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.

THE PRESIDENT'S REPORT

The year 1979-80 was important in its own right, while also serving for Kalamazoo, for higher education, and for the nation as a watershed between two quite different decades. A decade of abundance was replaced by what will more surely be a decade of economy in which many professionals in higher education will have to confront the reality of some limits of growth for the first time in their professional lives.

This change has already produced the same conservatism and particularism in higher education as in the nation as a whole. Strident supporters of single issues or single kinds of institutions or programs have clouded the larger common objectives and have made common efforts to achieve these objectives more difficult. Pressure from already-tightening educational budgets has led in some cases to a conservative defense of the familiar security of the status quo. In other cases, the pressure has led to a survival-oriented search for new missions, markets, and programs. At the same time, individuals and groups concerned with public policy are increasing their pressure for widened access to educational, social, and economic institutions and resources. The way in which America responds to these issues domestically may well provide the evidence of her understanding and intentions regarding the same kinds of pressure for widened access and participation internationally from the Third World. Yet it is clear that we must deal with continuity as well as change; higher education and the nation must digest both of these necessities.

Faced with these pressures, we at Kalamazoo College are better prepared for the decade ahead than are many other private liberal arts colleges. We have already survived fourteen previous decades, any one of which in retrospect would look more dramatic than the 1980s. We know what we stand for and have made some critical decisions about what we can do successfully, usefully, and well. While we do not have an all-encompassing, widely agreed upon statement of goals and missions, we do have certain characteristics and aspirations that are widely accepted in fact. Although some of them may be competitive, this actually may reflect a certain openness and evidence of strength and sophistication, rather than weakness. Indeed, creative tension may keep the discussion of goals fresh and vital.

Further advantage lies in our large commitment to foreign study and to the growth of the international dimensions of our curriculum. This should help establish the College as an educational leader in a decade which will surely see the dramatic growth of this nation's international involvement. If the curriculum is a statement of what a college believes, then our beliefs are relevant to the decade ahead.

In union with the commitment to quality in our academic programs, we also have a commitment to fiscal realism in our institutional life. We do not plan to grow larger in population; if we shrink, it will be moderately and, probably, temporarily. We have always been a little lean in staff numbers and have made up for it by stretching our individual capacities and range. We have asked a great deal of each other, but we have made the doing of this a collaborative venture. We have believed with Harold Howe of the Ford Foundation that "progress without participation is unthinkable and progress without decisions is unbelievable.

We have also performed many of the tasks necessary to prepare us for the strongest possible approach to the 1980s. In this past year, the Board of Trustees reexamined and reaffirmed its commitment to the liberal arts education and curriculum. The administration committed the College to a program of sharpening a common sense of goals and mission by authorizing the taking of a nationally designed goals inventory in 1980-81.

A major capital campaign, Funds for the Future, designed to increase the size of the College's endowment and to make several basic improvements in the physical plant, passed the $11 million dollar mark at the end of the academic year. This represented almost twice the amount which the College had raised in any previous campaign and resulted in the needs and programs of the College being brought to the attention of thousands of friends, parents, and alumni across the country in ways which will have a clearly beneficial impact for the future. By year end we had also met many of the major objectives of the three-year program to achieve fiscal equilibrium.

During the year, the provost and faculty began an intensive review of academic programs and personnel to establish where reductions could be made, if necessary, and where new program personnel were needed, if available. The offices of admissions, financial aid, and student life were reorganized and strengthened under a new vice-president, and the areas of development and college relations were combined, also under a new vice-president. A full-scale review and strengthening of the alumni program was called for by the president and a trustee-led task force began its work in the summer of 1980. These administrative changes conformed to a two-year plan worked out by the administration and the executive committee of the Board of Trustees.

For all of its belt-tightening, the College did not stand still in 1979-80. The year started with an enrollment surplus and ended with a balanced budget. Strong new faculty were recruited. While the College community was saddened by the incapacitating illness of one of its senior faculty members, Dr. Kurt Kaufman, the vigor and productivity of the faculty generally increased throughout the year. Recognition of the fact was provided by the inauguration in the fall of the Florence J. Lucasse annual faculty awards for outstanding achievement in the classroom and in creative work.

New academic programs also were launched, and the first fruits of the success of a capital campaign emerged in the presence of new reserves in the budget, new additions to student financial aid and faculty endowments, the expansion of the library, the remodeling of the language laboratory, the installation of a new energy system, and the beginning of construction for the new gymnasium. The academic reputation of the College also gained new recognition nationally through major endowment grants from the Hewlett and Andrew Mellon Foundations. Kalamazoo College was one of a select group of outstanding liberal arts colleges which were especially invited to apply for these grants.

The lessons of 1979-80 were thus good ones for the decade as a whole. Hard times need not necessarily be bad times. A sharpening of focus, energies, and resolution can have enormous long-term benefits. The decade of the 1980s will bring problems of increased competition for students, dollars, and faculty. Changes in the fiscal posture of the federal government and the state of Michigan will erode some of the financial aid public policy achievements of the decade of the 1970s, placing larger fiscal burdens on the College, its students, and their parents. There will be appropriate pressure on the College to increase the diversity of its student body and faculty and to maintain the freshness of its curriculum. Nonetheless, the College has learned that even though it is in a period of fiscal constraint, it can still continue to explore new ideas, develop new programs, add to its resources, and maintain a real sense of momentum.

Indeed, it is in this spirit that planning for the College's sesquicentennial began in 1979, with the hope of achieving in 1983 a major statement of the College's goals, values, and achievements. The decade ahead can, in fact, be a decade of promise for Kalamazoo College. The record of 1979-80 has already proved that, at a time when colleges of recognized quality will be called upon repeatedly to demonstrate that quality, we can with confidence face the challenges of the 1980s.

George N. Rainsford
President

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ACADEMIC AFFAIRS

Looking ahead, anticipating the future, has always been an important part of higher education. In fact, the promise of a life of ideas and the sharing of them with students and professional colleagues continue to be primary attractions of talented people to the professoriate. But with today's shortages, unemployment, inflation, and global uncertainties, and more predicted during this decade, anticipating the future can be painful. Some don't want to think about tomorrow. But we must! Selecting among several alternative futures for Kalamazoo College is a part of the excitement in the challenge of the 1980s. In order to do that effectively, we must have the confidence in our College's strength to face the many dire predictions that the experts are making for all of higher education.

There is no doubt that the excellent, small, private liberal-arts college (Kalamazoo College is a fine example) can actually accelerate its contributions during the 1980s, rather than merely survive. Yet, public predictions have been so grim that if our justification for optimism is not made explicit, our claim will surely appear to be only wishful thinking. The best intentions, some writers suggest, can still lead to Hell. If small, church-related, liberal-arts colleges are destined to become extinct, their intentions are irrelevant. Because such predictions are so severe, it is essential that the faculty and administration provide substantial evidence of how the College is being strengthened for the future.

The future of Kalamazoo College will be tied to the distinctiveness of its mission and the quality of its accomplishment. Regardless of how many other institutions now offer limited programs of foreign study, independent study, and other types of experiential education, the K Plan provides an unusual integration of these opportunities with a solid liberal-arts foundation in an international and comparative context. Kalamazoo graduates are also evidence that our brand of the liberal arts can be appropriate career and pre-professional preparation. Constant and deliberate program analyses and proposals reflect the strong commitment of a faculty and administration to a college that is providing something significantly more important than mere secular education or job training. A careful, objective look at the curriculum, the faculty, and the students offers proof that the College is providing higher education in the most profound humanist tradition.

Nevertheless, even as proponents of the value of the traditional liberal arts, the faculty and administration are working constantly to critique and reinterpret that tradition from the perspectives of differing ideologies and contemporary learning. A challenge in any such analysis and reinterpretation is the need to guarantee that the results are not communicated in narrowly focused academic terms for internal consumption only, but that they are clearly and persuasively expressed to the College's many constituencies. All too often the liberal arts are held as some religious relief, to be practiced as if a ritual, not as the legitimately critical, socially constructive, shared intellectual, spiritual, and aesthetic task that they are. We must work constantly to show our students and ourselves why our kind of education is valuable. We must respond to the pressure of the current student market that threatens to deform the curriculum even while it lessens the value of the baccalaureate degree. Students who seek a liberal education will not choose a college that merely masquerades as offering one, but will select the one that can say clearly in students' and parents' language (presumably our own) what it is and that it will not equivocate.

During the 1979-80 academic year the faculty and academic administration have pursued several initiatives consistent with the mission of the College. Recognizing that any persuasive justification for our kind of liberal arts education must be based first on quality, the faculty undertook exhaustive reviews of the primary program elements of the K Plan: general education, Career Development, Foreign Study, and the Senior Individualized Project. The results were recommendations for improvement in the quality of the College's central services to students. While the program was being addressed, the College continued to recruit and retain faculty with the finest training and most appropriate experience it could attract, at the same time responding to objectives of affirmative action. During the 1979-80 academic year, a systematic evaluation of the basic curriculum was initiated, utilizing a method of departmental reviews. During the first year, six academic departments received peer reviews; the results contributed to personnel, program, and budget decisions. The procedure will be repeated on a regular basis for all of the academic programs of the College.

Because society at large and employers in particular must be convinced of the economic value of the liberal arts for the benefits they provide through analytical and reflective thinking, problem-solving, and written and oral communication, the faculty monitored the progress of students in the new expository writing program and considered the possibility of expanding formally the writing emphasis to courses beyond those taught by the English faculty. The expository writing program required a massive realignment of teaching priorities by members of the English department and the possibility of including faculty from other disciplines in the teaching of writing at the freshman level seems to be an attractive option. A committee of faculty from several disciplines also began work on a concentration in communication arts which will be ready for presentation to the faculty in 1980-81.

To address squarely the tension between students' and parents' hopes for immediately applicable career training and the College's recognition of the long-range value of a liberal education, the Career Development quarter began to be reshaped. Faculty proposed a more comprehensive program of career and life planning to be capped by an effective placement service that can become central to the academic advising system of the College. The Career Development work was conducted by a subcommittee of the Educational Policies Committee, chaired by Dr. Paul Olexia, associate professor of biology. As they traveled to several other colleges gathering comparative information for their planning, faculty were encouraged by the evidence of a
solid program at “K”. The Career Development program was moved administratively from the Office of Student Life to that of the Provost at the end of the academic year. At the same time, a new assistant provost for Career Development, Arthur Caccese, was named to guide the program following the retirement of Warren “Swede” Thomas, its long-time director.

To secure the breadth and the quality of the central core of the liberal arts curriculum, while some peripheral curricular responses were made to current students’ needs, the faculty held interdivisional discussions over several months’ time. The purpose of the discussions was to explore and define the meaning of the various academic disciplines in their relationship to the distributional requirements of the College. These discussions produced many new insights for the participants and a better understanding of the dynamics of the disciplines as they are combined to provide a coherent general education.

As a means of preparing potential students for the Kalamazoo experience, the faculty proposed a special summer program for pre-freshmen designed to attract promising students to the campus for college-level work prior to their matriculation. This new summer program will address the needs of a few students whose admissions status is tentative. The program will not be remedial, but will emphasize adjustment to college. Its trial run will occur in the summer of 1981.

A committee of the faculty, guided by Dr. Wen Chao Chen, developed a new Management Studies Program, which "utilizes the existing curriculum to form an interdisciplinary foundation for management studies, supported by the off-campus experience of the Career Development and SIP quarters, and by on-campus activities which bring together students and interested faculty from various departments in workshops, public forums, and discussions." Dr. Chen, named director of the Management Studies Program, began to counsel the first group of interested students in January of 1981.

President Rainsford appointed an ad hoc committee on women’s studies because of “the interest in and need for a constructive evaluation of the position of women’s studies on our campus.” The committee was charged with producing an inventory of course offerings which touched women’s issues, with evaluating the College’s needs in this area, and with making recommendations to the Provost and the Educational Policies Committee. In 1979-80 the Women’s Studies Committee conducted the basic institutional research and considered some optional program initiatives. Dr. Gail Griffin, assistant professor of English, was named coordinator of Women’s Studies.

A committee of the faculty, chaired by Dr. David Barclay, assistant professor of history, made recommendations to the faculty regarding the College’s role in international education as a priority at Kalamazoo College and suggested several program directions which might enhance the College’s preeminence in this area. The committee’s broad-ranging recommendations will become agenda items for faculty deliberation during 1980-81.

The College increased its emphasis on the continuing professional development of its faculty. Additional institutional funds were made available for this purpose and the range of activities in which faculty members participated was extended. Five members of the faculty were awarded sabbatical or developmental leaves, the purposes of which included advanced work in new disciplines, research and leadership in the public service arena, completion of a textbook, and creative endeavors. The faculty also expanded its influence in higher education beyond the campus. Fifteen faculty held important offices in their professional organizations, and 24 acted as consultants in education, business, industry, health care, and government. Thirty members of the faculty presented scholarly papers before their colleagues at national or regional conferences, and several others were instrumental in the writing or presentation of proposals to outside agencies to solicit funds in support of the academic program. The research and scholarly activity as well as other external contributions of the faculty increased during 1979-80 and will surely expand in the coming decade as individual reputations grow along with the College’s.

Representing another critical element in long-range planning, a faculty task force worked with the Provost and the Academic Affairs Committee of the Board of Trustees to suggest personnel policies that would secure and maintain a faculty of the highest quality during the next ten years. Issues addressed included tenure, affirmative action, early retirement plans, alternative faculty appointment plans, and fringe benefits. The work produced imaginative recommendations to the administration and will continue during 1980-81.

During 1979-80, the faculty and administration provided the leadership in clarifying the goals and responsibilities
of the Coordinating Committee of the Kalamazoo Council of College Presidents. Grant proposals were written and submitted to outside organizations to support consortial programs of the four institutions of higher education in Kalamazoo. By-laws and other organizational documents of the consortium were rewritten and a framework was established with priorities for future regional cooperation in higher education. The Kalamazoo Consortium may well become a model for colleges and universities throughout the state of Michigan.

The reputation of Kalamazoo College will be sustained and enhanced by careful attention to the quality of its educational services and imaginative approaches to their delivery. Every strategic plan and administrative action must respond to the College's goal of expanding its national and international reputation, one which is based essentially on the highest quality instruction and an unusual academic program. This goal will not be met, at least in the short run, by revolutionary curriculum change. The faculty has chosen to refine rather than to revolutionize its programs. Still, refinement must include selection of new directions, reallocation of energy and reinterpretation of basic services. During the decade of the '80s, everyone in the academic community must become more vitally involved in guiding students' career and life planning through the formal and informal advising structures. Because the College is committed to excellence in the total academic experience, faculty must create links with their professional counterparts in the secondary schools better to respond to the educational needs of students and pedagogical innovations. The faculty must thrive as contributing citizen leaders as well as carefully-prepared disciplinary specialists. The faculty development program must create opportunities for shared intellectual discovery and application of scholarship to broader societal needs. Every member of the academic community must find ways to pursue, with regularity, scholarship, research, or practical experience outside the College, in such arenas as business and government. The College, throughout its history, has offered special expertise to the improvement of the community of Kalamazoo. This tradition must continue to be a priority for faculty and administrators if the reciprocal arrangement which nurtures the vitality of both College and community is to survive.

As student enrollments waft and wane among the academic disciplines of the College, reallocation of faculty time may become important. Some faculty must be prepared to contribute their services outside the disciplines of their preparation. Over the next decade, faculty and administrators in the Foreign Study program must create comparable experiences for the professional staff to those so generously provided students. Efforts must be made to encourage faculty members to work, to study, and to travel abroad.

Learning at Kalamazoo College is directly linked to the special chemistry developed between teacher and student, regardless of the physical setting. Renewed vigor in the enhancement of fine teaching will be a priority. Kalamazoo College has always taken great pride in its teaching; individual faculty development projects and formal workshops will help to focus the attention of the community on this special strength.

Practical program changes which, in a day of specialized training, continue to guarantee a liberal education must be implemented. The College's response thus far has been the establishment of special "concentrations" of courses and experiences; more must be done. The Career Development Program will be more closely tied to the regular curriculum so as to provide related experiential learning.

Much progress has been made. It has been less obvious to the public eye than revolutionary program change, but it has been as pervasive in the involvement of large numbers of faculty, students, and a range of disciplines. In 1980-81, the College must rise to the challenges and opportunities inherent in new international dimensions of undergraduate education, recognize and clarify the career relevance of liberal learning, demonstrate the value of fine teaching, renew its academic associations with the best high schools, and continue to support professional development.

Warren L. Board
Provost

STUDENT LIFE

A fundamental principle to be found in the charter of a quality liberal arts college is a concern for the development of the many talents and interests of its students. Regardless of whether we speak of Kalamazoo or Harvard, we will find a commitment not only to nurture academic excellence but also to develop our students' physical, social, and spiritual dimensions. During this past year Kalamazoo remained true to this tradition while making important alterations in some of its programs.

After careful planning and discussion, additional administrative responsibilities were assigned to the new vice-president for student life. These changes will allow the Student Life Office to be responsible for admissions, chapel affairs, counseling, financial aid, health services, housing, student activities, and student organizations. By combining these functions, the College now has one office able to recruit, select, and orient students to the school as well as providing other appropriate programs and services which are necessary if we are to meet our commitment to the total development of each student.

As new students arrived on "K's" campus last fall they became immersed in the classes and activities associated with our orientation program. From that moment onward, students were encouraged to participate in campus programs, organizations, committees, and activities. Throughout the hectic quarters that followed orientation, our students could choose to participate in or attend weekly chapel services, departmental discussion groups, outside speaker programs, films, plays, dances, radio and newspaper productions, and/or recreational activities. Students also moved about within our various campus housing facilities as well as from their off-campus programs back to the campus. While each student varied in his or her use of such services as counseling and advising, our sophomores all received advice on their
plans for their Career Development quarter; juniors received medical assistance in preparation for their overseas Foreign Study; and seniors discussed their academic concerns as they prepared for their Senior Individualized Projects.

Each of the activities just outlined, which make up only a part of the student life division of the College, deserves recognition for its many successes. However, in this report I have chosen to concentrate on two topics that have been of special interest to the campus during this past year—admissions and financial aid. I have selected these subjects because our campus community shares a concern for the possible negative impact as a result of the national decline in the number of high school graduates, the vigorous competition among colleges for the limited number of academically talented high school students, and the consequences to both students and colleges as the costs for quality education increase.

For the past few years the number of applicants seeking to be admitted to Kalamazoo College has remained fairly constant. From this pool of applicants we have sought to develop and retain a student population of between 1400 and 1500 people of diverse backgrounds and interests. Our total enrollment for the fall of 1980 was greater than a year ago. Yet this enrollment report only reflects our success at recruiting a larger freshman class in the fall of 1979 than in 1980 and our ability to implement programs to improve our retention of all of our enrolled students. Because of these factors and our decision to reorganize the Student Life Office, we have separated the Office of Financial Aid from the Admissions Office and will have hired new directors for both of these offices by the time this report is published. In addition, we have increased our research and monitoring of all of our admissions and financial aid policies and programs.

While striving to meet these goals, we have never wavered from our overriding commitment to the maintenance of the high academic caliber of our student population, which, on the average, is the highest in the state. As testimony to this fact, we found the national test scores for last fall’s freshman class to be higher than a year ago, which means we continue to select our students from the top 12% of all high school graduates in the United States. In order to retain this successful record we must (1) improve the quality of our admissions programs in the midwest; and (2) broaden the use of alumni and friends to reach those students in other parts of the country and world who would benefit by being enrolled at Kalamazoo College.

Although the College has kept the cost it charges to students at a relatively low rate compared to other quality, private liberal arts college in the midwest and the nation, the financing of education remains a difficult problem to solve. Even as the amount of governmental and private support for education increases, so have the number of students needing financial aid. Likewise, our expenses for programs and services, coupled with inflation, have driven our costs ever upward. Finally, Michigan has been particularly hard hit by the recession in the national economy, which means most of our students are experiencing economic difficulty both at home and in the form of diminished state aid.

In response to these conditions the College has increased its financial aid budget by $50,000 for 1980-81. Yet even with all of these efforts to increase governmental and private support for financial aid, the net effect will probably be to shift more responsibility to students and their families to assume more of the financing of private education.

As we prepare for the future we must stress to everyone the role and importance of quality, private liberal arts education. Only through the preservation of choice for our academically talented students may the long and proud tradition of Kalamazoo College be carried forward.

Robert N. Maust  
Vice-President for Student Life

INSTITUTIONAL DEVELOPMENT

The closing of one decade and the beginning of another suggests that something more than facts and figures is necessary to provide a proper perspective of Kalamazoo. The facts themselves are impressive, but the larger story is more so.

When the Funds for the Future campaign was launched four years ago, it was an act of boldness not previously seen at Kalamazoo College. Never before had the College sought such a large sum. Never before had the College examined itself and its future so closely, and determined that mere survival was not enough to justify continuation. The announcement of the Funds for the Future campaign, seeking $16.4 million in new resources, heralded the commitment of Kalamazoo College to sustaining and enhancing its position as one of the country’s leading private colleges. And it did so with the belief that alumni and friends of the College would share that vision of quality and leadership, and that they would provide the support necessary to secure the future of "K."

At the close of the last fiscal year, June 30, $10,559,280 in gifts and commitments had been received. The total at the end of September was $11,409,061. (This total is given to provide a comparison with the 1979 fiscal year total of $9,200,991, since the College changed its fiscal year to a June 30 closing in 1980.) Represented in this total is over $2.1 million in endowment for professorships and support of the academic program. Another $1.1 million has been designated to increase the endowment for scholarships and for other student support. Almost $2 million was given for improvement of the physical plant. And over $5.7 million has been unrestricted, allowing the College maximum flexibility in assigning the dollars where the need is deemed greatest.

More than the particular designations, though, is the tangible evidence that Kalamazoo College matters, and that there is support for its programs, its ideals, and its mission. That message could not come at a more critical time. The past few years have seen inflation increasing at disturbing rates, making an impact on both the ongoing operations of the College and on its capital needs. Similarly, we have known for a long time that we are entering the period in which the decline in college-age
students will be greatest, thus posing the possibility of retrenchment for all of higher education, but perhaps most seriously for private college like "K." At the same time, the search for resources by a continually wider array of non-profit institutions has increased dramatically, all competing for many of the same dollars.

Faced with these pressures, and the attitudes of doom they too often engender, the progress being made by Kalamazoo College's Funds for the Future campaign stands as a significant counter message. It is positive acknowledgment that those who know the College are willing to invest in assuring its continued strength and vitality. There could be no greater encouragement.

While the Funds for the Future campaign has been seeking support for the financial underpinning of Kalamazoo College, the Annual Fund has continued to seek dollars to aid the ongoing operating budget. It is exciting to see how well the Annual Fund has done. The 1980 Annual Fund, chaired by Marian ('45) and Bud ('47) Starbuck, raised $731,000. In impact that represents more than ten percent of the College's educational and general budget. Perhaps most remarkable is that during the period of the capital campaign the Annual Fund has raised an additional $2.8 million dollars. More and more donors recognize the special needs for which the capital campaign is mounted, and the separate need for support of the ongoing program. That the two efforts can operate simultaneously, each achieving important levels of success, is further tribute to the alumni and friends of the College who value its character and distinctive contributions to the community and to all of higher education.

During the year concern was expressed by several members of the Board of Trustees that the overall relationship between "K" and its alumni needed improving. The outgrowth of this was the creation of an Alumni Relations Task Force, chaired by Virginia Stone ('47). The task force was asked to undertake a comprehensive review of the relationship between Kalamazoo College and its alumni, and to make recommendations for changes that will strengthen those relationships. Areas to be examined include the structure and rationale for the Alumni Association itself, the various levels of leadership within the alumni structure including the elected alumni trustees, areas of service from the College to its alumni and vice versa, identification of needs and interests of the alumni themselves and a determination of ways the College might meet them, and the staffing and resources of the Alumni Relations Office. At year end the task force had just begun its work, and a report on its progress will be made during 1981.

Another activity initiated during the year was the beginning of planning for the celebration of Kalamazoo College's 150th anniversary in 1983. A Sesquicentennial planning committee was formed, initially with three people from campus. This will be expanded in 1981 to include representatives from all of the constituent groups of the College. Robert Dewey ('45), former vice-president for student services, will serve as chairman. A guiding understanding in the planning of the Sesquicentennial is that it should be more than just a birthday party. It should be an occasion to celebrate the College's history and to look ahead to the opportunities of the next decades.
raising on a continuing basis, for capital and annual needs, is one element, but not the only one. For Kalamazoo College to achieve its potential, the active involvement of all its constituencies will be necessary. More alumni, parents, and friends will have to help in identifying those students who are qualified to perform at "K" and who would benefit from its distinctive educational experiences. Corporate leaders will have to recognize that the graduates of liberal arts colleges are a special resource, offering the broadest possible intellectual and communications skills, and should not be considered less desirable as employees than persons with narrowly specialized training. Students will have to reaffirm their understanding of the aims of a liberal arts education, and take a new pride in the capabilities they possess when they leave college. All sectors will have to give renewed commitment to the values represented in the private sector of higher education, and recognize that those values can be very fragile indeed.

The challenge of the years ahead for Kalamazoo College are also its opportunities. Additional resources will be needed and they will be sought, not for the idle exercise of swelling the College's coffers but to support those elements that are the core of its quality. People will be needed who believe in the College, who share its vision, and who will help others share it as well.

Alfred A. Blum, Jr.
Vice-President for Institutional Development

L. Lee Stryker Center

The faculty and staff of Kalamazoo College represent an enormous wealth of talent and ability. Tapping this resource for the benefit of the Kalamazoo community is the job of the L. Lee Stryker Center for Management Studies and Educational Services. That rather lengthy title conveys some of the large responsibilities delegated to the Stryker Center—conducting the many community and business-oriented programs which include seminars, workshops, regular classes, and the Business-Academia Dialogue program.

Last year the Stryker Center continued its successful program of classes and seminars for business and community leaders. These sessions are sometimes taught by College staff and often by business experts themselves—making the Stryker Center a catalyst in the crucial interchange of ideas and information. Topics included "Decision Making," "Team Building," "Creative Problem Solving," "Management Development for Women," and many others. Two new courses on small business management were introduced with great success.

In order to help fund the many services the Stryker Center offers to the Kalamazoo community, a charter membership program was begun in 1980. The Center now has more than 20 area firms and organizations as charter members, including the Stryker Corporation, The Upjohn Company, Fetzer Broadcasting Company, and Borgess Medical Center, to name a few.

The Business-Academia Dialogue program is in its sixth year and thriving. Providing a common forum for business people, educators, and students to meet and exchange ideas, the BAD program has done a good job in dispelling many of the myths and misconceptions that exist between these groups. Speakers at this year's BAD meetings have included William LaMothe of the Kellogg Company, John Selby of Consumers Power, and Harold Shapiro of the University of Michigan.

The Stryker Center last fall sponsored the initial phases of the Kalamazoo Network, a new area women's group organized to help women toward career success. The Network's goal is to meet women's professional problems and concerns. It met three times last fall and heard such speakers as Carol Kleiman, chief feature writer on women's issues for the Chicago Tribune; Barbara Burr, vice-president for American National Bank; Phyllis Buskirk, senior researcher for the W. E. Upjohn Institute for Employment Research; Cheryl Scully, deputy city manager for Kalamazoo; and Jacque Sill, promotion and community relations director for the Kalamazoo Center. Between 150 and 200 people attended each of the meetings.

The importance of the Stryker Center was underscored last fall with the creation of the L. Lee Stryker Endowed Chair at Kalamazoo College, the funding of which was provided by the late Dr. and Mrs. Homer Stryker in memory of their son, Lee. Dr. Wen Chao Chen, vice-president for community services and director of the Stryker Center, was named the first holder of the endowed chair.

Wen Chao Chen
Vice-President for Community Services
ALUMNI ACTIVITIES

It's not always easy staying in touch with Alma Mater—the campus changes, people change, which sometimes gives a person the too-palpable feeling of time passing swiftly. Yet at the same time alumni gatherings can be very happy occasions, a time to renew old friendships and reminisce about one's carefree college days. Most people have enormous sentiment about their college experience, and trying to tap this sentiment and re-involve alumni with "K" is the job of the Alumni Relations Office and the Kalamazoo College Alumni Association.

The Alumni Association is expanding its programs and activities to try to strengthen alumni ties to the College. Of course, some of the most popular ones are annual events with established reputations—such as Commencement, during which occurs the 50th reunion (last year, the class of 1930) and the Emeritus Club meeting; Weekend College, whose topic last year, "Africa In Our Future," attracted at least 30 alumni for the entire weekend schedule of lectures and events and several times attracted many more people to some special attractions; and Homecoming, which included reunions for all five-year classes and many other activities of special interest to alumni.

Several special events for "K" alumni were also held last year—in February, a lunch and creative drama program for children of alumni in Kalamazoo; a Tennis Night for Kalamazoo alumni in March; in May, a picnic for Ann Arbor alumni; and the dedication of "K" art professor Marcia Wood's sculpture in Detroit in July provided an opportunity for Detroit area alumni to get together. Several events were held in September—an alumni trip to the Stratford Shakespeare Festival; a brigantine sailing trip on the Great Lakes; and a "Weekend in the Woods" for graduates on the east coast at Prince William Forest Park, Virginia. In December, a group of Chicago "K" alumni attended a special reception and then viewed a performance of Don Giovanni by the Lyric Opera of Chicago.

Committees are often a necessary evil to any organization's structure—although a ponderous decision-making apparatus, a committee gives valuable advice and can do important research on a topic for its parent organization. The Alumni Association has several committees which help with its work. Among them are the alumni awards committee, the nominating committee (which recommends candidates for the Association's executive board and alumni trustees), the Emeritus board committee, the 50th reunion committee, the Homecoming committee, Weekend College committee, and the travel committee.

The Alumni Association presented special awards to several alumni last year. During Founders' Day Convocation in April, Dr. Harold B. Allen ('24) received the Distinguished Alumnus Award of the College. Emeritus Club citations of merit were awarded during Commencement weekend to Harold D. Beadle ('25), George F. Cartland ('24), and Bess Freeman Rickman ('18). The newly-instituted Arts Alumni Award was presented to Bruce Gustafson ('87), Tom Lange ('71), and Vincent Liff ('72). During Homecoming celebrations, Alumni Service Awards were presented to Alfred J. Gemrich ('60), his father Edwin G. Gemrich ('28), and Charles J. Venema ('33). New alumni trustees selected in 1980 include Myra Ward Johnson ('72), Laurence E. Strong ('30), and Richard D. Tedrow ('45).

Perhaps the biggest achievement of 1980 was the publication of a new alumni directory for Kalamazoo College. The much-delayed book, the first alumni directory for "K" since 1963, ran into several production snags but was finally delivered in December. Many favorable comments have been received about the directory.

BUSINESS AND FINANCE

About two years ago, Kalamazoo College established several goals to streamline the administrative processes in its business and finance area. We are making good progress on all of these tasks set for our area; indeed, several of our goals have already been achieved. The College will continue to maintain a strong financial footing which is the best insurance in these uncertain economic times.

To achieve this goal of financial strength, Kalamazoo College established a financial equilibrium model which will result in a stable financial environment for the College, now and in the future. The first important step on this path was the achievement, two years ahead of schedule, of a cash balanced budget for the 1979-80 fiscal year. With continued effort, the culmination of this financial equilibrium model will result in a cash balanced budget in the 1981-82 fiscal year, plus appropriate reserves in operating accounts, as well as the beginning of protection of the College's endowment from erosion due to inflation.

The College has purchased and installed a totally new administrative data processing system which integrates records for admissions, student financial aid, student information services, registration, student payroll, accounting and budget, alumni, and development. The system has the capability for word processing, with terminals and printers in several administrative offices. This new system is 85% complete, with approximately 70,000 records entered into it.

Last year the College analyzed and presented to the Board of Trustees the improvements necessary to its physical facilities, particularly in student residences. Renovations to half of Hoben Hall, to Dalton Theatre, and parts of Hicks Center were accomplished in 1980. Furthermore, renovations to the heating systems and bathrooms of Harmon Hall are planned for this year, made possible by the College's successful application for a housing loan from the U.S. Housing and Urban Development. Construction is also continuing on the new physical education center, scheduled to open this fall. Approximately 65% of this project was completed at the end of 1980.

Continued attention has been paid to fostering good personnel and employee relations within the College. In October, 1980, the employees in the physical plant area chose to dismiss an external union as its bargaining agent.

Roger J. Fecher
Vice-President for Business and Finance
Kalamazoo College Annual Report 11
### COMBINED BALANCE SHEET*

#### ASSETS

<table>
<thead>
<tr>
<th>Current Funds</th>
<th>Loan Funds</th>
<th>Endowment Funds</th>
<th>Annuity and Life Income Funds</th>
<th>Plant Funds</th>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 94,576.86</td>
<td>$ 12,907.05</td>
<td>$ 17,696.56</td>
<td>$ 18,478.76</td>
<td>$ 22,285.49</td>
<td>$ 165,944.72</td>
</tr>
<tr>
<td>Cash equivalent investments</td>
<td>899,223.74</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts &amp; notes receivable</td>
<td>129,163.03</td>
<td>1,735,643.11</td>
<td>56,543.14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real estate contracts receivable</td>
<td></td>
<td></td>
<td>309,562.10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Due to/from other funds</td>
<td>790,239.75</td>
<td></td>
<td>731,633.78</td>
<td>1,576.47</td>
<td>245,444.48</td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>262,863.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable securities</td>
<td>169,006.96</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid expenditures</td>
<td>107,230.71</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other assets</td>
<td></td>
<td>1,000.00</td>
<td></td>
<td>27,404.15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant, &amp; equipment</td>
<td></td>
<td>15,994.50</td>
<td></td>
<td>782,103.67</td>
<td>48,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$2,452,304.71</td>
<td>$1,765,544.66</td>
<td>$3,057,381.19</td>
<td>$960,263.11</td>
<td>$25,681,134.64</td>
<td>$43,916,628.31</td>
</tr>
</tbody>
</table>

#### LIABILITIES AND FUND BALANCES

| Accounts payable and accrued expenditures | $ 538,915.79 | $ 104.30 | $ 70,412.00 | $180,576.32 | $263,621.61 | $1,053,630.02 | $544,658.61 |
| Agency and other deposits | 109,990.35 |                  |               |             |              |            | 1,271,383.34 | 1,021,555.75 |
| Advance tuition & student deposits | 870,645.76 |                  |               |             |              |            | 1,271,383.34 | 1,021,555.75 |
| Due to other funds | 277,087.42 | 117,795.33 | 626,558.11 |             | 747,453.62 | 1,768,894.48 | 1,506,388.68 |
| Donor's remaining interest |                  |               |             |             | 183,159.91 |              | 187,766.78 |
| Federal government portion | 1,271,383.34 |                  |             |             | 1,271,383.34 |              | 1,204,674.32 |
| College portion |                  |               |             |             | 148,816.94 |              | 140,152.17 |
| **TOTAL LIABILITIES** | $1,796,639.32 | $1,538,099.91 | $363,736.23 | $1,011,075.23 | $5,406,520.80 | $5,533,057.81 |
| Fund balances | $ 655,665.39 | $227,444.75 | $1,360,411.08 | $596,526.88 | $24,670,059.41 | $38,510,107.51 | $36,956,219.12 |
| **TOTAL LIABILITIES AND FUND BALANCES** | $2,452,304.71 | $1,765,544.66 | $13,057,381.19 | $960,263.11 | $25,681,134.64 | $43,916,628.31 | $42,490,076.93 |

*Represents a nine-month fiscal year, October 1, 1979 - June 30, 1980.

### CURRENT FUNDS, REVENUES, AND EXPENDITURES

#### REVENUES

<table>
<thead>
<tr>
<th>1978-79</th>
<th>1979-80</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EDUCATIONAL AND GENERAL</strong></td>
<td></td>
</tr>
<tr>
<td>Student tuition &amp; fees</td>
<td>$ 5,133,881</td>
</tr>
<tr>
<td>Endowment income</td>
<td>731,659</td>
</tr>
<tr>
<td>Funds held in trust by others</td>
<td>194,459</td>
</tr>
<tr>
<td>Federal grants</td>
<td>415,886</td>
</tr>
<tr>
<td>Gifts &amp; grants</td>
<td>1,255,655</td>
</tr>
<tr>
<td>Other</td>
<td>8,168,520</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$ 8,168,520</td>
</tr>
<tr>
<td><strong>AUXILIARY ENTERPRISES</strong></td>
<td></td>
</tr>
<tr>
<td>Residence fees</td>
<td>$ 1,521,457</td>
</tr>
<tr>
<td>Rental facilities</td>
<td>85,994</td>
</tr>
<tr>
<td>Bookstore</td>
<td>226,045</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$ 1,833,496</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$10,002,016</td>
</tr>
</tbody>
</table>

#### EXPENDITURES

<table>
<thead>
<tr>
<th>1978-79</th>
<th>1979-80</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EDUCATIONAL AND GENERAL</strong></td>
<td></td>
</tr>
<tr>
<td>Instruction &amp; research</td>
<td>$3,606,558</td>
</tr>
<tr>
<td>Public service</td>
<td>259,062</td>
</tr>
<tr>
<td>Academic support</td>
<td>537,407</td>
</tr>
<tr>
<td>Student services</td>
<td>820,047</td>
</tr>
<tr>
<td>Institutional support</td>
<td>1,041,814</td>
</tr>
<tr>
<td>Operation &amp; maintenance of plant</td>
<td>898,506</td>
</tr>
<tr>
<td>Student aid</td>
<td>734,244</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$7,897,638</td>
</tr>
<tr>
<td><strong>AUXILIARY ENTERPRISES</strong></td>
<td></td>
</tr>
<tr>
<td>Residence and dining hall</td>
<td>$1,536,410</td>
</tr>
<tr>
<td>Rental facilities</td>
<td>81,580</td>
</tr>
<tr>
<td>Bookstore</td>
<td>201,796</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$1,819,786</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>$9,717,424</td>
</tr>
</tbody>
</table>

#### OTHER TRANSFERS

<table>
<thead>
<tr>
<th>1978-79</th>
<th>1979-80</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quasi-endowment funds appropriated</td>
<td>$150,000</td>
</tr>
<tr>
<td>Unrestricted gifts designated to quasi-endowment &amp; plant</td>
<td>(325,624)</td>
</tr>
<tr>
<td>Other transfers</td>
<td>(8,962)</td>
</tr>
<tr>
<td>Restricted funds applied (held)</td>
<td>(67,897)</td>
</tr>
<tr>
<td>Surplus (deficit)</td>
<td>$ 2,109</td>
</tr>
</tbody>
</table>
FIVE-YEAR GRAPHS


Enrollment

Total revenues—educational and general

Physical plant value

Market value of endowment and similar funds

Gifts—current fund

Federal and state support

Tuition rate (Tuition and general fees combined in 1979-80)

Total expenditures—educational and general

Kalamazoo College Annual Report 13
ATHLETICS

It was a good year for both intercollegiate and intramural athletics at Kalamazoo College. The College remains committed to a strong athletic program for its students, and is one of a few liberal arts schools which still maintains a physical education requirements for students. In addition, the intercollegiate program provides men and women the opportunity to compete on one or more of 17 different teams.

Kalamazoo is a member of the Michigan Intercollegiate Athletic Association. During the past academic year, the College won four team championships in the MIAA—wrestling, men's swimming, men's tennis, and archery—and finished third in the race for the MIAA all-sports trophy, just a few points behind champion Hope College.

In addition to MIAA dominance, several "K" teams made an impact at the national level. The men's swim team finished sixth at the NCAA Division III national championships, and the team has finished in the top twelve nationally for the past four years. The men's tennis team clinched third place nationally last spring, a fine finish to go with its national championships of 1976 and 1978. And the archery team played the role of David and slew several Goliaths last spring. Kalamazoo entered two, three-women teams in the state championships and won both first and second place at the tournament over several larger state universities who consider themselves sports powerhouses.

Many individual sports stars sparkled for Kalamazoo this past year. For example, there is Chris Burns, a sophomore who won the individual championship at the NCAA Division III tennis tournament despite being unseeded and given virtually no chance to win. And then there's Don Knoechel, a senior swimmer who was named most valuable swimmer in the MIAA and All-American for each of his four years at "K." Knoechel holds so many Kalamazoo and MIAA swimming records that you'd probably need a computer to figure them all out. Seven other Kalamazoo men's swimmers were All-American last year—freshmen Bruce Dresbach, Dave Hoisington, Will Oberholtzer, and Kayo Ramirez; sophomore Mike Burns; and juniors Tom Hessburg and Rob Hildum.

Whoever coined the term sibling rivalry was probably thinking of Sandy and Dave Hoisington. Sandy, a sophomore, was the only triple winner at the MIAA league swimming meet and swam on the winning 400-yard medley relay team. Brother Dave was a member of two winning relay teams at the men's league swim meet and, as mentioned before, was named All-American.

The Hornet archery team shattered College and MIAA scoring records almost every time it notched arrow in bow. Four archers finished in the top seven at the MIAA league tournament—sophomore Merry Lu Jordan (the tournament champion), and seniors Judy Johnson, Ann Long and Sue Shirley. The same four thus qualified for the national championships.

The wrestling squad included several outstanding wrestlers—five "K" grapplers won their weight division at the league meet and went on to the national tournament—seniors Steve Crooks (most valuable wrestler in the MIAA) and Chris Kellogg, sophomores Chris Davis, Tim Mallett, and Tom Welke.

Another athletic highlight for Kalamazoo College was serving as host for the 38th year of the USTA National Junior Tennis Championships. Some 275 contestants battled it out at the newly-remodeled Stowe Tennis Stadium, with Sammy Giammalva winning the 18-and-under division and Jimmy L. Brown capturing the 16-and-under crown.

By next fall, the College should have one of the best indoor facilities for a liberal arts college. Construction is proceeding smoothly on "K's" new physical education center being built on the site of old Tredway Gymnasium. The new structure, which will serve the entire community, will contain three playing surfaces convertible for use in basketball, volleyball, tennis, badminton, gymnastics, and wrestling. There will be seating for 1,500 spectators at varsity basketball games, and there will also be locker, shower, and training facilities for men and women athletes. Athletic offices, classrooms, conference rooms, a dance studio, and a weight training room are also planned.
THE BOARD OF TRUSTEES

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President of the College

Officers of the Board
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Hugh V. Anderson
Vice-Chairman
Elizabeth S. Upjohn
Vice-Chairman
Donald C. Smith
Treasurer
Alfred J. Gemrich
Secretary
Kathryn N. Stratton
Assistant Secretary

Members of the Board
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Judge
Michigan Court of Appeals
Lansing
Hugh V. Anderson
Director, Corporate Purchasing
The Upjohn Company
Kalamazoo
John W. Brown
President
Stryker Corporation
Kalamazoo
Marie S. Burbidge
Kalamazoo
David Carley
President
National Association of
Public Television Stations
Washington, D.C.
Joseph E. Carrico
Arthur Andersen & Company
Chicago
Maynard M. Conrad
Orthopedic Surgeon
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Hickory Corners, Michigan
Edward Davis
Edward Davis Associates, Inc.
Detroit
Al L. Dixon
President
Master-Craft Corporation
Kalamazoo
Herbert H. Dow
Secretary
Dow Chemical Company
Midland
Joseph S. Folz
Attorney
Bloomfield Hills

Alfred J. Gemrich
Attorney
Bowers & Fette
Kalamazoo

James S. Gilmore III
Jim Gilmore Enterprises
Kalamazoo
Otha Gilyard
Pastor
Mt. Zion Baptist Church
Kalamazoo
Caroline R. Ham
Vice-Mayor
City of Kalamazoo

I. Frank Harlow
Vice-President
Dow Chemical Company
Midland

Marlene C. Hathaway
Ann Arbor

Harold N. Holtzer
Chairman
Clausing Corporation
Kalamazoo

Jane S. Iannelli
Kalamazoo

James H. Ingersoll
Former Vice-President
for External Affairs
Borg-Warner Corporation
Chicago

Myra Ward Johnson
Senior Employee Relations Staff
The Upjohn Company
Kalamazoo

William F. Keucher
Pastor
Covenant Baptist Church
West Bloomfield, Michigan

Robert P. Kittredge
President
Fabri-Kal Corporation
Kalamazoo

Richard D. Klein
Executive Vice-President
First American Bank Corporation
Kalamazoo

Albert E. Lacey
Pastor
First Baptist Church
Kalamazoo

William E. LaMothe
Chairman
Kellogg Company
Battle Creek

William J. Lawrence, Jr.
Industrialist
Kalamazoo

Timothy Light
Chairman
Department of East Asian
Language and Literature
Ohio State University
Columbus, Ohio

Ralph W. McKee
Pacific Palisades. California

Robert E. McQuaid
Executive Minister
American Baptist Churches
of Michigan
East Lansing

David R. Markin
President
Checker Motors Corporation
Kalamazoo

Robert G. Middleton
Pastor
First Baptist Church
Birmingham

Donald Parfet
Marketing Controller
The Upjohn Company
Kalamazoo

Burke E. Porter
President
Burke E Porter
Machinery Company
Grand Rapids

Omer E. Robbins, Jr.
Newport, Rhode Island
J. Woodward Roe
President
Ransom Fidelity Company
Lansing

Alan N. Sidnam
Chairman
All American Sports, Inc.
New York City

B. Thomas M. Smith, Jr.
Director of Purchasing
Massey-Pergamon, Ltd.
Toronto

Donald C. Smith
Vice-Chairman
American National Bank
& Trust Company
Kalamazoo

Joan Stark
Dean
College of Education
University of Michigan
Ann Arbor

Robert W. Stewart
President
Stewart Sutherland, Inc.
Vicksburg, Michigan

Virginia J. Stone
Kalamazoo
Lawrence E. Strong
Research Professor of Chemistry
Earlham College
Richmond, Indiana
Richard D. Tedrow
Vice-President
The Upjohn Company
Kalamazoo
Edward P. Thompson
Attorney
Fox, Thompson, Morris, Stover
& O’Connor
Kalamazoo
Paul H. Todd, Jr.
President
Kalamazoo Spice Extraction
Company
Kalamazoo
Elizabeth S. Upjohn
Public Relations Director
Parkview Hills
Kalamazoo
David F. Upton
President
Southwestern Michigan Abstract
& Title Company
St. Joseph, Michigan
Nancy U. Woodworth
Kalamazoo

Honorary Members of the Board
Harold B. Allen
Homer I. Armstrong
H. Glenn Bixby
Donald E. Bowen
Betty H. Brown
Dorothy U. Dalton
John E. Fetzer
Edwin G. Gemrich
Ivan F. Harlow
Richard G. Hudson
Robert L. Johnson
Warren C. Johnson
W. Price Laughlin
Richard U. Light
Chairman of the Board, 1953-74

Fraser E. Pomeroy
Mabel B. Ratcliffe
Alan E. Schwartz
Harold T. Smith
Frederick S. Upton
Ronald O. Warner

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KALAMAZOO COLLEGE
ALUMNI DIRECTORY

The brand-new Kalamazoo College Alumni Directory is off the presses and ready for shipment. Those of you who have already ordered your directory should have received yours in the mail. And there is still time for those of you who have not yet purchased the directory to do so now. But hurry! Our supply is limited and we may soon be sold out. Here's what you'll get:

- Names and addresses, listed alphabetically, for 11,000 alumni of Kalamazoo College.
- A cross-reference for maiden and married names.
- A separate list of alumni according to class year.
- A listing of Kalamazoo College alumni according to geographic location.

Yes, please send me ___________ copies of the Kalamazoo College Alumni Directory. I have enclosed my check or money order (made payable to "Kalamazoo College") for $5.00 for each directory I have ordered.

Name __________________________ Year ____________
Address ______________________________________
City __________________________________________
State ________ Zip ____________

Allow four to six weeks for delivery.