ethernet System	Col.Rel/Pub.Info.	24	\$5,738
Mac Computers	Development	25	\$30,000
Computer Search/Records	Development	26	\$11,000
Filing/Labeling Sys.	Development	27	\$4,300
Desk/Workstations	Development	28	\$2,600
Mac Computers	Counseling/Career	29	\$12,825
Social Room Furniture	Dean	30	\$25,000
Tennis Court Lights	Athletics	31	\$20,000
Uniforms/Equipment	Athletics	32	\$10,150
Laser Printer	President	33	\$3,500
Palmer Conf.Rm.	EVP	34	\$16,500
EVP Office Reno.	EVP	35	\$10,000
Office Furniture	Dir. Of Planning	36	\$2,400
Ethernet Card/Cart	Dir. Of Planning	37	\$1,200
Mac Computers	Special Stud.	38	\$7,950
6 Tables	Special Stud.	39	\$3,000
Library Furn.	Special Stud.	40	\$2,500
Registration Software	Special Stud.	41	\$2,000
Student Center Roof	Phy. Plant	42	\$13,500
FJ Sump Pumps	Phy. Plant	43	\$9,500
Upgrade Outdoor Lighting	Phy. Plant	44	\$20,000
Line Printer/Palmer	Computer Center	45	\$3,500
Upgrade Animal Physiology Lab	Biology	46	\$15,000

EXHIBIT 2-

Furniture	Counseling/Career	93	\$2,805
Mac Computers	Athletics	94	\$7,800
Lockers	Athletics	95	\$10,000
Emerg. Bldg. Lts.	Phy. Plant	96	\$15,000
Palmer Wood Fascia Repair	Phy. Plant	97	\$7,500
Pressbox Repair	Athletics	98	\$5,700
Carpet/Var. Offices	Athletics	99	\$3,000
Exhaust Fan/Locker Rms.	Athletics	100	\$2,500
TOTAL			<u>\$941,315</u>

Chemistry Lab Upgrade/Equipment	Chemistry	47	\$10,000
Physics Lab Upgrade	Physics	48	\$16,000
Laser Printer	Inter. Studies	49	\$2,800
Classroom Maps	Inter. Studies	50	\$600
Global Change Grant	Physics	51	\$8,000
Wiring Repair	Theater	52	\$3,500
417 Clough Office Reno.	Dean	53	\$3,500
Whiteboard/Tackbds./Kennedy	Dean	54	\$3,000
Drafting Tables	Art	55	\$1,800
Slide Projection-FJ-A,B	Art	56	\$600
Computer	Assoc. Dean	57	\$4,500
C-Span Taping Equip.	Political Sci.	58	\$3,000
Organ Repairs	Music	59	\$5,000
Psychophysiology Workstation	Psychology	60	\$11,400
101 Kennedy Renovation	Dean	61	\$2,500
Austin Bldg. Roof/Entrance Reno.	Phy. Plant	62	\$21,500
FJ Heating/Cooling Coils	Phy. Plant	63	\$15,000
Palmer Tower Roof	Phy. Plant	64	\$15,000
Library Books	Library	65	\$10,000
Mac Computer	Registrar	66	\$2,500
Computer/Slide Library	Art	67	\$2,500
Mac Computer/Laser Printer	Economics/BA	68	\$5,100
Furniture/Writing Center/Commons Rm.	English	69	\$5,800
3 Swintec Typewriters/Printwheels	For.Lang.	70	\$1,400
Current Meter	Geology	71	\$1,500
Sieve Shaker/Sample Splitter	Geology	72	\$1,490
Laserwriter	Music	73	\$2,300
Office Chair	Philosophy	74	\$400
Statistical Software	Pol. Sci.	75	\$5,000
Analog Oscilloscope	Psychology	76	\$1,195
Gym Hot Water Tank	Phy. Plant	77	\$5,000
Emergency Generator	Phy. Plant	78	\$9,500
Miscel. Sidewalks	Phy. Plant	79	\$6,000
Parking Lot Repairs	Phy. Plant	80	\$10,000
Mac Computers	Admin.Serv.	81	\$13,500
Parapets/walls Tuckpt./Caulk	Phy. Plant	82	\$10,000
Misc. Slate/Gutter Repair	Phy. Plant	83	\$10,000
Instructional Software	Psychology	84	\$475
Portable Platforms	Theater	85	\$2,600
Film Purchases	Anthro./Sociology	86	\$1,500
Nikon Camera	Art	87	\$1,300
Microtome & Knife Sharpener	Biology	88	\$13,000
Glassell Steam Coils	Phy. Plant	89	\$12,000
Bellingrath Tower Roof	Phy. Plant	90	\$12,500
Security Vehicle	Security	91	\$9,700
Video System	Dean	92	\$10,900

RHODES COLLEGE
Coverage Listing as of 10/24/91

<u>TYPE</u>	<u>COMPANY</u>	<u>POLICY NUMBER</u>	<u>TERM</u>	<u>PREMIUM</u>	<u>DESCRIPTION WITH VALUES</u>
Package	Continental	62CBP6087632	7/1/91-92	\$138,322	Property & Contents Value \$93,936,780 Liability \$1,000,000 Owned, Hired & Non-Owned Auto Liability w/Limit of \$1,000,000 Boiler & Machinery \$1,000,000 Fidelity \$500,000 Exhibition Floater \$10,000 Electronic Data \$1,585,044 Umbrella \$9,000,000 Fine Arts Floater \$200,000
DIC (Earthquake & Flood)	Royal Indemnity	RHQ300044	10/20/91-92	\$ 37,575	Earthquake and Flood \$10,000,000 including Coverage for Buckman Hall
Excess Fidelity	Continental	BNP003790	7/1/91-92	\$ 768	Excess Employee Dishonesty \$500,000
D & O	National Union	4371665	3/28/91-92	\$ 14,000	Directors & Officers Liability \$2,000,000 deductible of \$15,000 per act, coverage is per act and inaggregate.

REPORT OF THE COMMITTEE ON BUILDINGS AND GROUNDS - Mr. Edgar H. Bailey, Chair - October 25, 1991

The meeting was called to order in Room 105, Buckman Hall at 2:10 p.m. by Mr. Edgar H. Bailey, Chair. Committee members in attendance were: Edgar H. Bailey, Mertie W. Buckman, George E. Cates, William D. Berg, John A. Austin, Jr., Julie Story, John M. Wallace III, David Y. Jeter, Brian E. Foshee. Vice President David Harlow and Dean Allen Boone were also in attendance. Mr. Bailey introduced new Trustees and asked Mr. Brian Foshee to proceed with the agenda items.

Mr. Foshee discussed four summer renovation projects, each prompted by relocation of faculty and staff to Buckman Hall. He stated that with the opening of Buckman Hall, approximately 90 faculty and staff offices were temporarily relocated, renovated and returned to existing space or moved into new space. All work was accomplished in 72 working days. Work was completed as follows:

Palmer Hall - College Relations and Public Information, located on the 1st floor, were renovated and all staff consolidated. Financial Aid, also located on the 1st floor, was renovated. The first floor corridor and restrooms, the second floor restroom and the third floor corridor were updated. The English Department was consolidated on the third floor. The Executive Vice President and his staff were relocated to third floor offices vacated by the Computer Center.

Briggs Student Center - The bookstore was relocated into the basement and expanded. The Palmer mailroom and the student mailroom, located in the basement of Briggs, were relocated to the 1st floor. The stairwells were enclosed and corridor fire doors installed. An elevator was installed, serving all three floors.

Harris Lodge - Alumni was relocated to Harris Lodge. The Lodge was completely renovated including paint, ceilings, lighting, an updated restroom and a new HVAC system.

Dorothy C. King Hall - The Meeman Center for Special Studies was relocated to the first floor. Development was relocated to the second floor. The building was renovated with paint, carpeting, ceilings and lighting. A new elevator was installed to serve the first and second floors and a ramp to accommodate the handicapped was installed on the west side of the building.

Mr. Foshee reported that an outbreak of mold occurred mid-summer in the stacks area of the Burrow Library due to high humidity levels. Dr. Harold Bancroft, an MSU professor and private consultant, sampled and identified the mold. His report stated that all samples tested indicated a presence of surface, non-penetrating common mold. Dr. Bancroft recommended a cleaning procedure, which has been completed, for all books, shelves and a/c registers. Also, the air handling system was treated with a chemical fogging agent. The Office of Griffith C. Burr, Mechanical Engineers, is presently investigating the source of poor dehumidification. Their investigation has discovered inadequate air distribution, a variable air volume control system utilizing multiple thermostats and insufficient return air. Mr. Burr's preliminary findings recommend extension of existing ducts, converting the present variable air volume control system to a constant volume control system and increasing return air. A full report with recommended solutions and cost estimates will be available in approximately two weeks. It is anticipated that corrective work will begin during Christmas break.

Mr. Bailey opened a discussion regarding the President's Home. Dean Allen Boone reported to the committee that the home has many inadequacies including an outdated kitchen, ancient bathrooms, no closets and poor traffic flow. He also stated that there is insufficient space for entertaining. Mr. Lewis Graeber, a prominent residential architect specializing in home renovations, has been contacted. After much discussion, the committee recommended that Mr. Graeber perform an inspection, and provide preliminary information regarding the feasibility of renovation and a cost estimate.

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

REPORT OF THE AUDIT COMMITTEE -Dr. L. Palmer Brown, Chair - October 22, 1991

The meeting of the Committee on Audit was held in the Hill Board Room of Palmer Hall at 3:00 p.m. on Tuesday, October 22, 1991. Those members of the committee present included Mr. Palmer Brown, Chair; Dr. P. K. Seidman, Dean Allen Boone, and Mr. N. P. McWhirter. Mr. Bill Drummond and Mr. Mark Dantone represented Ernst and Young in presenting the audit report.

Dr. Brown convened the meeting by restating the responsibilities and duties of the Committee on Audit. He noted that the committee was responsible for, not only the review of the audit and recommending the hiring of an audit firm, but also the review of policies and procedures approved by the Board of Trustees.

Mr. Drummond was called upon to present the preliminary draft of the audited financial statements for the year ended June 30, 1991. Mr. Drummond noted that the College continues to receive an "unqualified" opinion. Items noted within the text of the audit report are summarized as follows:

1. A major change in this report from prior years was the inclusion of accumulated depreciation and current depreciation charges as required by FASB 93. The comparative numbers for fiscal year ended 6/30/90 have also been restated to reflect this change. Total accumulated depreciation for the current year was \$22,715,191, which includes a current expense of \$1,783,563.
2. It was noted that student loans receivable have increased by \$356,188, which Dean Boone explained resulted from increased reliance on loans as a part of student financial assistance.
3. Fund balances increased over the fiscal year, with current funds unrestricted up by \$939,665 and endowment up by \$3,900,851.

Mr. McWhirter discussed the breakdown of particular line items such as cash and cash equivalents, marketable securities, and real estate. All investments and holdings in these areas were reviewed by the committee from the standpoints of appropriateness, holding period, and relative safety to the financial market.

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

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

Dr. Brown inquired as to the following of previous policies passed by this committee and the Board of Trustees. It was noted that the College continues to maintain the level of spending from the endowment at the 5% level. Regarding the policy passed in October 1989, Dr. Brown was informed that no additional borrowing of funds had been done during the year, therefore the level of pledged endowment assets remains the same.

Dean Boone pointed out to the committee that a bequest from a major donor will substantially reduce the note being held by the endowment used to acquire the PKA Building.

Mr. Drummond expressed concern about the lack of documentation for one trust in the endowment, noting to the committee that the trustee for this trust has historically been uncooperative in releasing written data to confirm asset valuations. The committee suggested that Mr. McWhirter and representatives of Ernst and Young consult with the College attorneys to see if this matter could be resolved.

Mr. Drummond presented the proposal for FY 1991-92 and was excused so that the Committee could discuss the retention of Ernst and Young as auditors. Due to the absence of four other members of the Committee, it was decided to defer this decision until the matter could be discussed with those absent.

There being no further business, the meeting was adjourned.

DEGREES CONFERRED ON MAY 12, 1991
BACHELOR OF ARTS DEGREE

	Mary Margaret Thurmond Adams	New Orleans, LA	English
	David Carl Agee	Homewood, AL	English
	Edmund Rucker Agee, Jr.	Birmingham, AL	Urban Studies
	Monica Lynn Allie	Hendersonville, TN	Economics
*#	Rebecca Lynne Allyn	Coral Gables, FL	German
	Lauren Elizabeth Anderson	Estes Park, CO	Urban Studies
	Sherri Rachelle Arman	Hot Springs, AR	History
*#	Keith Jay Arnold	Mobile, AL	Music
	Kevin Clifton Bacon	Middlesboro, KY	Philosophy
	Wesley Richard Bailey III	Tunica, MS	Business Administration and Computer Science
	Robin Louise Baldwin	Chicago, IL	History
**#	Tracy Michelle Ballard	Germantown, TN	Psychology - Business Administration
	Robert Winston Barclay	Edmond, OK	Business Administration
	Christi Leigh Barr	Paris, TN	Business Administration
	Margaret Lillian Beck	Florence, AL	Anthropology / Sociology
	Dany Berj Beylerian	Paris, France	Religious Studies
*#	Jennifer Kay Bishop	Bradenton, FL	International Studies
	Traci Mayo Blair	Jackson, MS	Biology
	James Patrick Blake	Benton, AR	Business Administration
	Robert Todd Bobo	Germantown, TN	Business Administration
	John Clarence Borden IV	Marietta, GA	Business Administration
	Amy Boyd Bower	Louisville, KY	Economics
	Craig Wren Brewer	Mandeville, LA	Art
	Caroline Glenn Broadbent	Cadiz, KY	Philosophy
	David Joseph Brooks	Memphis, TN	Biology
	Michael Shane Brown	Munford, TN	English
	Randal Edward Brown, Jr.	Nashville, TN	Chemistry
	Richard Leonard Bullington	Rogers, AR	International Studies and History
@	Deborah Lynn Burnett	Alexandria, VA	Psychology
	Michael Todd Butts	Fulton, KY	Psychology
@	William Edward Callicott, Jr.	Memphis, TN	Business Administration
*	Mary Dale Cannon	Memphis, TN	Theatre and Media Arts
	Christopher Lee Casey	Memphis, TN	Psychology
**#^	Deborah Christina Chan	Johnson City, TN	Political Science
	Andrew Derby Chaney	Livingston, AL	International Studies
	Christopher Stuart Chapman	Madison, AL	History
	Katherine Alissa Coe	Dallas, TX	History
	Kevin John Collier	Hot Springs, AR	Religious Studies
	Ashley Jeanette Connell	Atlanta, GA	Theatre and Media Arts
	James Vincent Conte, Jr.	Avon, CT	Psychology
	Kevin Robert Corken	Cincinnati, OH	Economics and Business Administration
	Jerry Gabriel Couloubaritsis	Memphis, TN	Business Administration and Computer Science
	Tracy Ellen Courage	Bolivar, TN	Political Science
	Tyler Brunson Cowles	Mobile, AL	English
	Judy Frances Cox	Macon, GA	Business Administration
	Kellye Jo Crane	Bartlett, TN	History
	Amy Lynn Culpepper	Savannah, GA	Theatre and Media Arts
	Gerald Taylor Curtis	Dyersburg, TN	Religious Studies
	Thomas Kent Dilworth	Long Beach, MS	Business Administration
	Cynthia Kay Doolittle	McComb, MS	English
			Psychology

cum laude

** Magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

	John Joshua Drake	Smithville, TN	International Studies and Political Science
*#	Michael Sledge Drash Derek Nathan Duncan Lynn Dodson Duncan Jennifer Ann Dunn	Gallatin, TN Merrimack, NH Lexington, KY Lake Charles, LA	Anthropology / Sociology Religious Studies Political Science Business Administration and International Studies
	Jan Christian Duprey Stephen Drew Edgerton Natalie Gail Ensminger David Wayne Fallin	Ashford, CT Alexandria, LA Memphis, TN Cordova, TN	History History History Business Administration and Computer Science
**#	Peter Anthony Ferrara Max Cortez Finch, Jr. Linda Anne Fisher	Chesterfield, MO Cleveland, TN Marietta, GA	Business Administration Chemistry Economics and International Studies
*#	Heather Marie Fitzgerald	Knoxville, TN	History and International Studies
*	Kathleen Stinson Fleece Arthur Don Floyd II	Houston, TX Hot Springs, AR	English Business Administration and Mathematics
	Philip Christian Fons	Tallahassee, FL	Economics and Business Administration
	Denise Marie Fontenot Gregory Bernard Foster	Mobile, AL Memphis, TN	History Economics and Business Administration
	Mary Kay Freeland Cynthia Lea Gamblin Maria Eugenia Garcia Misty Michelle Garner	Owasso, OK Memphis, TN Metairie, LA Germantown, TN	Business Administration Business Administration International Studies Economics and International Studies
**#	Christopher Somers Gaskill	Nashville, TN	Physics
*	Elizabeth Louise Gay	Covington, LA	Religious Studies
	Angela Lee Gelzine	Little Rock, AR	Psychology
	Susan Carol Gibson	Decatur, AL	Psychology
*#	Judith Lynn Glass	Bartlett, TN	English
	Helen Marie Glover	Raleigh, NC	Music
*	Ann Morgan Goodson	Lookout Mountain, GA	English
*	Sarah Elizabeth Gotschall (Double Major)	Richmond, TX	History Political Science
	Alison Regina Gray	Atlanta, GA	English
*^	Jason Thomas Greene	Louisville, KY	Economics and Mathematics
	Elizabeth Anne Greiner	Davie, FL	History
	Laurene Gremillion	Shreveport, LA	Economics and International Studies
*	Shelly Hamel Griffen	Shreveport, LA	Business Administration
	James Roger Griffiths	Baton Rouge, LA	Business Administration
	John Edward Hackett	Memphis, TN	Business Administration
	Jason Neil Hamblen (Double Major)	Union City, TN	Economics Business Administration
*#	Charles Keith Hamilton	Birmingham, AL	Political Science
	Daniel Scott Harper	Fayetteville, NC	English
	Ruth Pressley Harris	Decatur, AL	History
	Carolyn Dale Harrison	Nashville, TN	English
	Lawrence Wade Harrison III	Memphis, TN	Political Science
	Sharon Lynn Hawkins	Memphis, TN	Political Science
	Bradley Burkett Haynes	Jackson, TN	Religious Studies
*#	Kimberly Sue Herbig	Little Rock, AR	Economics and Mathematics

* cum laude

** Magna cum laude

*** summa cum laude

Phi Beta Kappa

^ Honors Research

@ in absentia

Edward Francis Hettinger	Louisville, KY	Psychology
George Cooper Hipp	Paducah, KY	Economics and Business Administration
LeeAngela Holcomb	Murray, KY	Art
Angela Michele Holland	Signal Mountain, TN	Business Administration
Carol Marie Hughes	Nolensville, TN	Business Administration
Leigh Taylor Hughes	Memphis, TN	Chemistry
Thomas William Hunter III	Hendersonville, TN	Religious Studies
Frances Amanda Illges	Columbus, GA	Religious Studies
Keiko Cecilia Ishida	St. Louis, MO	Art
Teresa Lynn Isobe	Birmingham, AL	Psychology
David Glenn Ivey	Cookeville, TN	Political Science
Katherine Elizabeth Jacobs	Peekskill, NY	Political Science
Najeeb Ahmed Jan	Karachi, Pakistan	Philosophy
Darren Wade Johnson	Hot Spring, AR	Physics
Mallory O'Neill Johnson	Mobile, AL	Psychology
Matthew Kinard Johnson	Greenville, SC	Philosophy
Matthew Scott Johnson	St. Louis, MO	International Studies
* Jeffrey Wayne Jones	Memphis, TN	Latin American Cultural Studies
Rachel Martha Jones	Rome, GA	Art
Jacqueline Danette Joslyn	Atlanta, GA	International Studies / Spanish
* Wilson Bryan Justice	Memphis, TN	Philosophy
* (Two Degrees [both cum laude])		French
* Steven May Kerr	Savannah, TN	Business Administration
Stephanie Lynn Kincaid	Pelham, AL	Biology
Kathryn Jo Kinneman	Little Rock, AR	Business Administration
Alicia Catherine Klyman	Memphis, TN	Political Science
*# Christopher Trent Kolker	Pryor Creek, OK	Psychology
John Michael Krug	Lawrenceville, GA	Economics
James Frazer Kuykendall	Davidson, NC	German
Mary Kathryn Lane	Birmingham, AL	Psychology
Michael Sean Langan	Mobile, AL	Political Science
Timothy Lynn Latham	Jackson, TN	Business Administration
Joseph Campbell Lauderback	Cleveland, TN	German
*# Kathleen Charlotte Lawler	Metairie, LA	Psychology
Leslie Alysia Levine	Huntington, WV, Tallahassee, FL	Mathematics
* Ellen Truxtun Lewis	Huntsville, AL	Business Administration
Shannon Page Linder	Mandeville, LA	Business Administration
Heather Stahl Lindsey	Mobile, AL	Psychology
*# JoAnn Elizabeth Lynen	Valrico, FL	Religious Studies
Kristal Ann Marlow	Covington, TN	International Studies and Political Science
Jeffrey Randolph Martin	Bossier City, LA	International Studies
Mary Jane Matthews	Jackson, TN	Business Administration
Maureen Elizabeth McCabe	Lincolnshire, IL	Business Administration
William Seth McDaniel	Tallahassee, FL	Business Administration
Laurice Vernon McGinty III	Paducah, KY	Business Administration
David Allen McHan	Jackson, TN	Business Administration and Computer Science
Christopher Allen McMillan	Germantown, TN	International Studies
Robert Cameron McMillen	Decatur, IL	Psychology
Carolyn Leigh McRight	Mobile, AL	Psychology
Kimberly Joanne Medland	Houston, TX	Philosophy
Leesa Dionne Miles	Gadsden, AL	Biology
*# Erica Lee Moffett	Hamden, CT	Music
Darby Jane Moore	Goshen, KY	Anthropology / Sociology
Jennifer Paige Moore	Little Rock, AR	Political Science

* cum laude
 ** Magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia

<p>Patsy Phillips Morgan David London Mosley, Jr. William Harris Mounger III Matthew David Mulliniks</p>	<p>Memphis, TN St. Louis, MO Ridgeland, MS Lewisburg, TN</p>	<p>Political Science International Studies / German Political Science Economics and</p>
<p>Kelly Sullivan Murphy Timothy Sean Murphy</p>	<p>Hot Springs, AR Memphis, TN</p>	<p>International Studies Business Administration History and</p>
<p>Clay Spencer Nails William Norris Nelsen Angela Kay Nissing (Double Major) Andrew Daniel Nix Lee Catherine Nowlin Christopher Clark Ogilvie Paul Michael Ollinger</p>	<p>Walnut, MS St. Peter, MN St. Louis, MO Little Rock, AR Birmingham, AL Memphis, TN Dunwoody, GA</p>	<p>International Studies History Business Administration English French Psychology History-Religious Studies International Studies Economics and</p>
<p>Elizabeth Marie Orr Heather Lyn Oulton William Herman Pace Jason Allen Parrish Elizabeth Roe Pearce Robert Dyson Peyton Kimberly Jeanne Pine Allison Meade Ponder *#^ Kristen Elizabeth Pope George Popov Walter Howard Powell II Laura Kristen Pryor * Thomas Monroe Rayburn III Madhavi N. Reddy Shilpa Sunki Reddy Benjamin Lewis Rencher Clifford Edward Rich Michael William Robbins Gwenda Renee' Robinson</p>	<p>Indiana, PA Baton Rouge, LA Paducah, KY Antioch, TN Atlanta, GA Metairie, LA Tupelo, MS Point Clear, AL Roswell, GA Baton Rouge, LA Brownsville, TN Fort Worth, TX Memphis, TN Poplar Bluff, MO Huntsville, AL Mobile, AL Basking Ridge, NJ Huntsville, AL Memphis, TN</p>	<p>Business Administration English English Psychology History Business Administration History Business Administration English Philosophy Economics Business Administration International Studies / French Psychology Biology Political Science Business Administration International Studies International Studies Economics and</p>
<p>* Kristin Anne Rudolph Paul Alexander Ryburn</p>	<p>Paducah, KY Little Rock, AR</p>	<p>Business Administration Economics Computer Science / Mathematics</p>
<p>Mildred Lena Sabbatini</p>	<p>Lyon, MS</p>	<p>Economics and</p>
<p>* Charles Christopher Schroeder</p>	<p>Dallas, TX</p>	<p>Business Administration Business Administration and Mathematics</p>
<p>Benjamin Aaron Schulze * Joseph Trent Scofield Katherine Anne Sessoms Amy Bonnett Shaw John Patrick Sheahan, Jr. Elizabeth Cravens Sigler Susan Mann Sineath Jennifer Marie Sledge Stephen Hugh Smalley Charles William Smith Lisa Victoria Smith **# Jonathan Paul Smoke (Double Major)</p>	<p>Carbondale, CO Birmingham, AL Atlanta, GA Metairie, LA Memphis, TN Little Rock, AR Atlanta, GA Brandon, FL Ft. Wayne, IN Signal Mountain, TN Hackettstown, NJ Hots Springs, AR</p>	<p>History History Religious Studies Business Administration English Business Administration Business Administration History Political Science Business Administration Political Science Economics Religious Studies</p>

* cum laude
 ** Magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia

	Marion Carmen Sorrells (Double Major)	Germantown, TN	Business Administration
	Virginia Lynn Southerland	Houston, TX	French
	Stephen Christopher Spinks	Greenville, SC	History
*#	William Andrew Srygley	Memphis, TN	Philosophy
	Joy Elaine Stafford (Double Major)	Memphis, TN	Philosophy-Religious Studies
	Timmye Lyn Stanley	Memphis, TN	Psychology
	Christopher Russell Steele	Little Rock, AR	Religious Studies
	Heather Marie Stewart	Conway, AR	Biology
			Business Administration and Mathematics
			Business Administration and Mathematics
***#^	Patrick Lindsay Stuart	Memphis, TN	International Studies
	Loyd Templeton Sullivan	Brentwood, TN	Biology
***#^	Steven Todd Sullivan	Memphis, TN	Economics
	Catherine Elise Summ	Danbury, CT	English
*#	Daniel Lynn Taylor	Luling, LA	English
	John Robert Taylor	Memphis, TN	History
	Eric McClindon Teal	Charlotte, NC	Economics and International Studies
*^	Marjorie Mae Thigpen	Shreveport, LA	Political Science
*#	Kristina Marie Thoennes	Corvallis, Or	Religious Studies
@	Neil Bruce Thorne, Jr.	Memphis, TN	Philosophy
	Patricia Ashby Tiller (Double Major)	Greenville, SC	Anthropology / Sociology
**#	Darol Craig Timberlake	New Orleans, LA	French
@	Martha Elizabeth Lane Tippens	Memphis, TN	Mathematics
	Shelley Elizabeth Tucker	New Orleans, LA	International Studies
	Raymond Joseph Turcotte, Jr.	Kenner, LA	Psychology
*	Lydia Troutman Turman	Atlanta, GA	Business Administration
	Crystal Leigh Turner	Jonesboro, AR	History
	Julie Elizabeth Upchurch	Jackson, TN	English
	Pieter Jeroen Van der Gaag	Jackson, TN	Business Administration
	Rodney Brice Vanhoose	Lexington, KY	International Studies
*#	Jennie Denise Vaughn	Salttillo, TN	Business Administration
	Jennifer Lyn Wachtel	Franklin, TN	History
	Misty Kathryn Wakeland	Madison, TN	English
	Alyce Diane Waller	Jackson, MS	Theatre and Media Arts
*	Courtney Caldwell Ward	Memphis, TN	History
*	Janice Marie Warner	Sullivan's Island, SC	Spanish
	Carolyn Ruth Waskey	Morris, IL	International Studies / French
	John Kyle Webb	Dalton, GA	Business Administration
	Michael Glenn Webb	Ripley, TN	Business Administration
*	Valerie Michelle Weeks	Cross Plains, TN	Business Administration
	Lane Sanders Whitney	Germantown, TN	Political Science
	John Russell Whittemore	Roswell, GA	Art
	Kerry Kristine Wilks	Germantown, TN	Business Administration
	Kirsten Camille Witt	Huntsville, AL	International Studies
	Kimberly Camille Wright (Two Degrees)	Naples, FL	English
	Douglas Lee Zimmerman	Bristol, TN	Economics
		Boca Raton, FL	Business Administration
			Political Science

BACHELOR OF SCIENCE DEGREE

*	Robert Douglas Allen III	Tucker, GA	Biology
*	Heather Lea Arvidson	Aitkin, MN	Biology
	Mary Elizabeth Benton	Memphis, TN	Biology

* cum laude
 ** Magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia

	Wanda Lynn Broyles	Bluff City, TN	Biology
	Nicole Alexa Brzenk	Pittsburgh, PA	Biology
*	Allison Beth Buell	Knoxville, TN	Biology
*	Lisa Dawn Carothers	Somerville, TN	Biology
*	Sharon Denise Carpenter	Hendersonville, TN	Biology
	Veronda Kaye Carter	Memphis, TN	Biology
	David Max Cook II	Titusville, FL	Chemistry
	Stephanie Lee Cook	Kenner, LA	Biology
@	Paul Dean Fallaw	Franklin, TN	Chemistry
	Patrick Neil Farr	New Orleans, LA	Chemistry
*	Jeffrey Brooks Gibson	Sherman, TX	Biology
	Katherine Hale Goodrich	Baton Rouge, LA	Biology
	Kimberly Arlene Groat	Bartlett, TN	Chemistry
**#	Robert Kurt Heck, Jr.	Sherwood, AR	Biology
	Christina Ann Holyfield	Humboldt, TN	Chemistry
	Gary Lynn Jacks	Pine Bluff, AR	Biology
	Robert Allen James, Jr.	Knoxville, TN	Physics
	David Carle Jerden, Jr.	Arlington, TN	Biology
*#	Janna Marie Journeycake	Tulsa, OK	Biology
	Johanna Marie Kahalley	Mobile, AL	Chemistry
*#	Peter Yung Kim	Taejon, Republic of Korea	Chemistry
	Veronica Gabrielle Lawson	Nashville, TN	Biology
	Nancy Michelle Long	Florence, AL	Chemistry
	Matthew Breeden McLellan	Russellville, AR	Chemistry
*	Vance Frederick Merhoff	Nashville, TN	Chemistry
	Dayna Jamel Miller	Memphis, TN	Chemistry
*#	Michael Leslie Miller	Huntsville, AL	Chemistry
*	Ray Jemison Moore III	Tuscaloosa, AL	Biology
	Timothy Rives Moore	Monroe, LA	Biology
**#	Arnel Molina Pallera	Bartlett, TN	Biology
	Raymond Lindsey Rando	Metairie, LA	Biology
*#	Gina Marie Rhodes	Memphis, TN	Biology
	Marshall Cade Smith	Grenada, MS	Biology
	Daryl Kirk Sneed	Millington, TN	Chemistry
*	Clayton Forniss Spencer	Greenville, TX	Chemistry
*#	Kerri Kathleen West	Birmingham, AL	Biology
	Bryant Carter Witt	Franklin, TN	Chemistry
	Joyce Michelle Yeager	Florissant, MO	Chemistry

DEGREES CONFERRED ON AUGUST 15, 1991
BACHELOR OF ARTS DEGREE

@	Andrew Fitts Burchenal	Clearwater, FL	English
@	Jeff Davis Dillard	Clarksdale, MS	English
@	Rhynia Duvall Henry	Arlington, TN	Art
@	Adrian Corcoran Lynch	Memphis, TN	English
@	Richard Shane Palmer	Wynne, AR	Biology

* cum laude
 ** Magna cum laude

*** summa cum laude
 # Phi Beta Kappa

^ Honors Research
 @ in absentia