



THE SEARCH FOR THE TWENTY-FIRST PRESIDENT





Aspiring to build further upon its current momentum, Rhodes seeks a strategic, transparent, and inclusive leader to serve as its next President.

The Rhodes community has been engaged in wide-ranging and collaborative visioning since the arrival of President Marjorie Hass in July 2017, including the development of a college-wide strategic plan, a three-year diversity, equity, and inclusion framework for action, and a campus master plan. During the global pandemic, Rhodes is proud to have acted quickly and decisively to prioritize student and community health, while simultaneously moving forward with new initiatives for the future, including the construction of an \$18 million residence hall. The new President will lead the Rhodes community and the board in assessing and refining Rhodes' strategic priorities as they head together into a post-pandemic landscape of higher education.

Rhodes College has built a unique place for itself among the nation's top liberal arts colleges by combining a powerful commitment to the liberal arts with unusually rich connections to the surrounding City of Memphis, Tennessee. In 2025, Rhodes will celebrate the 100th anniversary of its location in Memphis and

looks forward to further deepening of this important partnership. Rhodes has twice been named "The #1 Most Service-Oriented College in the United States" by *Newsweek*, and civic engagement is integrated into the curriculum for all students. Ranked #54 among national liberal arts colleges by *U.S. News & World Report*, and one of only 40 institutions included in the book, *Colleges That Change Lives*, Rhodes enrolls 2,030 students and has an endowment of \$409 million.

HISTORY

Rhodes College was founded in 1848 in Clarksville, Tennessee, and, for many years, was closely affiliated with the Presbyterian Church. In 1925, President Charles Diehl led the move to the present campus in Memphis, Tennessee, where, in 1945, the college became known as Southwestern at Memphis.

Since 1984, when the College adopted the name Rhodes College to honor former College president Peyton Nalle Rhodes, the institution has grown beyond regional recognition to a nationally ranked liberal arts college that attracts students and faculty from far beyond the Mid-South region, with 75% of students from out of state, including around 12% from outside the United States.

THE RHODES VISION

Rhodes College aspires to graduate students with a lifelong passion for learning, a compassion for other, and the ability to translate academic study and personal concern into effective leadership and action in their communities and in the world.



THE CITY OF MEMPHIS

Rhodes sits in the heart of Memphis, a metropolitan area of 1.2 million people, a city with boundless creativity where passion, ideals, cultures, and opportunity converge in authentic ways.

The City of Memphis, on the Mississippi River, is filled with unexpected combinations: global commerce and local start-ups, high culture and outdoor adventure, soul food and haute cuisine, world-class infrastructure and spectacular green- and blue-ways, rich heritage and forward thinking, and, of course, all the many forms of music born and still being recorded here, which create a wholly original Memphis sound.

Anchored by three Fortune 500 companies (FedEx, AutoZone, and International Paper, Co.), Memphis is also a globally connected transportation hub. The Memphis International Airport serves as the world's largest cargo operation and is home to FedEx's shipping superhub.

The Rhodes community is deeply committed to ensuring continued growth and development in the City of Memphis. Rhodes' unique position as one of few liberal arts colleges in an urban setting provides

an array of opportunities for students and alumni to engage with and make meaningful contributions to Memphis, including:

[St. Jude Children's Research Hospital Summer Plus Fellowship](#)

Offers qualified Rhodes students an exclusive intensive research experience that pairs students with St. Jude scientists and places them into the hospital's professional laboratories for a period of two summers and the intervening academic year. The internships frequently result in co-authored professional papers with St. Jude researchers.

[The Lynne & Henry Turley Memphis Center](#)

An umbrella for the community of faculty and student scholars who are researching and promoting the human experience of Memphis and the Mid-South

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region from the Civil War to the Civil Rights Movement and beyond. The Center builds upon the College's existing assets and academic strengths by providing support and resources for interdisciplinary scholarly activity and student research.

Internships & Fellowships

Rhodes students have a variety of academic interests and often have the opportunity to connect theoretical study with practical application, thus enhancing their learning experience and contributing to the City of Memphis. Internship sites include FedEx, the National Civil Rights Museum, and Raymond James. Each year, 75% of Rhodes students complete internships and fellowships through organizations and corporations in Memphis.

Community Engagement

More than 80% of Rhodes students are engaged in community partnerships. Rhodes was ranked 11th for community engagement by Princeton Review. The first collegiate chapter of Habitat for Humanity was founded at the College. [The Laurence F. Kinney Program](#) serves

as a hub for Rhodes' campus-wide effort to engage all students in service and social action in Memphis and the broader community. Major programs include the 30-year-old Souper Contact, a soup kitchen for the homeless run entirely by students; The Bridge, Memphis' street newspaper, founded by Rhodes students, aims to bridge the gap between homeless and sheltered by providing the homeless community of Memphis with tools to obtain a self-generated income; and [The Bonner Center for Faith and Service](#) which partners with more than 100 not-for-profit and governmental agencies in the greater Memphis area to provide in-depth service experiences for students. As a member of the [Bonner Scholarship Service Network](#), Rhodes provides service scholarships to 15 students each year. Additionally, the [Summer Service Fellowship program](#), an intensive nine-week summer experience, challenges students to engage in significant community projects identified by a community organization or by the participating student. The fellowship provides academic credit and has a 40 hour per week commitment.

ALUMNI IN MEMPHIS

There are more than 3,500 Rhodes alumni living and working in Memphis, and that number continues to grow each year. Over the last several years, approximately 40% of Rhodes graduates have chosen to remain in the city to start their careers and continue contributing to making Memphis an even greater place to live.



STRATEGIC PLAN

The College approved its ambitious strategic plan, [*Achieving Our Best: A Strategic Vision for Rhodes College, 2020-2030*](#), in October 2019. The plan is the result of an 18-month planning process that included the voices of more than 5,000 students, faculty, staff, alumni, parents, Memphians, prospective students, and their families through qualitative and quantitative research.

In light of the COVID-19 pandemic, recent changes to the broader environment, and ongoing societal and demographic change, the Planning and Priorities Task Force was recently charged with reviewing the strategic plan and recommending priorities and budget guidelines to strengthen the College's financial position, build academic excellence, and create conditions for thriving into the future. The Board endorsed the recommendations of the Planning and Priorities Task Force in October 2020. Under the new President, the plan will again be reviewed and honed as appropriate for the post-pandemic world, in collaboration with the campus community and Board leadership.

As currently written, the strategic plan outlines a commitment to align the College's business model with its mission so that Rhodes can pursue national excellence in residential liberal arts education while remaining a college of approximately 2,000 students. In doing so, the College commits to the Rhodes Edge, an educational and residential experience that ensures the College's graduates are:

- **Intellectually ready to tackle the world's most pressing problems.**
- **Leadership ready to create equitable and prosperous communities.**
- **Career and graduate school ready to succeed in tomorrow's economy.**

By honing the "Rhodes Edge," the College will add value to the undergraduate experience so that talented students, faculty, staff and alumni are increasingly willing to invest in Rhodes. Further, Rhodes will maximize other revenue streams through endowment growth and the development of new revenue generating programs in order to reduce tuition pressure on Rhodes students.

FOUR FOCUS AREAS

highlighted in the plan are intended to guide decision-making and investments over the next decade:

Build academic and creative excellence | Foster a culture of belonging
Ensure a transformational student experience | Secure the future



DIVERSITY, EQUITY, AND INCLUSION

In April 2021, the Board of Trustees approved the [Rhodes Framework for Inclusion, Diversity Equity, and Accessibility](#), also known as the IDEAS Framework. The IDEAS Framework follows directly from the College's strategic plan which identifies as central priorities the following: adopting best practices for equity and inclusion; developing opportunities for cross-cultural engagement, interfaith dialogue, and inclusive excellence; and developing a more diverse workforce.

The IDEAS framework identifies viable short-term and longer-term institutional goals and outlines specific steps Rhodes will take to accomplish its inclusive excellence goals over the next three years. The action plan focuses on seven priorities:

1. **Commitment**
2. **Culture**
3. **Capacity**
4. **Curriculum, Pedagogy, and Faculty Development**
5. **Compensation and Employment**
6. **Climate**
7. **Campus Life and Community**

Other accomplishments related to the goals of the IDEAS framework include Rhodes' announcement in December 2020 that it will soon welcome its first Posse Foundation student cohort. For the first time in

the foundation's history, the group will be composed of students from multiple cities around the country and will include up to two students from Memphis in each group. The College has also committed to the construction of a "multicultural lodge," which is a meeting and social space dedicated for use by minoritized/ students of color. The lodge will be incorporated into the new East Village C residence hall building project, which will begin construction in spring 2021.

THE HONOR SYSTEM

[The Rhodes Honor System](#), one of the longest standing honor systems in the country, consists of the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity. The objective of the Honor System is to foster the spiritual growth, moral fortitude, and intellectual development of the individual student. All incoming students sign a pledge at the beginning of each school year affirming their commitment to the three components of the Honor System. Students are personally responsible for their work, their actions, and their word, and all students pledge to uphold the System in their daily lives and to report cases of violation to the appropriate student governing bodies.

The Honor System is a tradition which has been valued by the Rhodes community for more than a century. It allows the fullest possible expression of individual life in harmony with community life, and it is a principle which members of the Rhodes community believe to be fundamental in ethical life during and after college.



GLOBAL REACH

Rhodes is a global institution, with a faculty and student body hailing from around the world. Professors regularly participate in international research; students are deeply invested in critical study of global cultures and practices across the disciplines. Rhodes was named a top Fulbright producer by the State Department in 2020. 20 students competed in the 2021-2022 Fulbright cycle.

Each year, more than half of Rhodes students supplement their study on campus with international study. [The Buckman Center for International Education](#) provides study abroad advising and financial aid, and serves as the first point of contact for international students studying at Rhodes. Rhodes adopted a new study abroad policy in 2019 that allows students to spend a semester abroad for no additional costs or fees, as long as the student participates in a Rhodes approved program.

Rhodes is a member of the American Council on Education's ACE Internationalization Lab. The ACE Internationalization Laboratory provides leadership for a systematic and collaborative approach to global education at Rhodes College. Rhodes College is now one of more than 150 institutions that have made a commitment to comprehensive internationalization of their campuses and to the promotion of institutional goals that further global education.

ACADEMICS

The classroom experience at Rhodes is intimate and rigorous. Rhodes values the engaging dialogue that arises when students and professors work together to investigate questions and problems they care about. In this environment, students are expected to formulate and articulate big ideas and contribute in major ways to the critical discussions and debates that take place in classrooms and laboratories, and the 10:1 student-to-faculty ratio makes this possible. Rhodes seamlessly integrates high impact experiences such as internships, study abroad, and faculty-mentored

student research with a traditional liberal arts education, and the [Foundations Curriculum](#) gives students the freedom to pursue their academic interests while developing critical-thinking skills that will serve them throughout their lives.

Through 18 academic departments and 13 interdisciplinary programs, Rhodes offers more than 50 liberal arts and interdisciplinary majors and minors. The College provides pre-professional advising for students who plan to work in the health professions, law, engineering, accounting, business, architecture, clinical psychology, foreign service, ministry, public history, and education, and it has a partnership with St. Jude Children's Research Hospital that provides extraordinary research opportunities for qualified students. Rhodes offers two graduate degree programs: the Master of Science in Accounting and the Master of Arts in Urban Education.

Rhodes is rare among liberal arts colleges in being academically strong not only in the social sciences and humanities but also in the physical and biological sciences. It is the sixth-leading liberal arts and sciences college in the number of applicants sent to medical school, and is annually ranked in the top five of all colleges and universities in national Mock Trial. Billboard Magazine has named Rhodes one of the top music business programs in the nation. And this year NASA announced that it will launch a Rhodes-designed satellite, making Rhodes the only liberal arts college engaged in this manner with the agency.

Students have been enormously successful, garnishing national awards, including (since 2000):

- 45 Fulbright Scholarships
- 14 Goldwater Scholarships
- 12 Watson Fellowships
- 6 NCAA Postgraduate Scholarships
- 4 Truman Scholarships
- 2 Luce Scholarships
- 7 National Science Foundation Graduate Fellowships
- 1 Rhodes Scholarship

RECENT CURRICULAR INNOVATIONS

Over the last ten years, Rhodes has introduced a number of programs and majors that build on interdisciplinary synergies.

Curricular innovations include such programs as Environmental Studies and Sciences, Urban Studies, and Neuroscience, and majors including Biomathematics, Music & Psychology, and Political Economy. The following programs represent the most recent additions to the curriculum:

First-Year Seminar

Launching in fall 2016, this semester-long seminar course encourages first-year students to explore core aspects of one's community and one's self. Students learn how to thrive within a diverse learning environment, and how to develop the skills and discover resources necessary to flourish as an individual, as a scholar, and as an active citizen of the interconnected communities of Rhodes College, Memphis, and the wider world. First-year Seminar is the College's Quality Enhancement Plan, a requirement of our accrediting agency, SACSCOC.

Africana Studies

Africana Studies has been a popular minor for over a decade. In spring 2020, the faculty approved Africana Studies as a new interdisciplinary major. The program's curriculum emphasizes diasporic connections between Africa, the Caribbean and the Americas and helps students understand and appreciate the integral yet distinct experiences of people of African heritage throughout the world through multiple disciplines such as sociology, history, English, religion and education.

Educational Studies

In April 2015, the Rhodes faculty voted overwhelmingly to approve an Educational Studies major with a distinctly urban focus. Students can choose from three major tracks: Teaching and Learning, Community and Social Change, and Policy and Reform. The curriculum is firmly grounded in the liberal arts and majors are required to work three to four semesters in local schools or community partner organizations to develop a broad sense of the educational system. The numerous educational reform initiatives currently taking place in Memphis provide a fertile training ground for the future educators and leaders pursuing this major.

Urban and Community Health Concentration

The Urban and Community Health Concentration is an innovative, community-integrative academic program that engages students in open dialogue about the complex relationships between race and social class, access to health care, religious faith, and health outcomes. Students in Religious Studies and the Urban and Community Health Concentration serve in placements throughout the city that allow them to study faith-based community agencies that aim to promote health equity and to redress health disparities in Memphis. In addition to our undergraduate program, we offer a post-baccalaureate certificate in Health Equity, and we have an MOU with University of Tennessee Health Sciences that permits their medical residents to complete health equity courses at Rhodes.

Media Studies

Growing out of the Film and Media Studies minor, which has served a steady stream of students for over two decades, the faculty approved the Media Studies major in spring 2021. This new program enables students to become astute scholars, producers, and consumers of media and equips students with 1) critical tools for critiquing media, 2) creative capabilities for producing digital art, and 3) practical communication skills for participating in globalized media networks. Interdisciplinary by design, the Media Studies major is supported by faculty from three divisions, Fine Arts, Humanities, and Social Sciences.

For these new programs and those of long standing, Rhodes is committed to rigorous academic assessment. In fall 2020, the College underwent a successful decennial reaffirmation with the Southern Association of Colleges and Schools (SACS), and the College was found to be in compliance on all accreditation standards.



FACULTY

Rhodes faculty members represent the best of the scholar-teacher model that is essential to a liberal arts education. Scholarly and creative production across the board is unusually high for a liberal arts college, and engaging undergraduates in faculty research – in the humanities and social sciences as well as the sciences – is standard practice. Virtually all of the faculty hold the highest degrees in their respective fields and contribute regularly to the scholarship of their disciplines. Many have been recognized for their excellence with grants from the NSF, NIH, NEH, and the Mellon Foundation, Fulbright awards, and numerous other honors including a recent faculty invitation to join the prestigious Council on Foreign Relations. Rhodes honors faculty accomplishment through institutional awards for teaching, scholarship, and service and supports the ongoing development of the faculty through such programs as the Hill Grant for curricular innovation, the Faculty Development Endowment Grants for faculty scholarship, and an extensive mentorship program for incoming faculty. Rhodes is committed to sustaining an environment in which faculty can thrive in their careers and make substantial contributions to the college community and their scholarly communities.

STUDENTS AND ENROLLMENT

Rhodes is home to a diverse group of approximately 2,030 students who represent 46 states (plus D.C.) and 35 countries. Within the current student body, 31% identify as students of color, and the class of 2020 boasts a record 33% who identify as students of color. More than 75% of Rhodes students live on campus, and the student body has a 40:60 male-to-female ratio.

Rhodes students are intellectually curious and deeply engaged in academic and extracurricular activities. Students with a personal commitment to service are drawn to Rhodes and to the many opportunities to integrate themselves into the greater Memphis community, and more than 80% of students participate in service activities. Rhodes actively recruits students who are excited to be part of the city, seeking opportunities to connect with Memphis in ways that are mutually beneficial and meaningful.

Rhodes has enjoyed strong enrollment success over the last five years, with steady growth in both the quantity and quality of applications. Application numbers have increased from 4,731 to a record 6,310 for the 2020-2021 admission cycle. The impressive growth in Early Decision commitments has provided Rhodes with strong enrollment positioning, comprising 20% of the current class and now 32% of the incoming class. The median SAT has increased by 30 points to a 1400 (a test optional policy is now in place through 2023). Over half these students have ranked in the top 10% of their high school class with a median GPA of 3.8.

STAFF AND ADMINISTRATION

Rhodes employs just over 300 exceptionally dedicated administrators and staff who join the faculty in serving the educational mission of the college and cultivating the character of its students. Staff members are an integral part of the community. Continuing to value the contributions of staff members at all levels of the College is essential to maintaining the sense of common purpose, civility, and respect within the community. Rhodes is proud to recognize particularly outstanding staff contributions at its annual Service Recognition program which includes recognition for years of service and four awards for outstanding staff.



ATHLETICS

In the 1920s, Rhodes published a code for athletes that stated, “As an athlete, I am determined to play the game to the limit of my capacities, giving each detail the greatest care and attention.” That code continues to motivate Rhodes student-athletes, and on any given game day, fans gather to cheer the Lynx and engage in campus-wide pride that adds depth and balance to the rigorous academic expectations.

More than 25% of Rhodes students participate on one of [23 men’s and women’s Division III athletic teams](#). Rhodes competes for Southern Athletic Association championships on a regular basis and is consistently at the top of the conference for the number of student-athletes who achieve a 3.25 or higher semester GPA.



Rhodes won the 2018 and 2019 Commissioner’s Cup, which honors the top athletics program in the Southern Athletic Association, and ranked #1 for the number of student-athletes earning a place on the All SAA Honor Roll. In 2014, 2016, and 2017, the Rhodes Women’s Golf team was crowned the NCAA national champions. Rhodes varsity teams regularly qualify for NCAA Tournaments.



CAMPUS AND FACILITIES

Rhodes’ Collegiate Gothic campus, identified by The Princeton Review as the third most beautiful campus in the United States in 2016, sits on a 123-acre wooded site in the heart of historic Midtown Memphis. The walkways, quadrangles, residence halls, common areas, and classrooms are all intentionally designed to encourage intimate conversation, the exchange of ideas, and life-changing connections.

With each new expansion on its original 123-acre Memphis campus, Rhodes has maintained its Collegiate Gothic architecture. The Paul Barret Jr. Library, completed in 2005, has been ranked among the country’s most beautiful libraries. In 2012, Rhodes opened its two newest facilities, the expanded and renovated Catherine S. Burrow Refectory and the West Village Residence Hall. In 2014, the College completely renovated the Rhodes Tower science facility.

In 2017, Rhodes opened Robertson Hall, a \$34 million, 55,000-square-foot science facility that will house state-of-the-art research and feature teaching labs and smart classrooms.

Currently under construction is the three-story, nearly 62,000-square-foot East Village C residence hall, which will house 150 students in both single rooms and suites, as well as an adjoining lodge for multicultural student organizations. East Village C will help the college achieve its strategic goal of a three-year residency requirement and provide additional social and meeting space for minoritized students.





FINANCES AND RESOURCES

Effective June 30, 2020, the College completed its 47th consecutive year of balanced budgets. For fiscal year 2022, the Board of Trustees has approved a total operating budget of \$73 million, which is net of the financial aid budget of \$56 million. As of March 31, 2021, Rhodes has an endowment of \$409 million and a moderate debt level of \$85 million. Total assets are over \$600 million and net assets are in excess of \$500 million. The College maintains a debt rating of A+ from Standard and Poor's and a rating of A2 from Moody's Investors Service.

The Campaign for Rhodes, which concluded in 2014, was a highly successful endeavor that aligned around the four imperatives of [The Rhodes Vision](#) – Student Access, Student Learning, Student Engagement, and Student Inspiration.

The \$314 million campaign significantly strengthened the College's financial base. Total institutional assets increased by more than \$200 million during The Campaign for Rhodes. New initiatives as a result of the Campaign include: the creation or enhancement of 258 student scholarships; funding and endowment for 13 faculty chairs and professorships; 30 new funds established to support faculty teaching and research; and an increase in total interior square footage from 899,000 to 1,282,000 which includes the addition of the Paul Barrett, Jr. Library and Robertson Hall.

BOARD OF TRUSTEES

The Board of Trustees is composed of prominent citizens from all walks of life: business and finance, law, medicine, science, higher education, and civic engagement. The Board of approximately thirty individuals includes three elected faculty and three elected student representatives and meets thrice yearly. Trustees are organized into committees on Student Learning, Student Life, Finance and Investment, Audit and Enterprise Risk and Trusteeship. The Board's Agenda Committee functions inter-sessionally as an executive committee. Recently, the Board established a Committee on the Future to assess and address the challenges and opportunities that are just appearing on the horizon for liberal arts colleges.

Trustees may be elected for three consecutive three-year terms and may be re-elected after rotating off for a period of one year. Faculty trustees are elected by the faculty for a term of three years, and student trustees are elected by the student body for a term of one year.



ROLE OF THE PRESIDENT

The President reports to the Board of Trustees and is an ex officio member of the Board. The President regularly convenes the following group of senior administrators, who will also meet monthly with the Faculty Governance Committee:

Provost and Vice President for Academic Affairs

Vice President for Development

**Vice President for Enrollment and
Dean of Admissions**

Vice President of Finance and Business Affairs

Vice President for Strategic Initiatives

Vice President for Student Life

Chief Communications Officer

Executive Assistant to the President

The President has operating and budgetary responsibility for the College and advances its mission through commitment to the values of collaboration, open communication, service, diversity, and shared governance. The President understands and nurtures the strong sense of community at Rhodes by serving as a visible presence on campus and continuing to strengthen relationships among College stakeholders, including conducting outreach to prospective and newly admitted students. The President also plays an active role in the College's fundraising initiatives by cultivating and maintaining relationships with prospective donors and works closely with the Board and its chair to manage the College effectively and to develop and implement a strategic plan for its continued growth.

OPPORTUNITIES AND CHALLENGES

Rhodes College has been enjoying a period of significant momentum and is poised for even greater success and visibility. The planning and hard work done by the Rhodes community in recent years has positioned the College well to face the unknown future of higher education. The next President of Rhodes will have the opportunity to collaborate with all of the College's stakeholders in refining and bringing to life its strategic priorities, addressing new challenges, and capitalizing upon not-yet-imagined opportunities:

- Collaboratively lead the Rhodes community in refining, articulating, and implementing a powerful strategic vision for Rhodes as a distinctive, national liberal arts college in an urban context. The next President will continue the work of empowering the Rhodes community to live its mission and demonstrate its values as a community-engaged national liberal arts college. While a strategic plan for the College was finalized by the Board of Trustees before the pandemic, the new President will be expected to lead an energizing refinement of the College's strategic plan in the post-pandemic era, together with the campus community. As Rhodes' priorities are solidified, the President will champion the unique strengths of Rhodes in and alongside the city of Memphis, across the country, and around the world.
- Attract additional resources to facilitate Rhodes' investment in current and future strategic initiatives. With ongoing opportunities to grow the endowment, support academic innovation, maintain and expand

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the physical plant, and support the overall operating budget, the President will need to confidently and persuasively communicate the case for support. The President will work closely with leaders in the Alumni and Development Offices to identify opportunities to build relationships and create opportunities for engagement and connection. The President will play an active role in soliciting support for Rhodes, spending time with constituents, and communicating the strategic priorities of the College.

- **Actively foster through words and action a diverse, welcoming, and inclusive college environment.** Rhodes has significantly diversified its student body in recent years by attracting students from a wider variety of backgrounds, including outside of the U.S. As on many campuses, work remains to ensure that all students regularly encounter faculty and administrators who share experiences and identities in common with them. Because the college is committed to “inclusive excellence,” the President will necessarily lead at the highest level the institution’s efforts to ensure a climate where people from all backgrounds, cultures, and orientations can thrive and feel supported. The President will champion and implement the recently approved IDEAS framework for advancing diversity, equity, inclusion and accessibility across the College. The President will be tireless in ensuring that the entire Rhodes community collectively exhibits the highest level of mutual respect and cultural competence and that the campus climate reflects the College’s deep commitment to these values.

- **Oversee the evolution of the Rhodes College curriculum at the highest level and position the College as a leader in 21st-century liberal arts pedagogy.** The next President will work with the Provost and Vice President for Academic Affairs and others to evaluate and enhance the Rhodes curriculum to reflect national best practices in liberal arts education. While Rhodes College has built an unusually robust presence in

the sciences, enhancing synergies among and further strengthening all of the College’s liberal arts disciplines and programs will be critical to the College’s future. The President will ensure that curricular developments are implemented with consideration for diverse perspectives within the community and are aligned with future strategic initiatives.

- **Oversee the College’s enrollment strategy at the highest level by ensuring that the College’s identity is distinctive and visible in a crowded market for liberal arts education.** Rhodes has enjoyed steady enrollment management success in recent years. Students from across the country and world are attracted to Rhodes, and the next President will play an integral role in the effort to continue enhancing Rhodes’ standing as a nationally and internationally renowned institution providing a world-class liberal arts education. The President will work closely with enrollment leadership to continue to identify and recruit talented students representing the diversity of the national and global community and will work to secure resources necessary to provide financial support for scholarships to support new cadres of qualified students.

- **Embrace the unique relationship between Rhodes College and the City of Memphis and expand upon it as a national model for civic engagement among liberal arts colleges.** Rhodes College rightfully takes pride in its position as one of few liberal arts colleges with deep and meaningful connections to its surrounding city. Memphis and Rhodes are woven together in ways that allow the College to serve as a national model for service learning and civic engagement in an urban setting, components that are essential to the Rhodes student experience. During the past two decades, the connections between Rhodes and Memphis have become even stronger, and the next President will continue to seek mutually beneficial ways to partner with community leaders throughout the greater Memphis area.

PROFESSIONAL QUALIFICATIONS AND PERSONAL CHARACTERISTICS

Rhodes seeks in its next President a visionary, inclusive, and communicative leader who will:

- Have a sophisticated understanding of the challenges facing residential liberal arts colleges in the post-pandemic world and the ways in which Rhodes can further distinguish itself in the crowded higher education liberal arts landscape;
- A passion for excellence and innovation in higher education, particularly in a liberal arts community;
- Demonstrate the ability to lead a community through a collaborative process of identifying and bringing to fruition shared strategic priorities;
- Be deeply committed both personally and professionally to ensuring an inclusive campus climate in which all are welcome and all can thrive; be comfortable and experienced with leading conversations and initiatives around complex, challenging, and sensitive issues with emotional intelligence, grace, and diplomacy;
- Be an engaged and effective fundraiser, with the ability to clearly and effectively communicate the College's case for support to a wide variety of constituents;
- Be committed to being a President who communicates effectively and transparently about the college through a variety of media to all college constituencies and beyond actively, regularly and with enthusiasm;
- Continue the productive collaboration with the faculty on questions surrounding the curriculum and the student experience with an appropriate respect for shared governance;
- Contribute to the collaborative effort to identify opportunities to further enrich the student learning experience;
- Be willing to engage wholeheartedly with the City of Memphis with a nuanced approach that moves beyond traditional student-service models toward the building of mutually beneficial partnerships based on trust and shared priorities;
- Be eager to serve as an accessible and visible presence for all constituents, including students, faculty, staff, parents, alumni, and community members; and,
- Able to inspire the Rhodes community by leading from a position of authenticity with wisdom, emotional intelligence, and compassion.



CONTACT

For best consideration, please send all nominations and applications in confidence to:

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Rhodes College

*Rhodes College is an equal opportunity employer
committed to diversity in the workforce.*