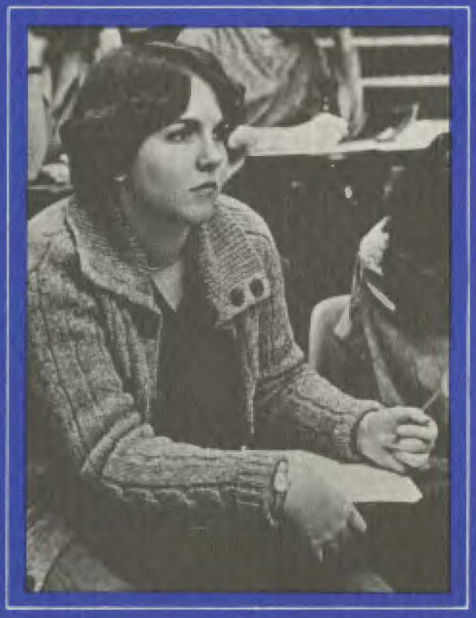
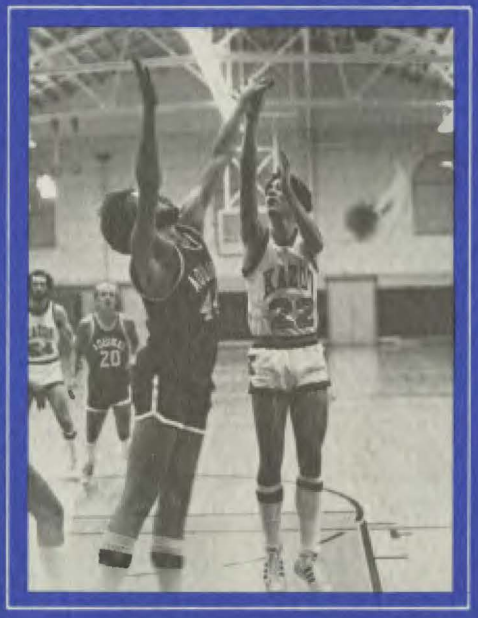
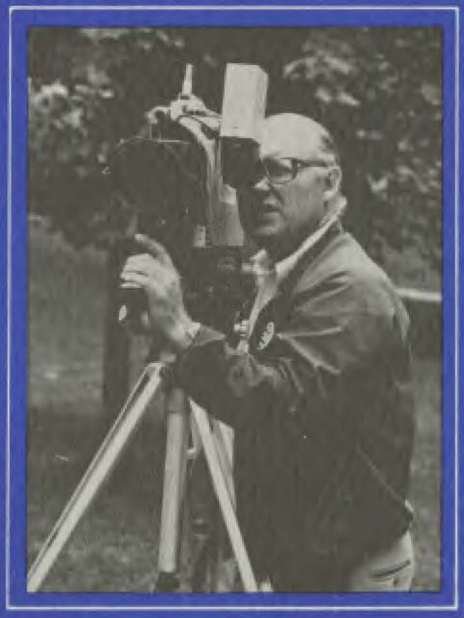
# K

# ANNUAL REPORT OF KALAMAZOO COLLEGE

October 1, 1978, to September 30, 1979







1 A good year, a good future for Kalamazoo
*George N. Rainsford*

3 The big push at Kalamazoo in 1979
*Robert D. Dewey*

5 The K-Plan—meeting the challenge of the '80s
*Warren L. Board*

7 The Stryker Center: a community partnership
*Wen Chao Chen*

9 Achieving financial equilibrium
*Roger J. Fecher*

13 Campaign gears up for homestretch

14 Annual Fund giving increases

15 Honor Roll of Donors

Kalamazoo College is committed to the concept of equal rights, equal opportunities, and equal protection of the law. It administers all programs—admissions, financial aid, employment, instruction, and services—without regard to race, creed, national origin, age handicaps, or sex, and implements this nondiscriminatory policy under a formal affirmative action program.



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# A GOOD YEAR, A GOOD FUTURE AT KALAMAZOO

*George N. Rainsford*

Snapshots can tell you something of the occasions, the accomplishments, the history of the year that has passed. They tell less well the tone, the momentum, and the unfinished business which forms the agenda for a succeeding year. An annual report should, however, try to do all of this.

This report should be read as a whole, for out of the sections written by the president and the vice-presidents the reader will get a composite view that is greater than the mere sum of the parts. That is our hope for the administration of Kalamazoo College as well—that the work of each will add to and be supplemented by the work of others. In this regard the president's responsibility is to provide general oversight of the administration of the College and its academic and student programs; to articulate the shared mission of the College; to suggest ways in which that mission and the programs which implement it might be changed, refocused, or reaffirmed; and, finally, to be the principal spokesman of the College to the larger society of which it is a part and which it serves.

How did the College fare in 1978-79 in the light of these considerations?

*George N. Rainsford is president of Kalamazoo College.*

## A good year

1978-79 was a good year—a year of progress, a year of transition. It was the last year of a tumultuous decade and thereby a transition between experience and expectation. The decade of the 1980s is one we must surely enter with hope and excitement in spite of all its foretold uncertainties. In many ways the success of 1978-79 will provide the basis for these hopes.

The year was thus a year of planning and of execution of plans. The completion of the Dow Foundation sponsored self-study, culminating in the spring retreat of the executive committee of the Board of Trustees, reaffirmed the commitment of the College to quality and the liberal arts rather than size. Within this context the year also saw the opening of the new offices of the L. Lee Stryker Center for Management and Educational Services. The Stryker Center, now under the direction of Wen Chao Chen, provides a base for new service programs to the community and to non-traditional students.

The new provost, Warren Board, began an important review of the elements of the Kalamazoo Plan so that they could be strengthened and better integrated. The vice-president for student services, Robert Dewey, led a revised and highly successful freshman orientation program and established a new program for sophomores. The vice-president for business and finance, Roger Fecher, and the president established a new program to reach fiscal equilibrium in the face of mounting inflation and the prospect of stable or declining student numbers. By year's end that program was ahead of schedule.

1978-79 was also the middle year of the College's major capital fund-raising campaign, *Funds for the Future*, which under a new campaign director, Alfred A. Blum, Jr., recorded $9,500,000 by the end of the year—well beyond the halfway mark in the $16,395,000 campaign. During the year the College also achieved a record Annual Fund and added new alumni programs and personnel. We also enjoyed a sizeable enrollment surplus, the latter due to the combined efforts of the entire College community. Added national visibility came with an expanded public relations program resulting in, among other things, the College's appearance on two segments of NBC-TV's *Today* show. This year was also the second year of the president's service as chairman of the National Association of Independent Colleges and Universities.

Yes, 1978-79 was a good year.

## The future at Kalamazoo

1979-80 promises to follow many of those trends. There is an evident momentum, energy, and focus in the College. Relations among students, faculty, administrators, and the Board of Trustees are open and produce frank and responsible discussion. There is a new spirit of optimism about the future that does not deny the existence of problems but asserts that they can and will be handled. The College must continue to press forward in admissions and fund-raising and build on the strengths of the past year. Faculty and staff compensation and the quality of our academic programs must not be allowed to erode in the face of inflation.

Above all, we must continue to believe in and assert the enormous importance of what it means to be a quality, church-related, liberal arts college at a time when the nation needs leaders and leadership from its institutions and individuals alike. Our greatest challenge in the 1980s will be presented by the young men and women who come to us for their undergraduate education seeking the best education possible and knowing that they have a creditable opportunity to get that at Kalamazoo College. Our vision must be equal to that challenge, particularly as we reflect on the College's illustrious past and prepare for its sesquicentennial in 1983.

# THE BIG PUSH AT KALAMAZOO IN 1979

*Robert D. Dewey*

We pushed them hard this year. Students, that is. We always push them. We will continue to do so. But for the past year we've pushed harder. Pushed to get as many students as possible involved in at least one extra-curricular activity.

The reason we push is that students need to do something in addition to studying at Kalamazoo. Actually, we think extra-curricular activities have the effect of helping students study better when they study. We think they will be more satisfied as well as more productive if they mix it up a bit.

We're having some success. There appears to be more and more participation in a growing number of groups and activities, especially among freshmen and sophomores. We think student life has improved; certainly there is more of it than there used to be.

The "we" referred to is a slightly stealthy community-within-the-community. It includes staff members in the student services area, student leaders, a few faculty, and some administrators, all of whom have joined the pushing strategy.

Over the past two years various committees concerned with student life discovered that many students feel that Kalamazoo is too one-dimensional; students study all the time, or pretend to study, or talk about studying. That's about all they do, according to report.

*Robert D. Dewey is vice-president for student services and dean of the chapel.*

True or not, that is a fairly common perception.

It's as if we had become captive to the image others have of us (and which we seem to have of ourselves). So selective are we, so superior academically, that only the mind can live (and struggle) at Kalamazoo. The body and soul have to be left in Muskegon or Detroit (and returned to as often as possible on weekends).

## The important balance

Now, no one can object to students studying. That should be the first call on student time and energy. One can object, however, if that is all that a student perceives college is about; that music, sports, theater, student government, volunteer work, group activity, and social opportunities are merely diversions to take or leave as one will. For young people between 18 and 22, the mixture between study and extra-curricular activity can be too thin even as, in some colleges called "party schools," it is quite the reverse. The parade of students appearing before the Campus Life Committee and the Retention Committee over the past 12 months strongly suggests that the mixture at Kalamazoo has been too thin.

Admittedly, students differ as individuals. It is obvious that some achieve a very satisfying mix between study and extra-curricular activity—teams play, music and theater groups perform, the *Index* has improved, student government is alive and well, and some social activities draw a crowd. Still, the overriding perception is that Kalamazoo doesn't offer much apart from academic work; strong feelings have been expressed to us that we at Kalamazoo tend to look down our noses at anything that is not studying or study-related. For a liberal arts college, these perceptions and feelings could, eventually, be devastating. The baby could disappear with the bath water!

Which is why we've been pushing. But very gently.

Kalamazoo's reputation for academic excellence is nothing anyone wants to see diminished in any way. It's a great strength. It makes it possible for us to attract the students we want. They tell us that's why they have chosen Kalamazoo. When off-campus experiences are added to a strong academic program, we have the best of two worlds. No one wants to see the personal growth and development afforded by off-campus experiences reduced one iota.

What intrigues some of us is the possibility that we can nourish yet one more strength, the strength of a livelier and richer campus community in which students have a fair chance to achieve a necessary and satisfying mix between curricular and extra-curricular experience. If that serves to improve academic performance (which we think it would), improve morale, and enhance the quality of our intellectual, cultural, and social life, everyone gains!

## The big push

So we've started pushing.

Merely listing some of the ways we are proceeding to push makes them seem trivial. The sum of them may be quite profound. If they have an impact on perceptions, feelings, and attitudes, they can make a real difference.

Entering the lobby of Hicks Center, one now sees the new "Union Desk" off in one corner. Behind and above the generous length of counter top, one sees a listing of events for each day in bold black-and-white lettering, usually nine or ten of them, a rich variety of events and activities.

Recently we moved the Union Desk from the basement of Hicks Center to the main lobby, and already this change has relieved our fabled "communication problem" dramatically. People pass by, stop, turn back, and busily read the large clear notices about the day's events. Mentally, I suspect, they decide which to respond to and which to ignore. But they do know what's going on!

The new Union Desk is part of a larger plan to make Hicks Center less a concourse to get through on the way to something else and more a vital center for student life. We hope to carpet the area where the old Union Desk stood, provide tables for small games (backgammon, chess, cards), and a color TV for community-watching of major events. Already we have cut a door from Red Lounge into the snack bar, making that central spot directly accessible from a comfortable lounge. A final step in this plan calls for a carpeted and comfortable "townie lounge" for commuter students in what is now a bare room.

These changes follow the success we have had as a result of a major redecorating job on the Black Spot (planned and executed chiefly by students), the increasing use of such areas as the Career Development and Student Activities resource centers, and the occasional use of Welles Hall for special dinners.

## A calendar for all

In what has come to be called "the Gascony calendar" (a quarterly publication listing all extra-curricular College events), we have tried to reduce conflicts in the schedule, emphasize all-College events (and encourage participation by all members of the community), and schedule social activities regularly on the weekends. "All for one, and one for all" is apropos in a college which, though small, is threatened like all other institutions by the bureaucratization and parochialism so characteristic of our times. The initial response to the Gascony calendar has been very positive.

The Student Development Fund authorized last spring by the Board of Trustees has already proved its value. One student problem over the years has been the difficulty of trying out an idea which emerges in the course of a year but comes too late to be included in that year's budget appropriations. The $5,000 fund is available to implement innovative ideas in student life.

The guidelines for use of the funds include the stipulation that the idea serve the larger community, preferably through a new student organization which will interest a significant number of students and be able to seek funds through other sources in later years. To date the funds have helped provide a pep band of some 25 students; have partially funded the creation of a new men's volleyball team; and given substantial assistance to the recently formed International Students Organization. Grants have been made as well for certain one-time events which served large numbers of students, including a special football dinner in Welles Hall, a summer cooler at DeWaters, and a dinner party for seniors.

## The 'service' in student services

The Office of Student Services has a number of very practical, and repetitive, functions aimed at contributing to the health and welfare of students—housing, counseling, Career Development (which includes career planning and job placement of seniors as well as the sophomore Career Development quarter), student activities, religious life, the Health Center, and the College Forum. In addition, the security system now operates through the Office of Student Services. In each of these areas, we maintain a lean but efficient set of services to students under the leadership of a staff of six full-time people and six residence hall directors who contribute 20 hours per week in ancillary functions in addition to their supervision of residence halls.

But it is the work we do directly with students to enhance the campus environment which we regard as a priority. Students come through the Office of Student Services in large numbers each day. They have a great variety of concerns and interests. Changing a housing assignment, finding help for a personal or academic problem, seeking guidance about career interests, needing direction in a particular individual situation—these and other matters bring students to see staff members. But it is the student who comes with a new idea who provides the real challenge in our work. Or the students we seek out, individually or in groups, to discuss new possibilities for the enrichment of campus life. From these encounters come the opportunities to flesh out the extra-curricular activities available to students generally and respond to individual needs as we discover them.

The word "push" used so generously at the beginning of this report may be inappropriate. We nudge them. The truth is, they push us! Out of the mutual nudging and pushing we see the development of more extra-curricular opportunities for all Kalamazoo students and increasing participation by students. The profound sum of all this is the growing capacity of the College to foster "the education of the whole student."

# THE K PLAN—MEETING THE CHALLENGE OF THE 1980s

*Warren L. Board*

An important measure of the strength and vitality of the faculty of Kalamazoo College has always been its ability to assess clearly programatic strengths, weaknesses, and potential for new services to meet the needs of changing clienteles. The faculty and academic administration must maintain and nurture an academic environment which produces a liberal arts education of the highest quality possible within the limits of the College's mission and available resources. Every planning and administrative act considers these two factors for the long run, as well as any decision's immediate effects on services to current students.

During the past two decades, Kalamazoo College has achieved considerable distinction among small liberal arts colleges because of its K Plan and the faculty and students of extraordinary ability which the academic program has attracted. In the Midwest—and to some extent, nationally—its reputation for high quality on-campus programs integrated with an extensive array of off-campus experiential opportunities has been established. The K Plan has been effective for nearly twenty years. Is it realistic to assume that the program in all of its component parts will also meet the needs of students in the 1980s and beyond?

During the past half-dozen years a number of controversial programatic issues have been raised by faculty, students, and administrators. Students continue to be attracted to the College because of the perceived flexibility of the academic program. But once in residence, they sometimes point out restrictions that the arrangement of the K Plan elements place on other desirable educational opportunities. The faculty and administration recognize the educational benefits to be derived from the K Plan, but are increasingly challenged by the physical, intellectual, and emotional pace required to sustain its quality. Students continue to be attracted by the College's reputation for providing entry into the best graduate and professional schools, but sometimes report discouragement because of competition for grades and the perceived restrictions that preprofessional preparation seem to place on the breadth of their liberal arts experience. These are examples only of the kinds of long-term questions and short-term problems which the faculty addressed with considerable energy during 1978-79.

*Warren L. Board is provost of Kalamazoo College*

## Reviewing the program

A systematic review of the K Plan was initiated by the Educational Policies Committee. The study subjected each component—general education, Career Development Program, Foreign Study, and Senior Individualized Project (SIP)—to exhaustive analysis. The hope was that during the course of the work the faculty would make some definitive judgments about the future of the curriculum: How much of the current program should be preserved and strengthened? How much of the program should be discarded and replaced with elements better able to respond to the needs of future students?

By December, 1978, the faculty determined that the program would not be substantially improved by following Harvard's model in developing a "core curriculum," a radical departure from the College's approach to general education. Instead, the faculty concluded that the general education provided Kalamazoo students could be "improved significantly by sharpening the focus of the distribution requirement and by addressing problems students have with such basic skills as reading and writing." (Memorandum to Educational Policies Committee from Subcommittee A, January 4, 1979.) A series of interdivisional meetings was scheduled College-wide to stimulate discussion among departments and individual instructors about the purposes, content, and interrelationships among distribution courses. One anticipated result of such deliberation was improved academic advising. Another was the possible refinement of some courses to meet generally recognized educational needs.

By April, 1979, the faculty had authorized a new proficiency requirement in expository writing for graduation from the College. Through a massive realignment of teaching and scholarship priorities, the faculty of the English department designed an intensive writing program which responds to

individual levels of preparation and ability. At the same time, the entire faculty expressed with renewed conviction the expectation that student writing in every course would be of the highest quality.

### Career Development

A concurrent faculty review of the Career Development Program produced recommendations to the administration for a substantially strengthened Sophomore experience. The administration was advised that this essential off-campus experiential program should be better integrated with the on-campus curriculum. Recommendations included the consideration of providing academic credit for certain types of faculty-supervised work experiences, the enlargement of the Career Development staff, and the transfer of administrative responsibility for the program from the Office of Student Services to that of the Provost.

The administration was further asked to consider the value of a formal career and life planning focus for the program, capped by an improved placement service for students who plan to enter the job market immediately following graduation. The faculty counselor's role in the student's planning was recognized as a key to improved Career Development services. Career Development Program revisions are expected to be functional by the fall of 1980.

### Foreign Study

The faculty review concluded that Foreign Study is the most distinctive element of the K Plan. Following recognition of the quality of the academic program generally, new students report Foreign Study to be the next most important reason why they come to the College. For most students, Foreign Study's location in the fall and winter quarters of the junior year in order to coincide with entrance requirements and calendars of European universities, was judged to be the greatest limiting factor of major and elective course opportunities on campus. Other criticisms of Foreign Study related to its compressing the on-campus curriculum, which results in increased academic intensity and pressure. The problems seemed to be balanced by the personal and intellectual maturation of students that occurs during the period of study abroad.

In sum, the faculty judged the overall benefits of Foreign Study to outweigh most of the deficiencies it promotes in the on-campus program. The faculty's commitment to Foreign Study is firm; recommendations for fine-tuning the program to produce better integration have been followed. An example of a related faculty initiative has been the successful series of programs which explores international career opportunities. These workshops have brought alumni and business associates back to campus to discuss with current students their positions with organizations having international interests and influence.

During 1978-79 the Concentration in International Commerce was established for students who, regardless of their majors, have interests in international careers. The program requires a small group of courses in economics, conversational proficiency in a foreign language, Foreign Study, and an "international" Senior Individualized Project. With careful faculty guidance, the student receives a liberal education and a focused interdisciplinary preparation with an international perspective unique to Kalamazoo College.

### Senior Individualized Project

The review of the Senior Individualized Project (SIP) resulted in an unpredicted and almost universal endorsement by the faculty. The meaning and significance of this graduation requirement vary on as many dimensions as there are student experiences and faculty expectations. However, the faculty believes that the value of guided but relatively independent research for a sustained period will be as great in the coming decade as it was in the last. Recommendations were made for further study, College-wide discussion, and administrative refinements during 1979-80.

Two other examples of faculty activity pervasive during 1978-79 are worth noting. Both directly relate to the quality of teaching and counseling at the College. Monthly workshops were presented especially for the purpose of improving academic advising skills. The afternoon sessions were attended by large numbers of faculty and were devoted to case studies of actual student problems. Small groups considered each case and reported their solutions to the rest of the faculty. To stimulate discussion, the results were then compared with the action taken by faculty or staff in the real situations.

Faculty scholarship and leadership in regional and national professional organizations during 1978-79 provide another measure of its vitality. Three new books were published during the year as well as several articles. In addition, seventeen members of the faculty delivered scholarly papers to audiences from coast to coast. Nine faculty members were officers in their professional organizations and more than eighty participated in off-campus professional programs of various kinds.

In the fall of 1978, the faculty was asked to review the College's educational programs and to recognize that two distinctive features of the K Plan should be preserved and strengthened. Those features are: (1) A strong liberal arts program in an international and comparative context; and (2) Evidence that the liberal arts provide essential career and preprofessional preparation when theory and practice are effectively integrated. Progress has been deliberate and programatic results thus far are sensible responses to the challenges of the 1980s.

# THE STRYKER CENTER: A COMMUNITY PARTNERSHIP

*Wen Chao Chen*

The L. Lee Stryker Center for Management Studies and Educational Services had its origin at Kalamazoo College more than 20 years ago as an affiliate of the Industrial Relations Center of the University of Chicago. Achieving an independent status shortly thereafter, the Center served the Kalamazoo area through its programs of management training for local businesses.

The Center was renamed in 1977 for L. Lee Stryker, a prominent Kalamazoo business and civic leader who died in 1976 in an airplane accident.

### Achievements of the past year

In October, 1978, the Stryker Center moved into its new quarters at 1327 Academy Street, beginning a new phase of its existence. Through the continuing generosity of the Stryker family, the Stryker Corporation, and the many friends of Lee Stryker and the College, this facility is now in full operation.

A slight reorganization of the Center staff occurred in the spring of 1979. At that time, the decision was made to separate the activities of the Non-traditional Students Program and the New Frontiers Program from the regular activities of the Stryker Center and make them self-sufficient operations. The Center staff is presently comprised of the director (Wen Chao Chen), the

*Seminars for local business leaders make up an important part of the Stryker Center's offerings.*

*Wen Chao Chen is vice-president for community services and director of the Stryker Center.*

assistant director for operations (Anne Berry), and the assistant director for program development (Caroline Ham).

On the instructional side, the Center continues to use the talents of people who reside in the Kalamazoo area. More than a dozen experts gave their time and expertise for the benefit of participants in the Center's programs.

## Programs at the Stryker Center

Last year the Stryker Center conducted a wide variety of programs aimed at both specific and general audiences.

*Evening courses*—Last year the Center offered eight evening courses, and attracted an enrollment of 90 students (which was short of the projected figure of 225).

*One and two-day seminars*—The Center sponsored a total of 15 of these seminars in 1978-79, with an enrollment of 258 (more than the projected 225).

*Off-campus seminars and workshops*—To accommodate private firms and public organizations, the Center staff conducted six off-campus seminars and workshops, with an enrollment of more than 150.

*Business-Academia Dialogue*—BAD (supported by the Upjohn Company and the four colleges in Kalamazoo) is one of the most popular service programs administered by the Center. Bringing together businessmen, faculty, and students to discuss common concerns, BAD met eight times last year and attracted nearly 300 people.

*The Small Business Institute*—Administered jointly by the Center and the economics department of the College (and sponsored by the U.S. Small Business Administration), this program attracted 25 clients and more than 100 student participants in 1978-79. The Institute provides students at the College with the chance to work with small businesses in the area, helping them with their management and economic problems.

*The Stryker Club*—Under the leadership of Paul Coash, Robert McLean, and John Oosterbaan, some 30 of the area's young business and civic leaders have agreed to meet several times a year to hear speakers and exchange information and ideas.

*The Ernst and Whinney Executive Briefing Sessions*—Initiated through the courtesy of Mr. Andrew Kostrevagh, this program is designed to give the busy executive a bird's eye view of new developments in important aspects of management. Two sessions were held, with more than 30 people present.

*The Personnel Director's Lunch Group*—At the suggestion of Richard Tanner of First Federal Savings and Loan Association, a group of 15 personnel directors of medium-sized companies and public agencies have been meeting once a month to engage in off-the-record discussions of mutual interest.

## Looking ahead

The Stryker Center staff has been at work on several ideas in recent months:

(1) Efforts are being made to develop a top-notch program designed to increase the economic/political/social awareness of middle management personnel of large corporations.

(2) Experiments are being conducted to see if the Center can be of more service to public and non-profit organizations in the area.

(3) Meetings are being held with professionally successful women to see if a program can be designed to help young women interested in professional growth and development.

(4) Steps are being taken to integrate the Center's activities with Kalamazoo College's regular offerings for the benefit of the student body.

The Stryker Center is one of Kalamazoo College's strongest and most important links in the community. The Center is committed to the continuing cultivation of that tie between College and community.

# ACHIEVING FINANCIAL EQUILIBRIUM

*Roger J. Fecher*

The continuing strength of the academic program at Kalamazoo College depends upon the human and material resources available. An important financial plan to insure the financial equilibrium of the College was carefully formulated last year.

The results of this current year show substantial progress in achieving that financial equilibrium. Despite a moderate adjustment in the enrollment of the College as larger freshman classes of previous years graduate, the College finished the year in a healthy financial condition. Credit must be given to the many individuals within the College community who have done an exceptional job in controlling expenditures while, at the same time, working diligently to increase the revenues of the College through gifts and grants.

The financial equilibrium plan is a four-year program. Its purpose is to insure the financial stability of the College as it faces the difficult times of the 1980s. As we start the second year of the plan, it is good news to report that the College is ahead of schedule.

Important improvements have been made in controlling the energy expenditures on campus. A new steam distribution system was completed late last fall. This system, with a computer-based energy management system, is generating significant savings in heating costs. It is expected that these improvements will pay for themselves over a five year period. After this time, they will continue to provide relief in the expenditure budget.

Another sign of the careful work being done through the *Funds for the Future* campaign is the increase in endowment revenue. As gifts continue to come in for endowment purposes, the revenue from such gifts is made available to the budget. The continued building of endowment is a prime component of financial stability for the '80s.

Additional components of financial equilibrium over the next several years must include the building of reserves for operations and physical plant. The current replacement cost of the physical facilities of the College is approximately $45,000,000. With inflation pressures and the continuing need to maintain the facilities in good operating condition, funds for them must be available annually.

It is imperative for the College to build inflation protection in its budget for endowment principal. The loss of purchasing power of the endowment principal continues to be troublesome. Annual gifts and grants can be used to protect endowment principal, should the return from the endowment be less than inflation.

The College is committed to maintaining a high-quality educational experience for its students. The careful controlling of expenditures and the careful cultivation of all revenue sources are important challenges for the College.

*Roger J. Fecher is vice-president for business and finance at Kalamazoo College*

## TEN-YEAR COMPARISON

| | 1969-70 | 1970-71 | 1971-72 | 1972-73 |
|---|---|---|---|---|
| Physical Plant Value | $18,034,393.30 | $18,826,253.75 | $18,973,476.83 | $19,228,389.68 |
| Book Value of Endowment and Similar Funds | 12,229,966.47 | 12,826,829.36 | 13,385.179.52 | 12,985,611.52 |
| Market Value of Endowment and Similar Funds | 11,434,173.14 | 13,888,438.79 | 16,093,472.28 | 15,489,801.82 |
| Total Education and General Expenditures | 3,353,465.07 | 3,464,790.97 | 3,690,529.82 | 3,804,038.95 |
| Enrollment | 1,343 | 1,360 | 1,347 | 1,413 |
| Tuition Rate | 1,230.00 | 1,305.00 | 1,380.00 | 1,380.00 |
| Gifts—Current Fund | 535,178.00 | 613,838.00 | 509,374.00 | 495,252.00 |
| Gifts—Other Funds | 579,602.00 | 899,362.00 | 1,318,063.00 | 1,752,159.00 |
| Federal and State Support | 204,152.00 | 166,961.00 | 167,701.00 | 130,809.00 |

## COMBINED BALANCE SHEET

| ASSETS | Current Funds | Loan Funds |
|---|---|---|
| Cash | $ 184,305.45 | $ 124,697.14 |
| Cash Equivalent Investments | 988,395.29 | 1,512,731.63 |
| Accounts and Notes Receivable | 129,889.34 | |
| Real Estate Contracts Receivable | | |
| Due to/from Other Funds | 1,406,439.20 | |
| Inventories | 287,153.72 | |
| Marketable Securities | 169,006.96 | |
| Prepaid Expenditures | 441,858.20 | |
| Other Assets | | 1,000.00 |
| Property, Plant and Equipment | | 15,994.50 |
| TOTAL ASSETS | $3,607,048.16 | $1,654,423.27 |
| **LIABILITIES AND FUND BALANCES** | | |
| Accounts Payable and Accrued Expenditures | $ 231,768.77 | |
| Agency and Other Deposits | 312,555.52 | |
| Advance Tuition and Student Deposits | 1,637,659.75 | |
| Due to Other Funds | 655,888.44 | $ 84,215.14 |
| Donors' Remaining Interest | | |
| Federal Government Portion | | 1,204,674.32 |
| College Portion | | 140,152.17 |
| TOTAL LIABILITIES | $2,837,872.48 | $1,429,041.63 |
| Fund Balances | $ 769,175.68 | $ 225,381.64 |
| TOTAL LIABILITIES AND FUND BALANCES | $3,607,048.16 | $1,654,423.27 |

| 1973-74 | 1974-75 | 1975-76 | 1976-77 | 1977-78 | 1978-79 |
|---|---|---|---|---|---|
| $19,354,665.84 | $19,326,651.92 | $21,262,050.77 | $22,606,250.37 | $22,947,920.52 | $23,202,589.33 |
| 12,160,103.82 | 12,029,354.44 | 10,645,515.26 | 9,983,657.77 | 10,589,293.21 | 12,028,893.68 |
| 8,943,290.20 | 9,933,538.32 | 10,651,881.06 | 9,800,501.46 | 11,045,300.27 | 12,860,184.85 |
| 4,681,918.75 | 5,465,938.92 | 6,617,148.79 | 7,084,208.00 | 7,453,243.73 | 7,897,638.31 |
| 1,356 | 1,401 | 1,497 | 1,500 | 1,534 | 1,444 |
| 1,515.00 | 1,635.00 | 1,890.00 | 2,241.00 | 2,541.00 | 2,907.00 |
| 635,224.00 | 884,408.00 | 1,063,060.00 | 984,078.90 | 1,403,260.49 | 1,255,655.10 |
| 1,806,011.00 | 233,399.00 | 341,097.00 | 265,454.63 | 933,924.84 | 1,799,281.97 |
| 184,172.00 | 304,025.00 | 476,172.00 | 619,147.56 | 563,357.00 | 688,547.65 |

| Endowment Funds (Book) | Annuity and Life Income Funds | Plant Funds | All Funds — Current Year | All Funds — Prior Year |
|---|---|---|---|---|
| $ 116,273.43 | $ 6,561.83 | $ 96,294.89 | $ 528,132.74 | $ 347,273.21 |
| 12,600.00 | 1,490.00 | 10,979.70 | 2,526,196.62 | 2,776,867.96 |
| 43,493.14 | | | 173,382.48 | 204,334.45 |
| 289,337.04 | | 87,872.80 | 377,209.84 | 920,562.64 |
| | 45,811.05 | 54,138.43 | 1,506,388.68 | 1,366,701.06 |
| | | | 287,153.72 | 219,693.58 |
| 10,902,729.20 | 860,668.42 | | 11,932,404.58 | 10,385,225.77 |
| | | | 441,858.20 | 404,070.23 |
| 20,911.70 | | | 21,911.70 | 34,886.75 |
| 643,549.17 | | 24,035,894.70 | 24,695,438.37 | 23,069,236.20 |
| $12,028,893.68 | $ 914,531.30 | $24,285,180.52 | $42,490,076.93 | $39,728,851.85 |
| $ 17,906.45 | $ 114,496.52 | $ 180,486.87 | $ 544,658.61 | $ 410,349.38 |
| | | | 312,555.52 | 295,843.43 |
| | | | 1,637,659.75 | 1,601,470.98 |
| 611,293.60 | | 154,991.50 | 1,506,388.68 | 1,366,701.06 |
| | 187,768.76 | | 187,768.76 | 187,740.57 |
| | | | 1,204,674.32 | 998,832.18 |
| | | | 140,152.17 | 116,289.18 |
| $ 629,200.05 | $ 302,265.28 | $ 335,478.37 | $ 5,533,857.81 | $ 4,977,226.78 |
| $11,399,693.63 | $ 612,266.02 | $23,949,702.15 | $36,956,219.12 | $34,751,625.07 |
| $12,028,893.68 | $ 914,531.30 | $24,285,180.52 | $42,490,076.93 | $39,728,851.85 |

## CURRENT FUNDS, REVENUES, AND EXPENDITURES

| **Revenues** | **1977-78** | **1978-79** |
|---|---|---|
| Educational and General | | |
| Student Tuition and Fees | $4,909,197 | $ 5,133,881 |
| Endowment Income | 734,245 | 926,118 |
| Federal Grants | 348,964 | 415,886 |
| Gifts and Grants | 1,403,260 | 1,255,655 |
| Other | 358,508 | 436,980 |
| Subtotal | $7,754,174 | $ 8,168,520 |
| Auxiliary Enterprises | | |
| Residence Fees | $1,478,418 | $ 1,521,457 |
| Rental Facilities | 94,244 | 85,994 |
| Bookstore | 265,909 | 226,045 |
| Subtotal | $1,838,571 | $ 1,833,496 |
| Total Revenues | $9,592,745 | $10,002,016 |
| **Expenditures** | | |
| Educational and General | | |
| Instruction and Research | $3,415,471 | $ 3,606,558 |
| Public Service | 239,097 | 259,062 |
| Academic Support | 501,319 | 537,407 |
| Student Services | 752,032 | 820,047 |
| Institutional Support | 977,806 | 1,041,814 |
| Operation and Maintenance of Plant | 913,765 | 898,506 |
| Student Aid | 653,754 | 734,244 |
| Subtotal | $7,453,244 | $ 7,897,638 |
| Auxiliary Enterprises | | |
| Residence and Dining Hall | $1,530,942 | $ 1,536,410 |
| Rental Facilities | 83,588 | 81,580 |
| Bookstore | 220,410 | 201,796 |
| Subtotal | $1,834,940 | $ 1,819,786 |
| Total Expenditures | $9,288,184 | $ 9,717,428 |
| **Other Transfers** | | |
| Quasi-Endowment Funds Appropriated | $ 239,977 | $ 150,000 |
| Unrestricted Gifts Designated to Quasi-Endowment and Plant | (393,435) | (325,624) |
| Other Transfers | (55,958) | (38,962) |
| Restricted Funds Applied (Held) | (94,883) | (67,897) |
| Surplus (Deficit) | $ 262 | $ 2,109 |

# CAMPAIGN GEARS UP FOR HOMESTRETCH

Among the many responsibilities incumbent upon the faculty, administration, and trustees of Kalamazoo College, one of the most critical is assuring that the College's financial resources are sufficient to sustain and continually improve the quality of the total enterprise. The *Funds for the Future* campaign was undertaken with that objective: to secure financial support for several areas identified as critical to the long-term future of the College. The campaign goal of $16,395,000 gives some clue to the magnitude of the undertaking and what resources will be needed for Kalamazoo College in the years ahead.

At the close of the fiscal year, gifts and pledges to the *Funds for the Future* campaign had reached $9,200,991, an increase of over $2 million during the year. Of the total committed almost $2 million came from alumni, $2.5 came from parents and non-alumni friends, and over $3.1 million came from corporations and foundations. Trustees had committed almost $1.5 million, faculty and staff gave over $42,000, and $75,000 came from the National Endowment for the Humanities. It is especially encouraging to note the level of giving from non-alumni individuals and from corporations and foundations. This is a positive indication of the esteem in which Kalamazoo College is held by those who did not attend it as students.

During the year several actions were taken that had and will continue to have an important impact on the campaign. Donald A. Campbell and Company, a fund raising consulting firm from Chicago, was retained by the Board of Trustees to assist in the planning and execution of the final aspects of the campaign. Al Blum joined the College as campaign director to give full staff attention to the completion of the campaign, and the staff and structure of the overall development office were strengthened to support the effort. Two trustees, Frank Harlow, vice-president of Dow Chemical Company, and William LaMothe, chairman and chief executive officer of the Kellogg Company, accepted important leadership positions in the campaign. Frank serves as chairman of the National Alumni Division, and Bill as chairman of the National Corporate and Foundation Division. Organization and enlistment efforts began in twelve cities across the country to expand the *Funds for the Future* effort on a national scale, providing personal access of the campaign to alumni, parents, and friends located in areas where the College has significant numbers of alumni. Also, a new slide show was produced to be used in conjunction with planned events to tell the story of the campaign. Featuring students, faculty, alumni, and trustees, the show gives a feel for the personality of Kalamazoo College as well as a description of the objectives of the campaign.

As the fiscal year ended it was clear that the *Funds for the Future* campaign had gained new momentum and enthusiasm. The pace of gifts and pledges being received, and their amounts, was increasing steadily. Many new volunteers had been recruited and were engaged in a variety of activities throughout the matrix of the campaign, all pointed toward the planned completion of the campaign at the end of 1980.

The *Funds for the Future* campaign was not undertaken as an isolated activity simply to raise money for Kalamazoo College. It is, in fact, a portent of the challenges the College must face in the years ahead. The ability to recruit sufficient numbers of qualified students in the face of a declining college-age population; the ability to offer meaningful academic and support programs appropriate to the quality, heritage, and aspirations of the liberal arts tradition of the College; the ability to attract and retain the best possible faculty, and to assure its members of the support and environment in which to reach their highest potential; the ability to maintain a campus and facilities appropriate to the caliber of the total enterprise—those are ever present challenges which the *Funds for the Future* campaign begins to address. The infusion of capital support sought through the campaign will allow the College the flexibility it must have to remain strong. Private support has been the key to assure Kalamazoo College the freedom to be as good as it possibly can. Sustaining that success is what the *Funds for the Future* campaign is all about.

# ANNUAL FUND GIVING INCREASES

The 1979 Annual fund finished its year with $766,961 in gifts, almost $64,000 higher than the 1978 level of $703,157. Under the chairmanship of Sam Folz ('47), and with the aid of scores of volunteers working in every sector of the Fund, the 1979 Annual Fund continued the trend of each year's results surpassing those of the previous year.

"Although we didn't quite reach our goal of $800,000," commented Sam Folz, "the nine percent increase in the total dollars contributed is an excellent result. This is especially true when we remember that the College was still actively in the middle of its *Funds for the Future* campaign."

The distinction between the Annual Fund and special campaign efforts like *Funds for the Future* is an important one. Clearly many alumni, parents, friends, corporations, and foundations understand these differences. The Annual Fund provides monies that flow directly into the ongoing operation of the College. Each year the College includes in the income side of its budget a figure that anticipates Annual Fund receipts, in recognition of the fact that tuition, fees, and return on the endowment do not by themselves generate enough income to cover the annual operating budget. Thus Annual Fund dollars are essential to the day-to-day operations, and have maximum flexibility in that they are immediately usable in the year in which they are received.

Capital funds, on the other hand, such as gifts to endowment, provide the financial underpinning for the College. These become part of its permanent funds, invested to produce annual income which the College uses in support of its operations. Capital funds also include monies for additions and improvements to the physical plant.

Those sharing leadership positions in the Annual Fund during 1979 included Caroline Ham ('48) and David Stone ('76), co-chairmen of the alumni division; Marian ('45) and Charles ('48) Starbuck, co-chairmen of the friends division; Virginia ('47) and Wayne ('47) Stone, co-chairmen of the parents division; Robert Stewart ('48), chairman of the special gifts committee; Gerald Wilson ('53) and Warren Butler, co-chairmen of the business and industry division; and Ruth Chenery ('24), chairman of the mail division. As noted above, however, each of these people was aided by many others, all of whose efforts were crucial to the success of the Annual Fund. We apologize that space here does not permit us to list all of them individually.

Of the 10,250 alumni of record in 1979, 2664 made contributions to the Annual Fund. That rate of 26 percent participation puts Kalamazoo College alumni solidly above the national average. Yet it is well below some other GLCA colleges or other national colleges with which we compare academically. For instance, Earlham has 31 percent participation from its alumni, Hope 40 percent, Haverford 60 percent, Carleton 35 percent. Such figures are not unrealistic for Kalamazoo alumni to achieve. In the years ahead both participation and support will be critical.

A special tribute should be paid to the classes of the 1970s which had 25 percent participation from among their members. Too often this group is assumed not to have financial resources with which to participate in the Annual Fund, or feels that some distance from the College is necessary before they start to give. The responses of the classes of the 1970s to Kalamazoo College's 1979 Annual Fund stands as an important contradiction to those assumptions. They represent the future of the College's support, so it is especially encouraging to know they are already involved.

# HONOR ROLL OF DONORS

The Honor Roll of Donors includes everyone who contributed to the 1980 Annual Fund. Kalamazoo College has attempted to give as accurate and error-free a list of its donors as possible. However, mistakes do occur, thus if you find any inaccuracies in the following list please let us know so we may correct them.

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Mr. and Mrs. Marvin Vander Veen
Mr. and Mrs. Garrett Vanhaaften
Mr. and Mrs. John Van Liere, Jr.
Victor Sports, Inc.
Village Courthouse
WQLR
WUHQ
Mr. and Mrs. James S. Ware
Dr. Francis X. Wazeter
Mr. and Mrs. Charles J. Weier, Jr.
Mr. and Mrs. Gerald A. Welch
Wells Manufacturing Company
Wendys of Michigan
Dr. and Mrs. William F. Weston
West Hills Enterprises
Western Michigan University
Wheaton Blue Print
Wheeler-Blaney Company
Whirlpool Corporation
Mr. Alexander Wiener
Mr. and Mrs. Sidney Williams
Mr. James B. Woodruff
Mr. and Mrs. Thomas B. Woodworth, Jr.
YMCA
Mr. and Mrs. Joseph B. Young ('68)
Mr. and Mrs. Steven J. Young
Mrs. Marianna Zeman

## ALUMNI

### 1910
Bert L. Kitchen

### 1911
Lillian Krogen Walcott

### 1912
Marian Davis Clement
Esther Chapman Prince

### 1913
Elsie D. Davis
Helen Crissman Thompson

### 1914
Dorothy Upjohn Dalton
Frances Bell Rogers
Kathrine Stuart Russell
Paul Shackleton

### 1915
Helen Bronson Boekeloo
Mabel Woodard Fiske
Anna Monteith Johnson
J. Edward Longley
Mildred Welsh Shackleton

### 1916
Esther DeWater Abbott
C. Jay Everett
Helen McHugh Hickmott
Leland J. Kerman
Donald G. Little
Gladys Vosburgh Little
Gertrude F. McCulloch
Lydia Buttolph Moyle
Harold F. Orr
L. Claire Wight Payne
Bessie Freeman Rickman
Persis Schamerhorn Schultz
Howard B. Taft
Elizabeth Marvin Taylor
Troy G. Thurston

### 1917
Clayton R. Brandstetter
Verne Scudder Christenson
Laurence A. Chrouch
Edwina McGlannon Conklin
Genevieve Hartman Hawkins
Belle Hoskinson Lambert
Walter W. Lucasse
Kenneth M. Payne
Lourine Polasky
Ruth Goss Ralston
William L. Schultz

### 1918
Jane Ruddock Carroll
Theodore Hoekstra
Richard G. Hudson
Marian Monteith Hudson
Beatrice Jensen
Florence Woolsey Miller
Avis Thomas Paz
John C. Walker

### 1919
Ruth Helena Balch
Lorence B. Burdick
Willis B. Burdick
Esther DenAdel Ferguson
Alice Waite Knapp
Catherine Larsen Lincoln
Murray J. Rice
Eleanor Currey Rich
Laura L. Schutter
John Edgar Ten Dyke
Bernice Keith Ten Dyke

## 1920

Virginia Connable Burdick
Warren Frank Burtt
Geraldine Hamilton Crocker
Alta Sutherland Fennell
Priscilla Smith Hutton
Martin A. Larson
Norda Schoonmaker Milroy
Doris Powell Rice
Clayton Marshall Sherwood
Charlotte Pinckney Smith
Lillian Davis Whitcombe
Emma Mullie Zuidema

## 1921

Doris Brigham Aitken
Harold B. Allen
Julius Ralph Bauer
Henry Burnett
Gladys Weller Chatters
Roy F. Comer
Leon K. Coverly
Eulalia Baker Goodsite
Winifred Herron Hemingway
William A. Hickmott
Jerald Hoekstra
Wilhemina Huizinga Lanam
William H. Nelson
Emil C. Pinel
Margaret Cady Searl
Evelyn Dressel Steidtmann
Margret Stewart
Doris Wood Weber
Monroe J. Wilcox Sr.

## 1922

Harry A. Bell
Lawrence R. Blinks
Genevieve Buck
Charles Burlingham
Ralph F. Clay
Louise Every Crothers
Warren C. Johnson
Mary Huizinga Larson
Marion Graybiel Means
Frances K. Mishica
C. W. Perry
R. P. Seward

## 1923

Harold W. Alenduff
Marston S. Balch
Heloise Tuttle Bell
Wilbert A. Bennetts
Frances Klyver Blake
Earl H. Brown
J. Mace Crandall
Harold F. Carlyon
Ruth Perry Carlyon
Cameron L. Davis
Helen Hough De Land
Doris Androus Graybiel
Ruth Frobeniud Hamill
Madalene A. Johnson
Glen E. Martin
Bradford J. Morse
Carl H. Norcross
Hazel Harrington Seifert

## 1924

Albert H. Adams
Harold B. Allen
Bernard W. Ansley
Hazel E. Bean
Eleanor McQuigg Blinks
Dorothy Madden Bonneville
Vern W. Bunnell
George F. Cartland
Ruth Scott Chenery
Zoa Byers De Vos
Pauline Kurtz Jacobs
Helen Ward Koontz
Helen M. Little
Robert A. Lundy
Manfred H. Martin
Mabel Pinel
Louis C. Remynse
Kenneth H. Sausaman
Frederique Luce Schmidt
Mildred Sagendorf Schrier
Noble D. Travis
Philip H. Vercoe
Vivian Yates Walkotten
Vera Hill Young

## 1925

Mildred Bassett Aucamp
Adrienne Cheney Brown
Wilfred F. Clapp
Cletus D. Dordry
Caroline Ransom Crongeyer
Millicent Schermerhorn Davis
Fred W. Des Autels
Harold Emerson
Anita Byers Fairbank
Marie Wright Fishbeck
J. Bryant Fullerton
Ruth Harder Hollander
Burr M. Hathaway
Laurence H. Hollander
John D. Hosler
Helen Murray Kelly
Rex W. Kennedy
Mary Lindenthal Kline
George R. Little
Helen Farwell Morton
Clarence L. Remynse
Dorothy Dockham Rennie
Pauline Newhall Reverski
Roger S. Thompson
Dee Tourtellotte
Ruth L. Turnbull
Ralph Smith Turner

## 1926

Lillian B. Anderson
Robert T. Black
Helen Going Black
Lloyd W. Brininger
Blanche Grandbois Bush
Mary Brooks Butler
Earl W. Cartwright
Sue M. Cory
Louise Millhuff Dean
Donald B. Doubleday
Dorothy Allen Dowd
Lillian Draewell Dressel
Virginia E. Earl
Thomas B. Eldred
Juan Espendez-Navarro
T. S. Fandrich
Edwin G. Gemrich
Richard D. Hall
Erwin T. Hinga
Frieda A. Hinrichs
Alice Gordon Jackson
Pauline Byrd Johnson
Donna Rankin Jones
Ernest R. Kline
Edith Levin
Alvin H. Little
William Payne Low
Gertrude Adriance McIntire
Raymond L. Morris
Gilbert F. Otto
Lois C. Parks
Ralph Wilbur Shivel
George H. Smith
Robert W. Sodergren
Theodore Summers
Evelyn Pinel Tabor
Royena Hornbeck Tice
Helen Lotz Tourtellotte
Harry A. Towsley
Lillian F. Weller

## 1927

Lawrence F. Armstrong
John C. Benedict
Dorothea Henshaw Bowersox
Loren W. Burch
Geraldine Jenks Chickering
Lloyd P., Coates
Versa V. Cole
Alma Smith Crawford
Catherine Ehrmann Dipple
Lewis L. Dipple
Alice Starkweather Doubleday
Vada Bennett Dow
Catherine Wells Draewell
Hildegarde Watson Durand
Frances Nicholson Finly
Pearl Harris Fletcher
Gould Fox
Flossie Race Crook Harvey
Lula Mathews Hile
LeAnna Gang Howlett
Esther Pratt Hudson
Keeny T. Jenks
Dorothea Dowd Jewell
Philip A. Katzman
Dorothy Johnson Lander
Marjorie Volkers Largent
Edgar H. Lundy
Margaret Paterson McIntyre
Eldred C. Moag
Marjorie E. Morse
Grace Hutchins Murch
Guy L. Perry
Edward F. Pope
Katharine Dukette Rogers
E. Duane Sayles
Paul E. Simmons
Eloise Rickman Vermeulen
Lucy Merson Wise

## 1928

Bernhard T. Alm
Marjorie L. Bacon
Marion L. Cady
Frances Clark
Genevieve Wildermuth Connable
Francis G. Dorstewitz
Bennard J. Dowd
David Eaton
Mildred Moore Fitch
Hazel Gilbert Ford
Mayone Youngs Hawke
Winfield Hollander
Ardith Buswell Hollander
Eleanor Jameson Johnston
Robert L. Krill
Timothy G. Meulenberg
Clifton A. Odell
Ruth Degraff Percy
Charles C. Putnam
Earl B. Schermerhorn
Bernard Lindenthal Schultz
Audrey Vercoe Segar
Elbert E. Seger
Clay M. Shoemaker
Marion C. Stone
Roger V. Swift
Eldred G. Townsend
Helen Oliver Vanhorn
Frances McCarthy Wood
Graham D. Woodhouse

## 1929

Justin Brocato
James F. Buckley
Bernice Harper Clark
Frances Willison Cowett
Elmer J. Dorstewitz
Helen Hanenberg Doubleday
William S. Downey
Lavelle Sales Farmer
J. Elliott Finlay
Henry Green
Lois Stutzman Harvey
Harold H. Havens
Thomas Howlett
Elizabeth Moore Irvine
John H. Kuitert
A. F. Murch
Mildred Philipp
Shirley Cuthbert Post
Frederick W. Powell
Hazel Allabach Sayles
Kathleen C. Smith
Orlo F. Swoap
Frank E. Toonder
Willis H. Ulrich
James H. Van Doren
John Simpson Vydareny
Thelma Christensen Weston

## 1930

Ray T. Allen
Isabel Jackson Beeler
Clara Heiney Buckley
Florence Montgomery Butler
David C. Byers Jr.
Anna Brandenburg Chatterton
Laurence H. Cook
Charlotte Bacon Cooper
Constance Palmer Decair
Mildred Doster
Harriet Rickman Fullerton
Lee-Olia Smith Gemrich
William F. Hathaway
Grant W. Johnston
Evelyn Loehr Kelley
Winnifred Ayling Kirk
John Kless
Arthur Lewis
Willard K. Loop
George E. Loupee
Emil Metzger Marquardt
Marguerite Larsen McQueen
Ezra Merrill
Marian Schoomnmaker Putney
Betty Sutherland Race
Frederick J. Rogers
Mary Jane Ross
Edward C. Russey
Helen Fenner Schuring
Florentin A. Schuster
Mary Johnson Simmons
William H. Stearns
Aileen Hempy Swoap
Mary Schmidt Tapley
Cornelia Thompson Van Doren

## 1931

Lodisca Payne Alway
Alexander S. Angel
Helen Heywood Carver
Howard A. Frost
Morlan J. Grandbois
Frederic Groetsema
Ivan D. Haack
Margaret Oakley Lamb
Harold Machin
Helen Warner Manby
Robert F. Merson
G. L. Moore
Ann Dunning Morrow
Cameron Murdoch
Fern Ball Persons
Ruth Hudson Peterson
Donald H. Pilaar
Letitia Dahn Richards
Sheldon M. Rupert
Evelyn Rankin Rye
Curtis W. Sabrosky
Ruth King Springett
Nina Olmstead Stanford
Katharine L. Swift
Patricia Richardson Thalin
Lyman E. Williams

## 1932

Thomas C. Anthony
Anne Kirby Atwood
L. E. Balch
Dorothy Ryall Britigan
Virginia Veley Brown
Stanley M. Buck
Edwin F. Buckley
Harris H. Burnett
Esther Stout Clapp
Harry L. Clarage
Richard B. Crandell
Clarence H. Danhof
Sterling Deehr
Dorothy Matthews Deehr
Byron Fenner
Lemoyne Newton Gray
Lee C. Hammond
Hazel Hinga Hammond
Don W. Hayne
Dorothy Heyl
Charles K. Johnson
L. R. Klose II
Betty Dunigan Krueger
Edward J. Lauth
Margaret Lawler Machin
Darwin J. Mead
Geraldyne Vermeulen Moore
Eleanor Kirby Myers
Robert P. Neff
William B. Rapley Jr.
Erwin M. Rogers
Ralph E. Schau
Helen Snow Sholtis
Fred L. Stites
Edith Pier Swartz
Marjorie Saunders Troff
John Veenstra
Fern Vanderbeck Weimer

## 1933

Donald T. Anderson
Virginia Steele Ash
Elizabeth Hoben Brown
Helen Morse Casey
Helen Coover
Robert I. De Long
A. Ward Dillenbeck
Phyllis Sergeant Dykhouse
Nita Starke Gelow
Arthur D. Gilchrist
Horace M. Horton
Winthrop S. Hudson
Lois Austin Hudson
Leila Ramsdell Jackson
Frederick L. Jones
Adelaide Kaiser
Roy G. Klepser
Madeline Sprague Lang
Dorothy G. Lewis
Paul Lowry
Elizabeth Gibson Lynch
A. Marian Delong Merrill
Robert J. Pursel
Luella Oberg Pursel
Ruth Banks Reynolds
Walter E. Scott
Jean Hopkins Shipley
Joseph W. Stasey
Edward J. Veenhuis
Charles J. Venema
Marian Schlobohm Wedel
Ina Warren Welmers
Catherine Pierce White
Maxine Wirick Wilcox

## 1934

Morris E. Austin
Eleanor Byarlay Ayers
John C. Ayers
Mary Gleason Beal
Thompson Bennett
Shirley Anderson Blankenburg
Elsen K. Burt
Martha Runyan Conrad
Henriette Kraai Fulreader
Michael Hachadorian
Edward Hagerty
Harold E. Hammer
Preston C. Hammer
Harold Hayward
Frank A. Heath
Glenn L. Heikes
Donald F. Hellenga
A. Elizabeth Johnson
Duane Kress
B. Illif Newcomer Laurence
Ralph W. McKee
Roberta Clark McKee
Dana Brandenburg Meyer
John S. Miller
Milton H. Okun
Marshall H. Rutz
Richard V. Snyder
Clarence M. Taube
Theodore N. Thomas
Lawrence M. Tucker
Lucile Lotz Van Eck
Egbert Van Haaften
Roger F. Varney
Frances L. Vivian
Joseph L. Waber
Russell Worden

## 1935

Virginia Kibler Aldrich
George M. Barnard
Irving L. Bean
Jeannette Berry Brubaker
Donald L. Campbell
T. W. Conger
Harold M. Connable
John N. Cooper
Elaine Norton Cooper
Richmond M. Cooper
Helene Hoekstra Covell
Katharin Denbleyker
Sara Horn Dobbertien
Victor R. Ells
Homer M. Elwell
Leonard H. Elwell
Alta Werkman Foreman
Elizabeth Forler
Wilbur J. Hall
Hilda Knight Hammer
Jacqueline Ayling Haney
Charlotte Hardy
Allen T. Haynes
John L. Inglis
Burl G. Lanphear
Kenneth A. Mantele
Jeriene Ward McKee
Mary Crose Miller
Evelyn Grandbois Mohney
John H. Oven
Jean Jennings Pickering
Leo B. Rasmussen
Elinor Rapley Reed
Catharine V. Richards
Charles A. Ridley
M. Louise Paxson Rudkin
Charles L. Scott
Steven Selmecy
Ruth Loebe Thomas
James B. Thompson
Robert D. Van Blarcom
Grace Bosker Wagner
Harvey D. Walker
Monica Yund Wood

## 1936

Glenn S. Allen Jr.
Ruth Schlobohm Anderson
Martha Williams Bean
Robert G. Beaumier
Jean Moore Chapman
Maynard M. Conrad
Jane Easton Fowler
Irene Seid Goldman
John F. Hunerjager
Arthur Shafer Jens
Robert D. Koestner

Adline Smith Lohse
Bernice Anderson Marx
Priscilla Crockett Morris
Jeanne Tanis Nadolny
Joseph S. Newell
Louise Barrows Northam
John H. Orr
D. Frank Otten
Dorothy Simpson Palmer
Mary Miller Patton
Earl H. Pierson
Victor R. Plasterer
Charles A. Randall
Edgar F. Raseman Jr.
Carl E. Schweitzer
Helen Bryant Stearn
Laurence E. Strong
Anne Wilson Suck
Carl B. Taylor
Frieda Op't Holt Vogan
Paul B. Wyman

## 1937

Sophia Zmuda Bacon
Doris White Bates
Madison J. Brown
Earl J. Browne
Charles S. Cameron
Joan Sutton Carne
Paul J. Connolly
Harriette Barton Connolly
Helen Kramer Cupples
Albert L. Deal
Noble S. Field
Elizabeth Ellsworth Field
John C. Finerty
Frances M. Gardner
Jamesine Pollock Gibson
Walter A. Good
Martha Guse
Ruth Demme Hayes
Jane Sidnam Heath
Arthur E. Heming
Mary Denadel Hutchins
Sidney Katz
Virginia Pierson Kirk
Evelyn Grosa Meyer
Dorothy Desmit Morse
Mary Rosebrook Otten
Robert H. Powell
Genevieve Taggett Raker
Laura E. Ranney
Jane Meyer Rapley
Jean Smith Renne
Margaret Richards Reynolds
Angela Patterson Richards
Susanne Little Schweitzer
Noboru Shirai
Alan N. Sidman
Harold B. Simpson
Jane Morris Soop
Maude Southon
Cornelia Smith Vaughan
Mary Stround Vinton
Earl Weimaster
Janet Hardy Zimmerman

## 1938

Jollie Allen
Raywood H. Blanchard
William E. Burt
Elwin F. Buskirk
Ruth Sinclair Cameron
Wilson G. Eby
Donald L. Fowler
Jack W. Hartung
Irene Kriekard Hartung
Robert E. Heerens
Barbara McKinstry Jennings
Ada Rutz King
A. Kenneth Kuyk
K. Ann Locher
A. Jack Nuthall
Helen Whiteside Randall
W. Harry Rapley
Ruth Desmit Rosencrans
Mary Palmer Schumacher
Homer M. Smathers
Helen Southon Taffel
Barbara Taylor Thompson
Ruth Schroeder Tompkins
Marjorie Spitler Van Domelen
Floyd Vandomelen

## 1939

James B. Allan
James A. Barclay
Klair Hunter Bates
John J. Braham III
June Zickgraf Bullen
R. R. Buntaine
Harlan A. Colburn Jr.
Sadie Haworth Diettert
Robert O. Gillespie
I. Frank Harlow
Albert Homoki
Robert D. Hotelling
Frances Ring Hotelling
Bedonna B. Jacobs
David M. Kurtz
Stanley H. Lane
Betty Sorenson Lindstrom
Harriet Potts McIntosh
Pauline Bohls Orr
Geraldine Ten Beck Powell
Gilbert L. Reed
Harold E. Reid
Wilfred A. Shale
Donald C. Smith
Frederick B. Speyer
Florence Niffenegger Sprau
Betty Stroud
Louis Sutherland Jr.
Richard J. Swiat
Elizabeth Watson
W. H. Weber
Marilyn Barton Wilhelm

## 1940

Brooke Aspergren
Leona Snyder Beckert
Douglas W. Benedict
Robert F. Bennett
Paul F. Burlington
Orval S. Clay
Dorothy Ross Colburn
Frances Estes
Patricia Braddock Ezo
David L. Fry
Ruth Cary Geary
Donald W. Hagerty
Harold J. Handelsman
Maxine Thompson Hopkins
R. Bowen Howard
Evelyn Glass Kurtz
Elizabeth Walker Laetz
Evelyn Lee McLean
Jack A. Meyer
Lansford J. Moore
Jane Merson Moore
J. V. Pierce
Agatha Whitcomb Raseman
Russell T. Snip
Sidell Slosberg Sorscher
Frank Southon
Jelindo A. Tiberti
Lois Ingersoll VanKeuren
Margaret E. Waid
Bert H. Webb Jr.
Donald Worth

## 1941

Ruth Dalm Aspergren
Gordon G. Bogart
James M. Cloney
Rachel Williams Dorgan
Genevieve Ally Drigot
Frank J. Ehrman
Jack Foster
Fred C. Garbrecht Jr.
Anne Godfrey
Helen Gunderson Hoops
Dick Howlett
W. C. Hunter
Marjorie Sundstrom Ketcham
Marian Scherer Kingsley
William J. Lawrence Jr.
Richard Lemmer
Robert H. Maunder
Margaret McCrimmon Maunder
Carlton H. Moore
Arthur J. Myers
Douglas E. Rayman
Jean Folz Riser
Jewel Starkweather Robinson
Robert L. Rowland
Glen C. Smith Jr.
Gail Gilmore Smith
Robert C. Taylor
Ellen Jones Tharp
Betty Shaler Thompson
Sarita Molina VanDomelen
Paul J. Van Keuren
Matthew S. Vankeuren
Jane Schweitzer Verdries
Richard A. Walker
Eugene C. Yehle
George F. Zednick

## 1942

Virginia Orr Barbour
Robert S. Barrows
Douglas B. Braham
William H. Burke
Celia Halpert Davidoff
Hallie Joy Ferguson
Charles E. Garrett Jr.
Gerald A. Gilman
Bernadette Weber Hagerty
Jack W. Harvey
Marian P. Johnson
Lenore Temple Moore
Pat Knappen Pender
Margaret Dold Pugh
Dean K. Ray
Daniel M. Ryan
Josephine Ryan
Charles E. Schilling
Luel P. Simmons Jr.
Marian Wilson Simmons
Ronald W. Smith
F. C. Thompson
Paul H. Todd Jr.
James Tuma
Howard W. Van Dis
Edward A. Van Dyke
Donald Van Overloop
Florence Gleason White
Kenneth L. Wright

## 1943

Hugh V. Anderson
Elinore Hoven Basnett
Jean McColl Batts
H. Lewis Batts Jr.
Lynette Spath Blanchard
Leonard Bullard
Virginia Poel Burr
Harold C. Burt
Helen McAllister Chapman
Marianne Cloney
John Dam
John Dexter
Florence Drake
Robert A. Early
Homer Ferguson
John Hogan
Alton Monroe Klinger
Frank H. Lincoln Jr.
Ellen Ossward Maxfield
John W. Mitchell
Alice Parker O'Halloran
Elizabeth Rich Osborn
Warren S. Owens
Irene Gideon Polderman
Arthur L. Reed
Constance Peck Reps
Allan S. Reyburn
Evelyn Seeley Taylor
Winifred Coors VanKeuren
Mary Hosford Williams
Edward W. Winslow
Yvonne Gibson Wright
Mildred Hoff Yehle

## 1944

Esther Anderson
Ann Garrett Bennett
Ruth Smith Blackmer
Russell E. Blue
Caryl Broholm Browne
Maxine Colip Dam
Norman D. Erway
Wilma Fetcher Erway
Betty Shaw Gagnier
E. Marilyn Randall Garrard
Marcia Bach Gomez
Mary Duke Hanley
Ardith Rowland Hanna
Cynthia Earl Kerman
Sara Woolley Knight
Ann Thompkins Krum
Frances Weigle Law
Marian Grove Manley
Eleanor Lang Olson
Marjorie Lyons Pfluke
Lavon Woodward Russell
Annie McNeil Ryan
John E. Sarno Jr.
Paul C. Staake Jr.
Margaret Foley Staake
Robert B. Stewart
Mildred Wesner Tiffany
Margaret McGregor Urcavich
Stuart M. Wallace
H. Walter Yoder

## 1945

Bette Brown Barnes
Barbara Berk Bolduc
Agnes Root Bopp
Merrill J. Brink
Dorothy Conner Christensen
Dorothy Griffin Compton
Bruce H. Cooke
Barbara Price Davenport
Melvin Rasmussen Engelhardt
Jacqueline Webber Galbraith
Alice Webster Horton
Betty Shayman Johnson
Gordon H. Kriekard
Dorothy Lee Langel
Joan Gall Lindquist
John M. Pendergrass
Janet Hall Pendergrass
Martha Exner Rock
Marion Johnstone Schmiege
Betty James Schnebelt
June Campbell Simon
Marian Hall Starbuck
Forrest C. Strome Jr.
Edith Hoven Strome
Jerry Richardson Tarr
Ellen Ann Taylor
Richard D. Tedrow
Betty Coleman Thomas
Robert F. Travis
Marjorie Kiefer Warner
Charles R. Woodson

## 1946

Jacqueline Bowen Anderson
Carol Rottier Banzhaf
Karen Carlyon Burnett
John I. Christenson
Phyllis Ralston Corley
Mary Louise Gullberg Diebold
Norma Seagly Gates
John F. Howes
Lorraine Hyde Huston
Margaret Bebout Hymans
Joan Schilling Ismond
Mary Stover Mallory
Bruce H. Mason
Joan Stuart Mason
Margaret Thompson Mateeff
Dorothy Sack Miller
Mary Pratt Nash
Patricia Kennett Powers
Harry S. Randall
Helen Glaser Reed
Myrna Loth Snyder
Helen Place Sparks
Marion N. Stutes
H. Leon Taylor
Arleon Smith Waldron
Dorothy Chisholm Wallace
L. J. Wetherbee Jr.
Marilyn Sharp Wetherbee

## 1947

Robert E. Aaron
Ernest Bergan Jr.
Betty Jones Biehl
Barbara Goodsell Clark
John H. Clements
Jay Domes Concannon
Robert D. Dewey
Florence Carlyon Extrom
Samuel Folz
Fredrick C. Fuller
Emily Earle Goostrey
Donald R. Griffith
Constance Newcomer Griffith
Richard F. Hogan
Robert A. Johnson
Ralph Kerman
Shirley Evans La Sage
Sara Smith McIndoe
Frances Russell Medlin
Dick Nycum
William L. Olvitt
John G. Polzin
Joyce Greene Rabbers
Margery Le Page Rabbers
Leonard N. Russell
Homer Shoop
Margaret Westlake Smith
Jack G. Stateler
Wayne R. Stone
Virginia Johnson Stone
Warren E. Taylor
Dorine Ketchum Tedrow
William John Upjohn
Albert E. Walkoe Jr.
Rozanne Simon Williams
Gregg Ziegler

## 1948

Carolyn Kauffman Aaron
Alice Duncan Akin
Robert G. App
Joan Beard Bailey
Maxine Bailey Bearss
Nicholas G. Beresky
Monteith R. Bilkert
Robert H. Burge
Thomas F. Clauter
Bruce E. Corley
John M. Dentler
Jean Klein Deuthler
John Ehlers
Esther Martin Floyd
William L. Garbrecht
Louise L. Goss
Caroline Richardson Ham
Andrene Granquist Heathcote
W. Warren Johnson
Jean Armintrout Koopsen
Mary Braithwaite Krieger
Gordon F. Kurtz
Marcia Clemons MacCready
Jacqueline Buck Mallinson
DeLeon P. Mateeff
Joan Akerman Millar
Betty Keating Mutual
Ruth Gilson Nycum
Jane Hunter Parker
James H. Pinkham
Eleanor Humphrey Pinkham
William B. Redmon
H. Stewart Ross
George W. Ryan
Jane Keller Souris
Charles E. Starbuck
George A. Sterling
Robert W. Stewart
Dorothy Hubbell Stimson
Robert A. Stowe
Theodore E. Troff
Jack A. Trump
Victoria Lewicki Vandenberg
Paul M. Vaught
Clark Wierhake
Owen W. William
Lois McPhee Wright

## 1949

Marcia Barnes Bertsch
D. Jack Blakeslee
Alma Hendrickson Blyth
Bruce M. Bowman
Florence Chisholm Bowman
Virginia Fowler Brandle
Gerard C. Brennan
Donald G. Burnett
Richard H. Carrington
George M. Christensen
Nancy E. Cilley
Esther Bisbee Clanter
Warren F. David
Lois Place Di Cara
Wendell V. Discher
Bettie Olmsted Distin
Chester Drag
E. M. Ervine
Virginia Burke Ferrara
William F. Glen
Mary Garbreccht Gosling
D. Wayne Green
Patricia Treat Hartman
Kathryn Rice Higgins
Paul S. Hiyama
Romayne Rubson Hollingsworth
Harold C. Johnson
Geraldine Lee Jones
John A. Jurgensen
June Weaver Kauffman
Jeanne Simon Kelly
Donald F. Kiel
Virginia Sikkenga Krautheim
Melisse Truitt Kurtz
Margaret Voorhees Laing
Marjorie Hickman Lanuti
Robert W. Mallory
Phillip W. Mange
Joanne Schrier McCandless
Marion Poller Meyer
Richard Meyerson
Helen Krabbe Padro
Joyce Westerberg Parker
John R. Powell
Paul Roberts
Berdena Rust
Stephen J. Smith
William B. Smith
Evelyn Nelson Stateler
Martha Eby Sterling
Janice Kuenzli Storck
Joseph F. Thompson
Thomas E. Thompson

## 1950

Leo Alberti

Norman L. Armstrong
Florence Waterman Armstrong
John N. Barkenbus
Charles W. Barnes
Ruth Weidman Barnes
Harry F. Baum
Joan Robinson Bergman
Richard L. Boyd
Marilyn Brattstrom Brennan
Harry L. Brown
Robert A. Burchfield
Lloyd Spencer Burns Jr.
Lynette Minzey Cassady
Rosemarie Damm Contos
Robert M. Cross
Nancy Vercoe Cross
Joseph J. DeAgostino
Joyce Denison
Fletcher Desautels
Dorothy Larson Deweerd
Lovell J. Dewey
Marjorie J. Dickson
Mary Joslin Discher
Robert E. Distin
Gordon L. Dolbee
Wendell Doney
James R. Douglas
William F. Emrick Jr.
Ted R. Engdahl
Mary Whan Fisher
Leonard A. Ginnebaugh
Hector C. Grant
Barbara Schreiber Hamlow
Allen B. Harbach
Shirley Hill Hasty
Yvonne Lindsay Hinchee
Richard M. Huff
Glen F. Hulbert
Anne Keating Jahnsen
Barbara DeLong Johnson
Jane Tyndal Jones
Paul M. Jones
Hugh J. Kennedy
John C. Kokinakes
Lee A. Koopsen
Arthur H. Leighton
Eloise Quick Mange
Louis D. Mahue
S. Lawrence Mayer
Chandler C. Moulton
Elaine Hendershot Munson
Maurice A. Nelson
Joanne Dalrymple Nelson
John Overley
Clair W. Pike
Jean Broo Roos
Helen Walker Roth
Helen Zeedyk Sentz
Bette Wall Simanton
Lorraine Glass Slezak
Richard J. Slezak
Charles Stanski
James L. Stewart
Virginia Sticken
Jack W. Sunderland
Lester Svendson
Alex Szabo
Ruth Parrott Szabo
Maurice B. Townsend Jr.
James J. Vangiesen
Horace L. Webb
Donald D. Wolff

## 1951

Sue Ann Strong App
William Baldauf
Gordon D. Bednorz
Frederick A. Bergman
Robert T. Binhammer
Garry Brown
Lucid Crane Christman
James D. Corfield Jr.
Jane Ellenberg Corfield
Janet Brown Desautels
Jean Shivel Dolbee
Robert Paul Dye
Cynthia Quick Edvar
James Gilmore Jr.
Mary Osborne Ginden
H. Edward Glaser
Betty Leonard Glen
Donna Lange Henrichsen
R. Timothy Hogan
H. William Ives
Val Jablonski
Mary Alice Kirkland Kiel
Conrad W. Lach
John H. Leddy
George M. Lewis Jr.
Wayne E. Magee
Nannette Pierce Magee
Dorothy E. McCarthy
Stanley L. Michael
Jean Collinson North
Alice Koning Owen
Marian Hellmann Panny
Ernest Piechocki
Harley R. Pierce
Kermit Pike
Edward C. Poth
W. Richard Ralph
William H. Rauh
Melvin L. Reed
Robert M. Simanton
Helen Keating Smith
Joyce Rickman Smith
Donald A. Speight
Richard S. Thomas
Joseph V. Van Cura Jr.
Laurence L. Vickery
Jane Salomon Welborn
Allyn H. Wright
Illene McCarl Wright

## 1952

Anne Davison Binhammer
Raymond W. Caldwell Jr.
Normand J. Christman
Roger D. Conklin
Lewis A. Crawford
Hugh L. Dill Jr.
Leslie Vermeulen Eichelberg
Morton S. Fisher
John H. Fonner
Ronald L. Harvey
Willard R. Hess
Kathleen Flemming Hines
Lorenz A. Hittel Jr.
Clyde E. Ingersoll
Robert Ketcham
Luann Herndier Ketcham
Dennis E. Kring
Rosemarie Milne Le Clair
Frederick H. Leitz
Helen Brink Lincoln
Richard S. Longnecker
Alice S. Maes
Richard L. Means
Joyce Allen Means
Frances Pulliam Moulton
Helen Wirth Obenchain
Nancy Vagness Obermayer
Barry T. Parsons
Thomas J. Peterson Jr.
John N. Pinchon Jr.
Robert A. Rodenhiser
James R. Rose Jr.
Richard N. Schmitt
Arthur W. Smith
Fred B. Smith
Hobart F. Smith Jr.
Patricia Crouch Sunderland
Robert L. Taylor
Alberta Brown Taylor
Vito T. Tutera
James C. Tyler
Marilyn Knight Underhill
Patricia Praeger Venner
L. J. Verplank
Thomas C. Willson
James C. Yeakey Jr.

## 1953

Carol Nielson Beamer
John R. Bergan
J. E. Boothby Jr.
Andrejs Broze
Jane Stateler Cameron
Alan R. Clark
Roger C. Cox
Lou Ellen Crothers Crawford
Ruth Biro Defreeuw
John E. Devos
Lloyd A. Fowler
Gretchen Haggerson
Edmund J. Hall Jr.
Nancy Barth Hedl
Zelda Zook Hittel
Thomas Keough Jr.
Richard D. Klein
Sandra Bell Louch
Charles Maltby
Betteann Meyerson
James W. Morrell
Marylyn Eck Morrell
Hary V. Myers
Gabrielle Hernstat Nations
Robert Neeser
Helen Biscomb Nemire
Robert G. Nichols
Thomas Niedringhaus
Almonte E. Nye III
Patricia Morgan Riordan
Carolyn Rose
Jeanne Maloney Svendson
Thomas A. Todd
Constance Newland Troff
Rasma Upmanis
Charles A. Van Zoeren
Philip I. Wagner
Douglas E. Wendzel
Gerald Wilson
Teruko Yutani Wong

## 1954

Alfred Arkell
James P. Bambacht
Sue Stepleton Bambacht
Rufus S. Beardsley
Marilyn Aust Beardsley
Donald R. Beaver
Louis F. Brakeman Jr.
Sue Van Houton Carpenter
John B. Clarke
Eugene E. Cortright
Jean Hathaway Crowe
Evelyn Biek Davis
Carol Podyuls Dawes
Ethel M. Des Autels
Maynard M. Dewey
Naida Shimer Dewey
Bruce Douglas
Torsten E. A. Edvar
J. Stanley Farnsworth
Dean L. Forhan
Sallie Harsch Gardner
Charles T. Goodsell
Leslie E. Greene
Herbert Grench
James R. Hagadone
Gloria Gould Hagadone
William A. Highfield
Charlotte Matthews Keating
Julia Dean Kellar
Carl Koenen
Shirley Ind Koenen
Chester Loucks
Lucia Scavarda Marshall
Donald G. McIntyre
James V. Milan Sr.
Carl P. Nelson
Ruth Osterling
Robert P. Pfister
Jack R. Price
William R. Rogers
Harold W. Rudolph
Marvin J. Schultz
Barbara Jean Clapp Smith
Gail C. Smith
Marcia Vandermeer Stevens
Charles R. Stiles
Robert C. Vanhorn
Carolyn Maas Van Horn
Frank D. Ward
William F. Way
Charles H. Williams
Linda Crandall Worthington
Maynard L. Youngs
Rayma Ray Youngs

## 1955

Samuel E. Allerton
Jack A. Bowen
Patricia Corby Brown
Emerson W. Campbell
Robert L. Copeland
Mary Jean Mertz Covert
J. Robert Cramp
Don G. Davis
Jack M. Doyle
Shirley Boers Fowler
John P. Gideon
Kathleen Lathers Guernsey
Mary Steiner Hargreaves
Donna Brenner Hess
Howard J. Hirschy
Shirley Ketchen Hodges
Bill N. Howlett
Margaret Wong Hwang
Koji Kanai
Philip E. Kellar
David J. Larson
Timothy D. Lemon
Elaine Johansen Mange
Catherine Rutherford McCann
Susan Pirnie Millar
E. Jean Rogers Morgan
Judith Robertson Neihoff
Gordon E. Noble
Irene T. Olson
H. Trevor Phillips
Mary Jane Beattie Rush
Paul H. Schutter
Charles L. Seifert
B. Thomas M. Smith Jr.
MaryLou Schofield Smith
Evelyn J. Smith
Martha Hoard Smith
Don C. Steinhilber
Stephen E. Styers
Marcia J. Wood

## 1956

Thomas R. Anderson
Homer J. Armstrong
Kathy Simms Bergan
Joan Story Copeland
Endrene Peterson Crampton
David D. Crane
Lois Frey Crane
Clemence Lewis Duva
Jon Forslund
James H. Fowler
John C. Frueh
Gretchen Bahr Frueh
Georgia Showalter Girardeau
Norma Durham Grench
Thomas R. Hathaway
Phillip W. Lewis
Lloyd D. Patterson
Werner P. Schmidt
Carolyn Crossley Smith
Isabelle Johnston Smith
Donald E. Stowe
Robert L. Thomason
Mary Jane Faugust Thomason
Donna B. Ulirey
Angie Vlachos

## 1957

Robert C. Bellinger
Betty L. Bonathan
Glen Brown
Paul F. Coash
Richard R. Dean
Karen Peterson Fargo
Barbara McCabe Fowler
Paul J. Hanson
Samuel L. Harrington
Judith Mitchell Johnson
John S. La Monte
Mary Ann Goff LaMonte
Russell D. Larsen
Nancy West Mann
David J. Markusse
Hugh F. Mehaffie Jr.
Margaret Robb Olsen
Beverly Nunn Price
Katherine Henning Rebstock
Joan Stiles Rodenhiser
Stephanie Burns Sacco
Katharin Richards Shackleton
Judith Lindberg Shoolery
John Shutts
A. Bruce Springsteen
John D. Sweet
Elizabeth Wenzel Vajda
Shirley Martens Wheeling
Frances Lab Wolff

## 1958

John H. Becker
James K. Booth
Marcia Yoder Brown
Connie Gillesby Chidester
David L. Chidester
N. Warn Courtney
Jean Hilton Courtney
Ellis W. Cutler
Herman W. Dehoog
Les Dodson
Richard C. Ehrle
Lawrence M. Eisenstein
Robert M. Ellis
Carl F. Finch
Patricia Cooper Finch
John M. Froyd
Carol M. Goodhew
Marlene Crandell Hathaway
George S. Hayne
Kathleen Maher Hayne
James K. Hightower
Samuel A. Hollar
Carol Miller Holmes
Vincent L. Iannelli
Jane Schaafsma Iannelli
Linda Ann Leuw Johnston
Joan White King
Ruth A. Knoll
Nancy Cummings Labb
Judith Sweitzer Larson
John A. Leaman
Janice Vanderberg Lindbert
Charles M. Meeker
Samuel A. Merchantini
Daniel S. Metzger
Charles T. Nisbet
William M. Perkins
Philip P. Perry
David H. Rumohr
A. Eileen Billings Scamehorn
A. Bennett Schram
Richard Shackleton
James H. Smith
Robert C. Steward
Sally Seifert Styers
Peter Uginclus
Fritz Wasmuth
Merrilyn Cigard Wenner
Shirley Lockwood Wenner
C. Larry Werner
Ruth Sollitt Williamson
Richard C. Wilsey

## 1959

Judy Dollenmaier Andersen
Keith A. Arnold
Diane Owen Barr
Carolyn Thomas Beavan
Paula Boothby
Carol Hoover Bruda
Janet McKnight Burton
Karen Atkinson Ciske
James D. Crane
Richard L. Currie
Karen Lake Devos
Jesse L. Dungylll
Ingrid Brown Ehrle
Alan G. Ferguson
Irving B. Field Jr.
David W. Fisher
Robert N. Fletcher
Charles G. Foster
Erwin F. Fromm
Frederick J. Gaiser
Thomas H. Harding
Bruce D. Harrington
Jerry F. Hartman
Sharon Wiky Hightower
James D. Hudak
R. Edward Kenyon
Vernon H. Krider
Merrillyn Van Zandt Krider
James C. Laidlaw
C. Peter Lillya
Jane Gilmore Maloney
William Nicholson Jr.
J. C. Packer
Norma Simmons Schmidt
Robert W. Stark
Donald C. Steffen
Judith Miller Steffen
Jane VendenbergSteward
James K. Taylor
Robert W. Tyner
William J. Venema
Alison Groetsema Werner
William H. Western
Diane Trenholm Wilsey
Diane Dugas Worden
Leonard R. Worden

## 1960

Paul F. Asbury
Gary C. Babcock
Gail Wruble Berry
Phillip H. C. Berry
Janet Adducci Bradley
James R. Brand
John W. Brenneman
Judith Hallock Brenneman
Roy P. Carlson
Mary Cross Field
Suzanne Metz Crowley
Rosemary Luther De Hoog
Mary Foree
Alfred J. Gemrich
Susan Eichelberg Glendening
Atis Grinbergs
Evanna Adams Harden
Gerry G. Harsch
Joanne Lent Hyames
Ann Wagner Inderbitzin
J. Frederic Jackson
Girts Kaugars
John H. Kless
Nancy Blackwood Kless
John P. Kuch
Thomas E. Landauer
Charles L. LeValley
Robert C. MacDonald
Douglas J. Mackinder

George Macleod
James McCabe
Judith Pavia McCabe
Donald S. McClure
Eleanore Helfen Miller
Kent B. Monroe
L. Ann Faragher Padmos
Edward J. Parliso
Gerald L. Pattok
Douglas J. Perry
R. Bruce Rank
Patricia Martin Rochford
James H. Saylor
Manfred E. Schubert
Susanna R. Smith
Ojars A. Smits
Dale Spoor
Willard Thorp
John A. Van Haaften
James L. Van Zandt
William A. Vincent
Virginia Phillips Vincent
Patricia A. Wentworth
Robert A. Westin
Wendel B. Wickland
J. Rodney Wilson

## 1961

Alvin C. Bailey
Karen Paulin Boles
Susan Calkins Boucher
Richard K. Burnham
Larry P. Casey
Judith H. Cooper
Arthur W. Crowley
Nancy Purdy Diaz
Marilyn Ludwig Doty
Margaret A. Edmonds
Charles E. Evans
Mary Ellen Steketee Fischer
Jane Townsend Funk
Curtis C. Haan
Robert E. Hader
Ross C. Hadley
H. D. Haynes
David G. Hopkins Jr.
Lewis T. Houston
Richard A. Hudson
Larry Inderbitzin
James W. Iovino
Philip C. Jensen
Robert V. Johnson
John F. W. Keana
Robert C. Kelly
Sylvia Schaaf Kelly
John A. Kerley
Mary Hanson Kerley
Jon O. Labahn
John A. Lake
David W. Larson
James C. Leighty
Carole J. Lewis
Bill Liggett
Maija Zadins Lillya
Mary Murch McLean
Francine Smith Meeker
John F. Michkovits
Gary L. Miller
David F. Pellegrom
Robert C. Rice
Diane Cade Roper
Barbara Lape Russey
William E. Russey
Russell L. Schelb Jr.
Don W. Schneider
Linda Brenneman Schneider
Ronald A. Siwik
Mary Jo Dunkirk Smits
Kathleen Black Tobias
Gerald F. Tompkins
Ronald R. Vanderklok
Marilyn Szpiech Wiencek
Peter C. Wolcott
Grant O. Young

## 1962

Jane Bell Arnott
Kenneth J. Berry
Nancy Thompson Berry
Patricia Crego Boylan
Nancy A. Bull
Charles R. Bursey
Shirley Wright Bursey
Helen Hooper Butt
Sandra Frost Carlson
David L. Clark
Diane White Doyle
Sandra Lent Farrow
Stephen A. Ferrara
Charles T. Glatt
Joeine Dipple Green
Margaret Jackson Haan
Margaret Weid Hader
Lona Stockmeyer Harris
Audrey Johnson Harrison
Carol Long Harsch
David L. Hawkins
Larry D. Himebaugh
Judith Brown Holbrook
Charles J. Hornback
Lynne Emmons Hudson
Richard L. Hummel
Janet Grimm Hyne
Robert Innis
Jean Schaafsma Jackson
Jeffrey E. Keiser
Nicholas Kik III
Richard M. Koerker
Linda Hunter Kranc
Ben F. Krill
James G. Lindberg
J. R. Lindenberg
Martha Prete Lindenberg
David A. Mead
Jacqueline Kuilema Necaise
Wendell A. Peterson
Robert H. Poel
Judy Sterling Porter
Susan Kessler Rank
Dick Robyn
Elizabeth Reverski Rodgers
J. Gordon Rodwan
Wayne D. Rydberg
Ilse Gebhard Schletter
Robert Schultz
Penelope Webster Shaffer
Carol Kratt Skillman
David Southworth
R. G. Stoutmeyer
Catherine Anderson Taylor
Stacy W. Thompson
Paul A. Trehearne
Mary Jane Vargo Tompkins
Edward Van Peenan II
Lynn J. Verhey
C. Glen Walter
Edite Balks Walter
Thomas W. Warke
Sue Montague Western
Marguerite Hathaway Westin
Phillip C. Yagla
Joan McCormick Yagla
Deanna Clair Young
William T. Zinn

## 1963

Jeffrey Aldrich
Mary C. Andersen
Byron E. Anderson
David E. Bellingham
Karen Glomp Bekofske
John Beukema
Richard W. Bovard
Mary E. Burt
Robert A. Buss
Kay Wedge Buss
Loren E. Campbell
Jana Kennedy Campbell
Carl R. Christensen
William Clapp
Barbara Friese Clapp
Gary P. Corpron
Bruce Doll
Richard N. Doyle
Kenneth G. Elzinga
Enrique Falls
Kathleen Jennings Fox
Barbara Klein Furrow
E. John Graichen
John M. Grandin
Karen Moore Glatt
E. Chadwick Gray
Marvin L. Hage
Merrill Reutener Harkema
Neil S. Harris
Jane Lee Hustoles Himebaugh
Kenneth M. Hunter
Alan C. Hutchcroft
F. Elaine Hutchcroft
Robert B. Johnston
Robert L. Judd
Barry W. Knister
Dennis Lamb
Thomas W. Lambert
Anne Struhsaker Larsen
James B. Larsen
Susan Schroder Larson
Kurt F. Letzring
E. Turner Lewis
Richard U. Light
John Lillie
Stephen M. Lipman
Susan Martin Livingston
Douglas A. Long
James R. Marlett
Myron L. Marlow
Lucy Blynn Marsden
R. A. Marsden
David F. Mayers
H. James McCoy Jr.
Robert W. McLean
Georgia Irvine McRae
Margery Hayes Miller
Rosemary Redshaw DeMiranda
Robert K. Morgan
Philip W. Nantz
Bert V. Nunneley
W. James Orr
Virginia Phillips Oliver
Makrouhi A. Oxian
Douglas Parrish
Susan Cann Plautz
Bonnie Bradford Ramseyer
Gail Olin Rodwan
Philip B. Rose
Michael J. Ruberto
Donald Schneider
Gena Eldredge Schultz
Gerald A. Smith
Linda Phelps Smith
Anthony M. Somkin
Gayle Mitchell Southworth
Neil G. Steinhoff
Sharon Douglass Swintz
Robert J. Tardiff
James H. Timmons
Stevenson Turner
Carol Burgtorf Uri
Kenneth Vanandel
Gary E. Vandenberg
J. Ross Wilcox
Gary W. Wood
Henry M. Yaple

## 1964

Sandra Nordin Anderson
David W. Andrews
Dawn Larson Atkinson
Mary Griffen Bangassaro
Larry B. Barrett
James C. Beach
Carl L. Bekofske
Bruce Benton
Susan Broemel Best
Barbara Brown Beukema
Gordon J. Bingham
Phillip L. Blair
C. Gary Blough
Elaine Fish Bugoski
Linda Harlow Cannon
Judy Cantarella
David R. Clowers
George L. Collins
Karen Foxworthy Craig
Anne Crotser
Dianne Sopp DeLong
David C. Eaton
Glen C. Fischer
Barbara Cummings Foster
Georgiana E. Foster
Michael P. Goodman
Stephanie Crum Gradillas
Howard W. Green
Emily Jackson Guerne
Patricia Arehart Haas
Charles D. Hackney
E. James Harkema
Thomas J. Hayward
Kathy Weisner Hummel
Kenneth A. Johnson
Kenneth L. Kooiman
Donna Reed Lambert
Don P. Leduc
Priscilla Hazen Lillie
Grace Smith Lipman
T. Bruce Marsh
Martha Pearce Meissner
Roland F. Mittica
Richard J. Monrad
Michael L. Moore
Nancy Briegel Moore
Mary Stucky Myers
Philip D. Oliver
John A. Osborn Jr.
R. K. Peters
Susan Cooper Poupart
Robert E. Powell
Mary Switzer Rees
Gary N. Reynolds
Ward A. Riley
Ingrid Sandecki Rossmann
Judith Lyttle Rydberg
James L. Smith
Lary R. Smith
Mara Smits
Thomas E. Sumner
David M. Swarthout
Annette Wellington Thor
Bruce A. Timmons
John N. Van Otterloo
Elliott B. Weitz
Kurt P. Weitz

## 1965

Carol White Averill
Jack N. Barkenbus
Keith Bekofske
Ruth Archer Bekofske
John D. Berkaw
Diana J. Besemer
Jack Boles
Susan Tetu Bolon
Daniel Boylan
Mary A. Brown
Pamela Behnke Catto
Richard T. Clapp
Lester L. Coleman
Jon P. Cowan
Thomas R. DeVries
Alan M. Durkee
David L. Filkin
Richard K. Foster
James E. Frutchey
Hugh F. Gardiner
Martha L. Gay
Susan Hayes Hartman
Ellen Colingsworth Haydar
Alan F. Heath
Jan P. Hessler
Susan Gibson Hice
James N. Hinds
John C. Ingles
Ann Gillespie Ingles
Sonja Perejda Keller
Dennis P. Kelly
Janice Wheeler Kenyon
Mary Klepser
Robert L. Koerker
Richard R. Krueger
Elsa Lane
Katherine Seaman Lewis
C. Douglass Locke
Mirth Nelson Lundal
William O. Lynch
Melinda Ray Marsh
Sally Meyer McCoy
Urania Fuller Messing
Arthur H. Miller Jr.
Janet Schroeder Miller
Michael Morden
Gregory W. Northrup
Andrew S. Ogawa
Carl R. Osthaus
Lorraine Norton Osthaus
Baiba Kaugars Ozols
Wayne F. Perg
Ronald L. Petty
Robert L. Phillips
Elizabeth Mead Pifer
James W. Pifer
Galen K. Pletcher
Karen Kammever Rice
Thomas K. Schaaf
Kay Stockton Suerynck
William D. Shea
Robert T. Sibilsky
Judith Bayer Steinhoff
Ann Stroia Studwell
Nancy Macurda Tedokon
Arthur S. Walters
Fred S. Wilkey Jr.
Margery Connable Zeller

## 1966

Marylu Simmons Andrews
Robert J. Baker
Mark Baron
William Barrett
Charles J. Bender
Jeffrey H. Beusse
Sherry Ann Bodley Bingman
Susan Stewart Bingham
Virginia Wilkes Blair
Patricia Flynn Boortz
Donna F. Brown
Kathryn Oshiro Bursick
A. Dan Busdiecker
Helen Heidel Campbell
Sharon Young Cherry
Joyce Kirk Coleman
Jon R. Cump
James A. Day
Joan Baker Deschamps
Susan Yoder Detling
John K. Di Tiberio
Nancy Lamb Dotlo
Lynne J. Eddy
Phillip L. Eder
Joellyn Rose Ellis
Robert C. Engels
John C. Farrar Jr.
Michael Fischbach
Meribeth Matulis Freeman
Robert Glazener
Lisa A. Godfrey
Doug Gunnison
Donald L. Hafner
James D. Hale
Amy Mantel Hale
Charlotte Hauch Hall
Michael J. Ham
Suzanne Budlong Herbert
Walter R. Herscher
Richard W. Hess
James M. Howard
Paulette Jahnke
Joan Tuller Jensen
Kathryn Budke Jones
Alice Morse Kemske
Robert O. Kinsman Jr.
Nancy Barker Klein
David E. Kyvig
George A. Lambert
Marguerite Dewey Lambert
Carol Cameron Lauhon
Carol Pace Lawicki
Alfred P. H. Lee
Bruce R. Litte
Eugene N. Losey
James L. McKittrick
Jeanne Irwin Maleski
M. Karen Strong Melin
Robert D. Merrill
Edouard Morot-Sir
Charles L. Morse
J. Donovan Mosteller
Roxy Ross Mosteller
Betty Strand Murray
Richard N. Myers
Elizabeth Neubert Myers
Jean Gelfund Nitta
Mitchell S. Nussbaum
James E. Peters
Marcus C. Pomeroy
Marilyn Coffing Pomeroy
Robert J. Pursel Jr.
Steven D. Rakich
Philip A. Rice
Jennifer Smith Sanderson
Kathleen Young Schwaag
G. Thomas Seeley
Lynne Gardner Stothard
Dennis E. Stover
E. Anne Blanford Teghtmeyer
Roberta M. Thomsen
Dennis H. Thornton
James M. Tiefenthal
Deanna Hultquist Tiefenthal
Michael J. Walters
John W. Warner
Ginnie Good Warner
Susan Barthoff Weidenbaum
Jimm F. White
Geri Rosen White
Thomas P. Wilsted
Mary Brubaker Wilsted
Diane C. Witkowski
Linda Swalm Wolcott
Anne Marie Michael Wurster

## 1967

H. Gardner Ackley
Ray Adams Jr.
Patricia Minckler Adams
Robert D. Allen
Nancy Keech Anderson
James L. Anderson
Lauren Binda Anderson
Lyle Anderson III
Thomas C. Benson
Joel R. Bernstein
Margaret Porter Beusse
Leslie Bouwman
Thomas R. Brown
Joann L. Chandler
Judith A. Coon
Mark H. Coon
James J. Cooper
Richard L. Coulter

Thomas C. Crawford
Donald R. Creager
Elizabeth Barnhart Camp
Lila Burroughs Dawson
Richard P. De Tar
Monica Traut Dreuth
John H. Emerson
Marcia Brackney Emerson
Liesel A. Flashenberg
Susan Wood Gibson
Terry L. Gotts
Bruce Gustafson
Joan McClure Guziec
Charles R. Haberlein Jr.
Ira S. Hartman
James S. Heersma
Colleen Yoder Henry
Mary Dunnaback Hess
Katherine Holmes
Gail French Hubbard
Denise Strong Janha
Lynne Kilbane
Barbara Burness Kyvig
Martha Parker Latimore
Merwin D. Lewis
George Lindenberg
Kathleen Richner Locke
Carol Barney Maier
Thomas D. McArthur
Martha A. McGinness
David P. McKay
Joseph L. Merchant
Foster E. Mohrhardt
John Moore
Jon R. Muth
Robert E. Pearson
Ruth Morriss Peterson
Leslie E. Pitts
Brian E. Preston
Sheryl Sinclair Pursel
Kay Keller Radecki
Mark S. Rubin
William M. Sanderson
Don M. Schmidt
Thomas W. Schoff
Judith Atwood Seeley
Ronald A. Sharp
David P. Showers
William Silkstone
Gail Lancaster Silkstone
Allan C. Smith
Richard E. Smoke
Dennis E. Steele
Michael W. Stripp
Joseph B. Stulberg
Premanjali Devadutt Stulberg
Robert E. Sundeen
Karen Cassens Thompson
Tom Ticknor
Susan Risser Treinen
Thomas H. Van Doren
Harold Vandermolen
Gary Webster
Karen Strom Webster
George R. Wellman
Sara Wilson Wellman
Gary N. Widiger
Douglas M. Wilcox
Tracy Smith Wingerter
Patricia Laitner Wright
Nancy Southard Young
Lucille Zaininger

## 1968

Jack F. Ahlfeld
Linda Cleary Anderson
Joanna P. Andros
Marcia Wingard Aten
Mopsie Bonifer
Lora R. Browne
Susan Stephens Burns
Suezanne Storch Burrough
Daniel T. Carter
John T. Collins Jr.
Kayla J. Conrad
James T. Conte
Pamela Jean Sawicki Czerny
Marcia Dean Davis
Vernie L. Davis
Sybil Smith Davis
Christine Mertz Dear
Susan Schlegal Eder
Ann Sullivan Elkouhen
James A. Fountain
Gwen Van Domelen Fountain
Harry T. Garland
David J. Garman
William C. Garrow
Dana S. Getman
Bruce M. Haight
Cynthia Holton Havrilenko
Phyllis Huffman Herman
Nancy Loebe Hessler
Cynthia Bruer Hillquist
Sharon Cole Hinds
Peter B. Holt
Nancy Hess Holt
Marilyn Durkee Humphrey
Marilee Smith Kaufman
Peter R. Kline
Robert R. Kopen
Janice Brenner Kopen
Susan Eastman Leone
Jean Lightfoot
Jeanne Malachowski
Janice Koltko Mernitz
Douglas F. Mernitz
Michael F. Molly
Nancy Rice Moore
Yvonne Trouteaud Morse
Carol Hoben Muth
W. Rodger Myers
Roberta L. Nevitt
Robert J. Newland
Richard W. Nylund
John L. Orr
Melinda Brookens Ostergren
Margaret Ralston Payne
Jamie Hall Peters
James C. Peterson
Judith L. Prentice
Beverly Quist
John M. Ruddell
Emily Bakeman Ruddell
Harrison A. Schaffhauser
David D. Sharpe
Laurence A. Sibrack
Paula Prane Sibrack
Raymond T. Slaughter
Ellen Tangent Slaughter
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