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, age, sex, national origin, marital status, height, weight, veteran’s status, or handicap, and implements this nondiscriminatory policy under a formal affirmative action program.

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KALAMAZOO COLLEGE INFORMATION DIRECTORY

Academic matters
(courses, grades, etc.)
Provost’s Office
(616) 383-8454

Admissions
Admissions Office
(616) 383-8408
Toll free: 800-253-3602
(in Michigan) 800-632-5757

Alumni relations
Alumni Relations Office
(616) 383-8527

Athletic events
Athletic Office
(616) 383-8427

Business or financial matters
(tuition and fees, etc.)
Business Office
(616) 383-8512

Career Development
Career Development Office
(616) 383-8432

Financial Aid
Financial Aid Office
(616) 383-8476

Foreign Study
Foreign Study Office
(616) 383-8470

General Information
(616) 383-8400

Gifts and donations
Development Office
(616) 383-8430

Health Service
(616) 383-8600

Housing
Student Life Office
(616) 383-8492

Kalamazoo College events
Public Relations Office
(616) 383-8497

Library
(616) 383-8499

Music events
(616) 383-8511

Nontraditional Student Office
(616) 383-8525

Personnel matters
Personnel Office
(616) 383-8406

President’s Office
(616) 383-8411

Religious activities
Dean of the Chapel
(616) 383-8415

Security
Dean of Students
(616) 383-8493

Senior Individualized Project Coordinator
(616) 383-8516

Sesquicentennial
Dean of the Chapel
(616) 383-8415

Stryker Center
(616) 383-8436

Theater events
(616) 383-8511

Photo credits: Kalamazoo Gazette (pages 1, 11), Mary Schroeder (5), Rudolph Janu (6, 7), Ray Wilson (8, 10, 14, 16, 18, 19, 22, 23), Stuart Bryan (9), Michael Durbin (15), “Encore” magazine (20), Lori Ayre (21), Douglas Lyttle (24).
It has been a year of achievement in which the College met and often exceeded its own high standards.

Rebecca Nan Gray, Kalamazoo's first-ever Rhodes Scholar, symbolizes the achievements at Kalamazoo College during the past year.

It was a year of achievement—a bright, sharpened measurable motion that reveals both energy and direction.

And we measure this motion most successfully against our institution’s values, its standards, its goals, rather than against some relative, shifting standards which we might exceed constantly because we could make them subject to diminishing quality in the world around us.

Kalamazoo Scholars Honored

Individual academic achievement of a high order is a great Kalamazoo College tradition and provides continuing evidence of our standards. This past year brought welcome confirmation of this tradition in the form of a Rhodes Scholarship for Rebecca Nan Gray, a 1981 graduate from Buchanan, Michigan. The first Kalamazoo College student ever to receive the prestigious Rhodes, Becky also would be the first to tell you that there have been many other students at the College who might have been selected because of high academic standing and involvement in athletics, a combination of activities and attributes required by the Rhodes Scholarship Trust. Becky’s selection for the world’s most coveted academic prize symbolizes the quality that is “K.”

Through Becky, the Rhodes honors our faculty and our students. These honors were echoed in special ceremonies for Becky held by the Kalamazoo City Commission and by the Governor of Michigan and the state legislature.

Additional evidence of outstanding academic achievement was provided by the Harry S. Truman Scholarship Foundation when it selected sophomore Christopher Paul Reynolds of Detroit as Michigan’s 1981 Truman Scholar. Truman Scholarships are awarded yearly to one student in each state, and this was the second occasion in the five-year history of the Truman Scholarship that a Kalamazoo College student was selected as the Michigan recipient.

Earlier in the year, Kalamazoo College seniors Brent J. Gurney of Troy, Michigan, and M. Jeanne Wirpsa of Birmingham, Michigan, were awarded Thomas J. Watson Fellowships.

In each instance, the competition for the awards was intense and on a national scale. And in each instance, Kalamazoo College was the only institution in the state of Michigan.
whose students received these honors.

**Funds for the Future Exceeds Goal**

While the Rhodes and Truman Scholarships and the Watson Fellowship honored Kalamazoo College students, the alumni and friends of Kalamazoo College honored the institution itself. Four years of dedication and hard work culminated in the announcement that Funds for the Future, the College’s $16.4 million capital campaign, had exceeded its goal by more than $600,000. When the campaign books closed on June 30, 1981, the total amount raised was $17,042,487.54. The money represented the largest sum ever raised by Kalamazoo College in one campaign. It also was the largest sum ever raised in one campaign in the entire Kalamazoo area.

More importantly, the money represented faith in the College and its values. The campaign total represents in effect a certification of everything the College stands for, a certification lovingly and generously bestowed by alumni and friends, business and industry, and philanthropic foundations. What does this generosity mean to the College? It means increased faculty support, more financial aid and scholarship assistance for students. It means much-needed improvements in the College’s physical plant and, most importantly, it means a permanent addition to the College’s endowment, funds which will earn still more funds for the future of Kalamazoo College.

Almost as if the fates recognized that every aspect of college life is interconnected, the heavens opened on Saturday, June 13, 1981, and Becky Gray and her classmates graduated from Kalamazoo College during Commencement ceremonies held in the barely-completed new physical education center, funded in part by the capital campaign.

**Budget Balanced**

Moving in a direction counter to the national trend, Kalamazoo College completed the third year of its plan for fiscal equilibrium with a balanced budget. In these days of international economic stress and virtually unceasing pressures on independent colleges and universities, balancing the budget while maintaining high quality has to rate as an outstanding accomplishment.

Additionally, the College examined the planning and budgeting functions within the institution. One result of this examination saw the Planning and Budget Committee become two separate committees, responding to the need for broader and more effective participation in each process.

**International Focus Sharpens**

In the academic area, the year was marked by a renewed concentration on the international dimensions of the College curriculum. Because the name Kalamazoo College is synonymous with international studies, the continued reinforcement of the Kalamazoo Plan in this area means a continuation of the College’s recognized leadership in this field.

Additionally, academic programs were both streamlined and strengthened through the cooperative efforts of faculty and administration, and with the always welcome contributions of students.

**Student Life Reorganizes**

Student Life was reorganized under a new vice-president during what has been a year of evaluation and consolidation in this area. The resulting improvements already are beginning to have an effect on all areas of College life and undoubtedly will be prime subjects for coverage in next year’s Annual Report.

**College and Community Stay Close**

Town-gown relations continued warm, characterized by record attendance at College-sponsored events, such as the Business Academia Dialogue, the Bach Festival, the USTA National Junior Tennis Championships, Festival Playhouse, Film Society screenings, and numerous events sponsored by the College Forum. In addition, the College’s community-oriented Nontraditional Student Program opened new pathways of continuing education to community residents.

On the following pages we will describe briefly College programs and activities during the past year. We also will outline some plans for the future. Our objective is to give you a meaningful picture of the College during the one-year span: like most large-scale pictures, some details will be clearer than others. If you have any questions about the College, we trust you will be able to find the answers by consulting one or more of the College officials listed at the end of this report.

What kind of a year has it been—this year at “K”? It has been a year of achievement both on and off campus. A year in which the College met and often exceeded its own high standards. A year to build on.

A year to be proud of.
The core of any college or university is its academic program, which includes its faculty and their various instructional activities. In this area, progress is not necessarily measured by the number of courses one adds or subtracts from the program or by the number of faculty one has in a special discipline. Even the ratio of faculty to students, a time-honored barometer of institutional worth, does not compare with other more abstract measurements of academic quality.

Committees Shape Programs and Values

The numerous committees which form an important part of Kalamazoo College academic life help to shape and mold the educational programs of the College. These committees also play a role in deciding the number and type of faculty necessary to make the programs work. The committee process, often slow, often frustrating, is integral to the College’s concept of a true community of scholars. Out of this deliberate process come reasoned approaches to sustaining the high quality of this institution’s curriculum and faculty. Final decisions, of course, are the province of the administration, but the collaborative nature of the deliberative process reduces the chance of disagreement between faculty and administration when it comes to the really important decision making.

Decision making and academic change at Kalamazoo College is not a revolutionary matter, rather it is evolutionary. Institutions which suddenly or frequently change their general academic programs, entrance requirements, and operating philosophy are usually institutions searching for new markets upon which they can base new sets of values. At Kalamazoo College, the core of academic life is its intellectual and value orientation, offering a rigorous complement of courses in the liberal arts and sciences within the distinctive framework of the Kalamazoo Plan. Because improvement is always desirable and possible, the faculty and administrators vigorously pursue the process of “fine tuning” the program in a constant effort to make the College as good as it can be.

And so progress in this area is measured by the accomplishments which result from hundreds of committee meetings, countless discussions and numerous studies, all taking place over long periods of time. Much of the progress during this year actually began to occur in previous years. Accomplishments over the next few years may well have their genesis during the year 1981-82.

Programs Strengthened

The international flavor which permeates almost all areas of life at Kalamazoo College has long been considered one of the College’s strengths. Nearly 85% of the College’s student population participates in the College’s Foreign Study Program. During the past year an ad hoc committee of faculty and administrators has worked to make the international dimensions of the College program even stronger. The committee’s proposal recognizes the overriding global significance of curricular and co-curricular programs at the College for citizens of the 21st century. It also reflects a conscious effort to coordinate more closely the various foreign and domestic elements of the Kalamazoo College experience.

Career development has always been an important aspect of the Kalamazoo Plan, linking the traditional liberal arts and sciences program to a number of distinctive career exploration opportunities for Kalamazoo students. The Career Development Program at “K” proves that there can be a healthy mingling of a rigorous arts and sciences curriculum and the exploration of career possibilities off campus. In order to make the career develop-
ment internship a more valuable and valid program, both academically and experientially, the program was transferred from Student Life to Academic Affairs, where it will have the benefit of closer coordination and integration with the other elements of the Kalamazoo Plan, under its new director, Arthur Caccese. The response to this change has been positive from students and faculty on campus as well as from field-placement supervisors off campus.

In a similar move the Nontraditional Student Program also was transferred from Community Services to Academic Affairs. Although the program has enjoyed marked success, this change should allow even closer coordination between the regular College curriculum and the special programming which has been developed for alumni and friends in the greater Kalamazoo community. Consistent with the College's philosophy, the Nontraditional Student Program has grown in quality and stature, providing a special experience which cannot be duplicated at other institutions in the community.

Library Progress

In addition to its faculty, a college's major educational resource is its library. During the past year a major library collection review was begun at Kalamazoo College. This large-scale project includes analyzing all holdings prior to 1961 to identify obsolete items, duplications in the collection, poor condition, and/or significant omissions in the collection. The on-line search and catalogue system is undergoing conversion to make it compatible with newly established national criteria, and video tape equipment is adding to the increasing sophistication of the learning resources available to students and faculty. Although the library always has been a first-rate operation for an institution of this size, the dynamics of the field make it imperative that the facility and its staff continue to deliver "state-of-the-art" service.

New Programs

The following are two examples of new academic programs which were developed during 1980-81. The first, Management Studies, is intended to provide students, particularly those not majoring in the social sciences, with skills and experiences appropriate to "entry-level" employment in fields such as business, industry, the arts, and government service. This program recognizes two major facts of life which face liberal arts college graduates today:

1. Large numbers of liberal arts college graduates ultimately achieve important positions of corporate leadership; and
2. Fact number one notwithstanding, functional skills are important in obtaining entry-level job placement.

The Management Studies Program contains no newly established courses, but does provide coherent and focused "packages" of currently available courses and experiences. The program is under the direction of Wen Chao Chen, vice-president for community services and director of the L. Lee Stryker Center for Management Studies and Educational Services.

A new concentration in Computer Science was designed for introduction during the 1981-82 academic year. This program combines courses in theoretical and applied mathematics with practical experience in computing. The program will serve students with any academic major who wish to pursue a career or graduate study which requires considerable expertise in the computer sciences.

Both of these academic developments speak to the College's constant concern for maintaining the appropriate balance between the necessary rigor of a top-quality program in the liberal arts and sciences and the acquisition of knowledge via concurrent experiential education.

Kalamazoo students gain valuable "real world" experience through the College's Career Development Internship.
Or, as President Rainsford noted, the Kalamazoo Plan provides a “rhythm of living and doing that is unique, that matures and broadens students intellectually and emotionally. Our graduates are not traumatized by the real world. They’ve already been there.”

Faculty Achievements

The 1980-81 academic year was a year of achievement, both on and off campus, for members of the Kalamazoo faculty. In July of 1980, “Standing Together,” a sculpture by Marcia Wood, associate professor of art, was unveiled and dedicated in a revitalized shopping mall in downtown Detroit. The winner of a statewide competition, the sculpture was commissioned by the National Endowment for the Arts and the Detroit Council for the Arts.

Philip Thomas, professor of economics and business administration, was asked to participate in a United Nations Development Program technical assistance project under the auspices of the World Bank. During the 1980-81 academic year, Dr. Thomas served in Nairobi, Kenya, as trade and tariff policy advisor to the Ministry of Planning of the government of Kenya. Assistant professor of art David Small completed the text and illustrations for a children’s book “Eulalie and the Hopping Head.” MacMillan Publishing Company, Inc., will publish the book.


Grants for continuation of research were made to Thomas J. Smith, assistant professor of chemistry, and David B. Fenner, assistant professor of physics (Research Corporation Cottrell College Sciences Grant) and professor of chemistry (thermal energy consultant to Oak Ridge National Laboratories).

Although these are only a few samples of significant faculty scholarship, research, and creativity, the accomplishments listed above demonstrate the breadth and depth of the Kalamazoo College faculty and the recognition of their value by the world outside Kalamazoo College. On campus, of course, the greatest professional attribute which the College recognizes in faculty is and will continue to be an outstanding ability to teach.

The Future

To assure the continuation of a high-quality curriculum, the College has established a cycle of departmental and special program reviews. For instance, during 1981-82, reviews and evaluations are planned for chemistry, English, history, music, sociology/anthropology, manage-
ment studies, and women’s studies. Another objective is the introduction of plans and criteria to insure at least a minimum level of technological literacy for all Kalamazoo College students by the time they graduate. The next year should also see the designing and funding of the first phase of a three-year program to improve academic computer support services.

Continuing opportunities will be made available to faculty for professional development, because the academic program will improve as a result of the initiative of an imaginative, committed, and well-trained faculty.

A major project of Academic Affairs will be the compilation of an institutional self study, which is required as part of the regular ten-year North Central Association accreditation review. The results of the self study will, of course, have other uses as they are incorporated into the larger planning priorities of the College.

Finally, as part of the ongoing strengthening of the Career Development Program, the Career Development Center will be relocated in Dewing Hall, and the next steps will be taken in the long-range development of the program, including an examination of staffing and instructional resources.

Kalamazoo College’s academic excellence is mirrored in its rigorous program in the sciences for undergraduates.
The 1980-81 year has been one of reorganization for Student Life. Robert Maust joined the College as the new vice-president for student life, succeeding Robert Dewey, who had expressed a wish to return to the classroom as an associate professor of religion while pursuing his additional long-time interest in theater. He also continues as dean of the chapel. Under vice-president Maust’s direction, Student Life has carefully reviewed all of its operational areas and their relationship to the College. As a result of this year of reorganization and consolidation, Student Life enters 1981-82 prepared to fulfill its commitments to the College and its students.

Admissions

Because of the critical and competitive nature of the admissions process in small, high-quality liberal arts colleges, the selection of a qualified individual to fill the vacant admissions directorship became an urgent priority. During the search process, the vice-president for student life provided the direct administrative leadership for the admissions office. The new director of admissions, David Borus, began his duties with the College in June of 1981. During the year, steps were taken to assess the admissions situation and to improve the College’s effectiveness in attracting and admitting qualified students. Among these steps were changes in the personnel of the admissions office, an increase in breadth and sophistication of the search and selection process for prospective students, and the generation of necessary basic records, planning materials, and computer programs.

Among specific accomplishments in the admissions area, the College’s search program was increased from 20,000 to 30,000 prospects, with the focus of the search narrowed to more closely coincide with the College’s admissions goals. The Honor Awards Program was revised to increase the size of the awards and to make them more effective in recruiting top-quality students. All admissions publications were evaluated, and a new program was begun to make them an integral part of the recruitment process. During the past year, members of the admissions staff visited 484 high schools and participated in 68 college night/day programs. With the help of students, faculty, and alumni, the College recruited actively in 16 states and in Europe and in Japan.
In addition to the Monday-through-Saturday schedule of campus interviews and tours, the admissions office presented ten special programs such as Scholar/Athlete Day, visitation days for high school seniors, and the annual Summer Information Day. Other specific programs included financial aid workshops presented throughout the state (with the financial aid office), minority recruitment sessions, and special recruitment activities in which Kalamazoo College alumni and students contacted prospective students and their parents.

Financial Aid
This has been a crucial transition year for the financial aid office. First the operation was separated from admissions. Secondly, the department has been placed under the aegis of Student Life. Under its new director, Joellen Sirotti, the department has performed the often difficult task of monitoring and administering current financial aid awards; preparing award "packages" for prospective new students; keeping comprehensive records; and administering a large student employment program. These are particularly difficult tasks in light of the constant changing of individual student programs under the Kalamazoo Plan, comprehensive alteration of the federal and state systems of student support engendered by the current economic climate—and the possibilities of still more changes to come.

Representative of the activities in this area during 1980-81, the financial aid office:
- provided assistance to 1,036 recipients of student aid;
- filled more than 1,450 student worker positions throughout the College;
- made 2,777 revisions in award packages;
- administered $1,832,297 in federal funds;
- administered $1,033,999 in state funds;
- administered $994,215 in guaranteed student loan funds.

The financial aid and admissions offices also presented comprehensive Financial Aid Workshops for high school students, parents, and guidance counselors. The workshops were presented throughout the state and on the Kalamazoo College campus. With a bewildering array of constantly changing rules and regulations and numerous forms to be completed by families applying for financial assistance, the workshops have proven to be a most successful introduction of the College and its staff to prospective students and their families.

Student Life
A variety of departments and activities comprise Student Life, mirroring the variety of interests and needs
brought to the College by its students. The counseling department has seen to the personal needs of students on a year-round basis in both individual and group sessions. During the past year, a counseling coordinating committee has met regularly to integrate and upgrade service to students among the career development, academic advising, housing, chapel affairs, and counseling departments. The Health Center continued to offer needed services to the College's student population, including physical examinations and laboratory tests. When necessary, students were referred to nearby comprehensive medical care centers and/or specialists. The chapel affairs office presented 40 chapel programs and administered the popular College Forum series, consisting of some 33 programs covering a multitude of interests. The Forum series presentations range from music and drama through films, lectures, debates, and discussions. Forum presenters and participants have included members of the campus community and a wide variety of individuals and groups from every corner of the globe.

The dean of students supervises a number of additional student service programs and areas, including housing, student activities, student union, and security. The housing office reported that the College averaged close to 93% of capacity in dormitory housing during the past year. In addition to filling the students' residential requirements, the housing staff, including head residents and floor advisers, presented a total of 71 special in-dorm programs throughout the College's residence system, which attracted some 2,500 participants.

The College Union Board and Student Life staff sponsored 36 special campus-wide programs during the 1980-81 college year. Thousands of students, faculty, and staff participated in the events which ranged from "Environmental Rock Climbing" to theme dances and parties ("Beaux Arts Ball"), picnics, and, of course, Homecoming. New offerings last year included special student-leader luncheons and a revitalized student volunteer program. The College's Student Union operation, housed in Hicks Center, coordinates the use of College facilities by on-campus and off-campus groups. During the past year the Union Desk processed 3,571 reservations for facilities.

**The Future**

In the admissions area, future plans include refining and implementing better marketing strategies to insure the College of establishing and maintaining a large enough pool of qualified applicants consistent with the College's enrollment goals. The ultimate and most important goal is to generate more paid deposits from the applicant pool. The earlier the College receives a paid deposit as an indication of a newly admitted student's commitment to enroll, the more certain the College will be of meeting its admissions goals.

Although the financial aid office has made major progress in difficult fiscal times, the coming year must see the development of more effective policies, systems, and personnel practices in order to better serve present and prospective students.

The counseling program and its activities will be expanded and intensified to better serve the student population. The housing office looks toward a continual upgrading of the physical plant as evidenced by current renovations in Harmon and Hoben Halls. Student organizations and student leadership development are top priority items as Student Life assesses increased activity in these areas for the 1980-81 year.
This has been an exceptionally productive year for the Business and Finance area at Kalamazoo College. The College’s program for fiscal equilibrium has exceeded the most optimistic predictions for its progress, and for the second year of that program Kalamazoo College has emerged with a balanced budget (see accompanying charts and graphs).

Expenditures on the College’s annual audit have been cut by 33% while the audit itself has mirrored the high efficiency of the College’s fiscal operation.

New Computer System
Perhaps the most extraordinary achievement during the past year has been the acquisition, installation, and implementation of a new user-based computer system known as CARS. A system serving all administrative areas of Kalamazoo College, CARS completely replaced a fragmented and inadequate system which the College had used with varying results for some years. Previously, data processing needs from various areas of the College had been funneled into one computer center. Now, for the first time, the College was attempting a system relying on and responsive to its actual users. This meant that members of the College’s administration, faculty, and staff had to learn how to use the computer. It also meant the distribution of computer facilities (computer terminals, printers, etc.) throughout the College. Working day and night—and often on weekends—the College’s management information systems staff completed the installation of almost 95% of the new computer system in an astounding short period of time. It is safe to say that the College has condensed a multi-year project into one year; while the operation is neither complete nor perfect, the College is well on its way to comprehensive and efficient control of its management information needs. Some 56 people have been trained to use the new system, and their expertise will be reflected in more accurate alumni and development records, business office information, admissions files, and student enrollment records. Additionally, changes will be easier to make, and up-to-date reports from all areas will help Kalamazoo College respond with alacrity to the needs of the next several decades.

Physical Plant
The construction of the new physical education center highlighted improvements in the College’s physical plant. With construction proceeding on schedule, the building was nearly completed in June of 1981. This turned out to be a fortunate development for the Class of 1981, their families and friends, and for the College. For a number of years, Western Michigan University’s Miller Auditorium had been reserved by Kalamazoo College as the indoor Commencement facility in the event of rain. For the same number of years, almost everyone connected
with the College had been distressed at the prospect of seeing four years as a student on the beautiful Kalamazoo College campus climaxed by a graduation ceremony on another campus.

When the rains came on Saturday, June 13, 1981, the physical plant department delivered a virtually completed physical education center to College officials, and the College delivered a new on-campus indoor Commencement site to a delighted full house of some 3,000 participants and spectators.

The new physical education center was the major "bricks and mortar" element of the College's Funds for the Future capital campaign. The installation of the final elements of the new energy-efficient heating and cooling system on campus also reflected the support of Funds for the Future.

In other physical plant improvements, Hoben Hall underwent partial renovation; a major renovation process began in Harmon Hall; Welles Hall and the Round Room were completely redecorated; and the lobby of Hicks Center was completely recarpeted.

**The Future**

Continued improvement and refinement of the CARS management information system is high on the agenda for 1981-82. More College personnel will be trained to use the system, and this training will become more sophisticated as the needs of the College grow.

Activity in the personnel office will doubtlessly increase during the next year. A revised edition of the support staff handbook and a new administrative staff handbook are scheduled for publication. Additionally, working with the management information systems department, the personnel office will begin design of a computer-based personnel information system.

The physical plant department expects to complete the Harmon Hall renovation project, the transfer of the career development office from Hicks Center to Dewing Hall, and the refurbishing of Hoben Hall during the coming year. Special maintenance activity also is scheduled for Stetson Chapel and Trowbridge House.

Professors of physical education Tish Loveless and Ray Steffen inspected the partially-completed athletic center last winter and found it to their liking. The new facility is now completed and ready for use.
# Combined Balance Sheet

## Assets

<table>
<thead>
<tr>
<th>Current Funds</th>
<th>Loan Funds</th>
<th>Endowment Funds (Book)</th>
<th>Annuity and Life Income Funds</th>
<th>Plant Funds</th>
<th>All Funds</th>
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<td>Property, plant, &amp; equipment</td>
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<td>29,888,841.53</td>
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</table>

**Total Assets**: $2,794,198.19

## Liabilities and Fund Balances

| Accounts payable and accrued expenditures | $555,582.15 | $102.20 | $54,616.30 | $256,107.15 | $208,407.81 | $1,074,815.61 | $1,053,630.02 |
| Agency and other deposits | 94,174.57 |          |             |             |             | 94,174.57 | 109,990.35 |
| Advance tuition & student deposits | 1,019,316.03 |          |             |             |             | 1,019,316.03 | 870,645.76 |
| Due to other funds |             | 33,638.74 |            |             | 3,919,309.46 | 3,952,948.20 | 1,768,894.48 |
| Donors' remaining interest |            |             |             | 176,481.11  | 176,481.11  | 183,159.91 |
| Federal government portion |             | 1,689,348.16 |             |             | 1,689,348.16 | 1,271,383.34 |
| College portion |             | 195,083.28  |            |             | 195,083.28  | 148,816.94 |

**Total Liabilities**: $1,669,072.75

**Fund balances**: $1,125,125.44

**Total Liabilities and Fund Balances**: $2,794,198.19

## Current Funds, Revenues, and Expenditures

### Revenues

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<th>1979-80*</th>
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<td>Educational and General</td>
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<tr>
<td>Student tuition and fees</td>
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<td>Funds held in trust by others</td>
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<tr>
<td>Federal grants</td>
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<td>Gifts and grants</td>
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</tr>
<tr>
<td>Other</td>
<td>587,923</td>
<td>392,918</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$10,652,131</td>
<td>$7,403,469</td>
</tr>
</tbody>
</table>

| TOTAL REVENUES | $12,901,897 | $9,139,356 |

### Expenditures

<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>1980-1981</th>
<th>1979-80*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction and research</td>
<td>$4,083,278</td>
<td>$3,340,058</td>
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<tr>
<td>Public service</td>
<td>357,509</td>
<td>200,683</td>
</tr>
<tr>
<td>Academic support</td>
<td>665,417</td>
<td>451,322</td>
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<tr>
<td>Student services</td>
<td>1,038,893</td>
<td>802,996</td>
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<tr>
<td>Institutional support</td>
<td>1,083,788</td>
<td>863,324</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student aid</td>
<td>1,139,280</td>
<td>785,585</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$9,418,930</td>
<td>$7,144,187</td>
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### Auxiliary Enterprises

<table>
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<th>Auxiliary Enterprises</th>
<th>1980-1981</th>
<th>1979-80*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residence fees</td>
<td>$1,690,416</td>
<td>$1,455,360</td>
</tr>
<tr>
<td>Rental facilities</td>
<td>43,641</td>
<td>30,419</td>
</tr>
<tr>
<td>Bookstore</td>
<td>315,709</td>
<td>250,036</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$2,249,766</td>
<td>$1,735,387</td>
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</table>

| TOTAL EXPENDITURES | $11,760,822 | $8,904,234 |

### Transfers

<table>
<thead>
<tr>
<th>TRANSFERS</th>
<th>1980-1981</th>
<th>1979-80*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interfund debt retirement</td>
<td>($86,000)</td>
<td>($75,162)</td>
</tr>
<tr>
<td>Unrestricted gifts allocated to other funds</td>
<td>($605,348)</td>
<td>($314,801)</td>
</tr>
<tr>
<td>Other transfers</td>
<td>19,732</td>
<td>41,331</td>
</tr>
<tr>
<td>Restricted funds applied (held)</td>
<td>($383,679)</td>
<td>192,732</td>
</tr>
<tr>
<td><strong>Surplus (deficit)</strong></td>
<td>$85,781</td>
<td>$79,222</td>
</tr>
</tbody>
</table>

*Represents a nine-month fiscal year, October 1, 1979–June 30, 1980
FIVE-YEAR GRAPHS

Enrollment:
- 1976-77: 1,500
- 1977-78: 1,534
- 1978-79: 1,444
- 1979-80: 1,440
- 1980-81: 1,452

Total revenues—educational and general:
- 1976-77: $6,974 million
- 1977-78: $7,754 million
- 1978-79: $8,169 million
- 1979-80: $7,403 million
- 1980-81: $29,889 million

Physical plant value:
- 1976-77: 5.984 million
- 1977-78: 5.984 million
- 1978-79: 5.984 million
- 1979-80: 5.984 million
- 1980-81: 1.666 million

Gifts—current fund:
- 1976-77: 5.984 million
- 1977-78: 5.984 million
- 1978-79: 5.984 million
- 1979-80: 5.984 million
- 1980-81: 1.403 million

Tuition rate:
- 1976-77: $7,084 million
- 1977-78: $7,453 million
- 1978-79: $7,898 million
- 1979-80: $7,144 million
- 1980-81: $9,418 million

Total expenditures—educational and general:
- 1976-77: $526,092 million
- 1977-78: $523,069 million
- 1978-79: $524,695 million
- 1979-80: $522,622 million
- 1980-81: $513,640 million

Market value of endowment and similar funds:
- 1976-77: $688,548 million
- 1977-78: $568,548 million
- 1978-79: $563,357 million
- 1979-80: $419,448 million
- 1980-81: $874,098 million

Federal and state support:
- 1976-77: $561,148 million
- 1977-78: $563,357 million
- 1978-79: $688,548 million
- 1979-80: $625,317 million
- 1980-81: $874,098 million

*Represents a nine-month fiscal year, October 1, 1979-June 30, 1980
The single most significant achievement during 1980-81 was the successful completion of the Funds for the Future campaign. By the close of the campaign on June 30, 1981, more than $17 million had been committed toward the goal of $16,395,000. The success of the campaign reflected dedicated work by hundreds of volunteers and devoted leadership by trustees and others, headed by National Campaign Chairman Elizabeth S. Upjohn. Most importantly, the campaign victory verified a profound commitment to the values of Kalamazoo College by thousands of alumni, parents, friends, corporations, and foundations whose gifts made Funds for the Future a success.

The campaign addressed goals that represented essential elements of the College—support for faculty, students, the academic program, and the physical plant. The campaign sought and received major commitments for endowment to insure that the financial base of the College would be able to support the institution's goals and missions. In fulfilling these objectives, the campaign was a resounding success.

Funds for the Future's success verified a profound commitment to the values of "K" by thousands of alumni, parents, friends, corporations, and foundations.

More than $2.5 million was committed in additional in endowment for professorships and support of academic program; scholarships and other student support received $1.6 million; more than $360,000 was generated for the purchase of teaching equipment; and nearly $2.5 million was designated for use in a variety of vital physical plant projects.

Of all the Funds for the Future statistics, perhaps the most remarkable of all revealed a commitment of nearly $10 million in totally unrestricted gifts, expressing the givers' fundamental faith in Kalamazoo College by allowing its trustees the discretion to assign those dollars where they perceive the need to be greatest. Kalamazoo College alumni contributed more than $6 million to the campaign, surpassing the next closest source of gifts by more than $2.5 million and exceeding the alumni goal for the campaign by more than $1.4 million.

Annual Fund

Although the Funds for the Future campaign received the lion's share of the attention during its four-year run, the Annual Fund maintained its momentum, underscoring its importance in supporting the ongoing activities of the College. A capital campaign like Funds for the Future meets certain specific objectives, such as those which were described earlier, and then concludes. The Annual Fund of Kalamazoo College helps the institution to span the critical gap between tuition and endowment income on one hand and annual budgetary needs on the other. The Annual Fund

Betty Upjohn, national campaign chairman for Funds for the Future, received the first "Friend of Kalamazoo College" award from Alumni Association president Joanne Lent Hyames ('60) in recognition of Betty's dedication and hard work on behalf of Kalamazoo College.
Fund is a continuing essential element of the College budget on which the day-to-day health of the College depends. Through it come resources which make qualitative differences in the programs of the College.

In 1980, the Annual Fund raised $731,000, vivid proof that alumni and friends understand the College's needs and support its ongoing operation. Separate and complete reports on both Funds for the Future and the 1980 Annual Fund soon will be forthcoming.

Kelly Boring was one of more than a score of students who manned the phones in the Capital-by-Phone campaign to raise dollars for Funds for the Future.

Alumni Relations

It has been a year of transition for the alumni relations program. An alumni relations task force, comprised of alumni trustees, members of the executive board of the Kalamazoo College Alumni Association, and College staff had directed a study of the Alumni Association, the College alumni office, and the alumni program in general. Through its assessment of alumni programs and attitudes came recommendations to the Board of Trustees. Two of the recommendations are particularly noteworthy. First, the task force proposed the creation of an alumni relations committee, which would be a new standing committee of the Board of Trustees. The committee would be responsible for encouraging a more active alumni program and for assuring that alumni issues are fully represented at the Board level. The Board of Trustees approved the recommendation, and the new committee was formed with Myra Ward Johnson (K'72) as chair. Members of the committee include all current elected alumni trustees (Glenn S. Allen ('36), Joseph S. Foltz ('75), Caroline Richardson Ham ('48), Richard D. Tedrow ('49), and Lawrence E. Strong ('36)) plus two additional board members, Maynard Conrad ('36) and Virginia Johnson Stone ('47), who are alumni and who also had served previously as alumni trustees.

The task force also recommended that the position of director of alumni relations be re-established and that increased personnel and financial resources be devoted to the alumni relations operation. Based on the recommendation, a new staff struc-
ture has been authorized for the area. Working with the task force, the Alumni Association executive board is re-examining the leadership structure of the Alumni Association. The objective is to make the Association more responsive to College alumni, while encouraging more responsiveness and activity on behalf of the College from the alumni themselves.

Meanwhile, the College year furnished several opportunities for alumni activities. High points included:

- **Weekend College**—three days of intensive seminars, lectures, and discussions on “Africa in our Future.” Eminent special guest faculty included Davidson Nicol, deputy undersecretary of the United Nations, and Donald Norland, United States Ambassador to Chad.

- **Alumni Stratford Festival Holiday**—under the guidance of Kalamazoo College theater department chairman Clair Myers, a busload of “K” alumni and friends enjoyed a weekend of outstanding theater at the famed Ontario showplace.

- **The 1980 Homecoming celebration**, featuring nine class reunions, numerous informal “get-togethers,” and the presentation of Alumni Service Awards to Alfred J. Gemrich ('60), Edwin G. Gemrich ('26), and Charles J. Venema ('33).

- **Founder’s Day**—in Stetson Chapel, alumni, students, faculty and friends gathered to hear Dr. Ralph W. McKee ('34). Dr. McKee, whose eminent career in medicine included the discovery of vitamin K, was named the 1981 Distinguished Alumnus by the Alumni Association.

- **Commencement 1981**—the Class of 1931 gathered for its 50th reunion and induction into the Emeritus Club. Commencement weekend also was distinguished by the 60th reunion of a dozen enthusiastic 1921 Kalamazoo College classmates.

Alumni also gathered for social events at locations across the nation, including Rochester, New York; Washington, D.C.; St. Petersburg, Florida; Chicago; Detroit; and Los Angeles and San Diego, California.

**Public Relations**
The public relations office was busy on many fronts during the past year in its continuing efforts to inform a variety of constituencies about Kalamazoo College. More than 350 separate news stories and advisories were furnished to selected media on a local, regional, state, and national basis. Of prime importance among these stories are the “hometowners,” stories which reflect...
the activities of individual students and which are mailed specifically to those students' home town news media. "Hometowners" generally deal with the Dean's List, Foreign Study, Career Development, the freshmen Land/Sea experience, Commencement, and other aspects of Kalamazoo College life which would be of interest to local constituencies.

The public relations office was also the focal point for coordinating significant special events for the College, such as Commencement. As another example of special-events activity, the public relations office was able to put together on very short notice a presentation and framework for the College to host a meeting of the Kalamazoo County Chamber of Commerce's monthly Percolator Club.

Additionally, the past year saw Kalamazoo College faculty and students appearing on local and regional radio and television broadcasts in greater numbers than from any other of the area's educational institutions.

All in all, it was a good media year for Kalamazoo College. Articles and quotes about the College appeared in such representative publications as "The Chicago Tribune," "The Detroit News," and "The Cleveland Plain Dealer" in addition to local newspapers. The College also has been represented on the international media scene by President Rainsford in his capacity as monthly higher education columnist for "The London Times."

The publications section of the public relations office produced numerous print materials, including brochures, booklets, pamphlets, special reports, the College catalogue and the quarterly "K Magazine." In connection with the capital campaign, the public relations office produced regular campaign newsletters, special "insider's" memoranda, and other materials necessary to support special events activities.

The Future

During the ensuing year, Institutional Development will focus on more closely relating institutional needs to the College's primary missions and goals so that all elements of the development, public relations, and alumni programs can function more efficiently with a reduced staff and new administrative structure. Although the Annual Fund will receive increased attention, the identification of capital needs will not be neglected. During the capital campaign, the College's many constituencies became more aware than ever of institutional goals and objectives. Maintaining this awareness and the enthusiasm generated by the campaign will be of primary importance if the College is to maintain its position as a high-quality, independent liberal arts institution.

The volunteer leadership structure created for the capital campaign is now a vital force in helping the College to fulfill its mission, and the College in turn has an obligation to maintain a continuing dialogue with these volunteers as well as with all its constituents. Greater involvement by parents and students will be particularly necessary if the College is to move ahead in the Institutional Development area. A closely integrated development, public relations, and alumni relations staff, working with committed volunteers who are keenly aware of the College's goal and mission, is the key to educating and motivating all College constituencies to help the institution progress qualitatively.

The Annual Fund will work towards a greater percentage of alumni support while strengthening the volunteer structure and its leadership development program. The alumni relations office will attempt to direct more of its activities toward alumni needs. At the same time, the program will be expanded by regions, so that groups of alumni throughout the nation may be better served by the College and more involved in its activities. The alumni office also will continue to develop a close working relationship with the admissions and career development offices, realizing that the mission of the College in these areas can be aided greatly through alumni involvement. There is a need for greater communication between the College and its alumni; the alumni relations office will work toward enhancing the communication process.

The 1981-82 year will see the public relations office improving and refining its media relations activities while more closely coordinating the development and production of College publications. With the College's sesquicentennial year fast approaching, the public relations office will play a major role in working with the Sesquicentennial Committee. Additionally, the public relations office will give special attention to the needs of specific constituencies both on and off campus.
Because they are about the same age, the city of Kalamazoo and Kalamazoo College not only have grown up together; they have also grown together. Kalamazoo College always has been considered one of the city's greatest cultural assets. The lives of the city and of the College are joined in a very special way. So it is that every year thousands of Kalamazoo area residents become involved in College programs and activities. Similarly, the College involves itself in the life of the community. Kalamazoo citizens are valued members of the College's Board of Trustees, advisory committees, and other groups. College faculty, students, staff, and administrators serve the city's civic organizations, government, and numerous volunteer groups.

Consortium Is a Resource
Perhaps Kalamazoo's greatest strength is derived from the cultural, social, and economic impact of the inter-relationship between Kalamazoo and the four institutions of higher education which comprise the Kalamazoo Consortium of College Presidents. Kalamazoo College is proud to participate with Kalamazoo Valley Community College, Nazareth College, and Western Michigan University in providing the community with this unique educational resource. By working together, four different institutions, each with its own distinctive programs and activities, avoid costly duplication of facilities and cooperate in offering a comprehensive selection of educational opportunities to all residents of the area at the lowest possible cost. (The complete biennial report of the Consortium is available free of charge by writing to any of the institutions mentioned above in care of the president's office.)

Stryker Center Means Business
The L. Lee Stryker Center for Management Studies and Educational Services broadened its role as counselor and resource to the greater Kalamazoo business community during the past year. Seminars, workshops, and special courses focused sharply on such topics as personnel management, small business development, purchasing practices, computer acquisition and installation, financial management, human relations and leadership, stress management, problem solving, and business tax management.

Every year, thousands of Kalamazoo area residents become involved in College programs and activities.

The popular Business Academia Dialogue continued, keynoted by William E. LaMothe, chairman of the Kellogg Company, and Harold T. Shapiro, president of the University of Michigan. The Dialogue allowed College students, faculty, and administrators an opportunity to exchange views with members of the community and with prominent authorities from the worlds of business and academia.

The Stryker Center works closely with the business and educational community to provide low-cost research, counseling, and other educational services. In addition to maintaining a comprehensive schedule of programs, the Stryker Center responds to requests for specific services from businesses and individuals throughout the greater Kalamazoo area.

Nontraditional Program Grows
The Nontraditional Student Program offered myriad opportunities for adult residents of the greater Kalamazoo community to take courses at The L. Lee Stryker Center, under the direction of Wen Chao Chen, offers many seminars and courses for Kalamazoo business leaders to improve their management and operational techniques.
the College on a non-credit basis. The courses themselves varied from the traditional (foreign languages, literature, and history) to the non-traditional (photo history, self-defense, and "aquacises").

Nontraditional Program presentations also included the popular "Sack Lunch Seminars," offered in conjunction with the College's Festival Playhouse summer theater series; a special creative writing workshop, and a course on "The American Family—Inside and Out." In cooperation with the College's estate planning office, the Nontraditional Program also presented a series of discussions on personal financial planning. Response from the community indicates that the Kalamazoo College Nontraditional Student Program has rapidly become an important part of the continuing education scene in greater Kalamazoo.

"K's" Fine and Performing Arts: A Community Asset

It was a year of true accomplishment in music, theater, dance, and fine arts at Kalamazoo College. In addition to providing high-quality instruction and experience within the liberal arts framework, the College performances, concerts, and exhibitions generated a warm and exhilarating atmosphere for both the campus and the community. The 1980 Festival Playhouse season included top-drawer productions of "Jacques Brel is Alive and Well and Living in Paris," "Death of a Salesman," and "Tartuffe."

Prominent New York artist Fritz Bultman created a large-scale collage mural in the lobby of the College's Fine Arts Building, working with students and community residents. The 12 foot by 47 foot collage represented the design for a stained-glass mural which will be produced for the lobby windows of the Fine Arts Building.

As Bultman's 12-week residency progressed, members of the College and the community saw the results of their efforts translated into brightly colored panels, a few of which now grace the Fine Arts Building lobby in their ultimate stained-glass state. When completed, seven large stained-glass windows will comprise one of the largest and most unusual art exhibits of its kind in the world.

The 35th annual Bach Festival commenced its week-long activity on March 7 in the unique and striking atmosphere of Stetson Chapel. Acclaimed as one of the very best in the series, the 1981 festival concluded with a stellar performance of Johann Sebastian Bach's "Passion According to St. Matthew." During the festival's run, the Young Artists' Concert and the Chamber Music Concert provided outstanding performances for large and appreciative audiences.

The College's third annual Fine Arts Festival (May 13-22) was in itself a collage of the fine and performing arts. William E. LaMothe, chairman of the board of Kellogg Company, was the keynote speaker for last year's Business Academia Dialogue program.
arts. Dancer/choreographer Harry Streep brought to Kalamazoo a week­long series of performances and "in­formances;" New York producer Mary Barnett-McCants personally screened her motion picture, "Gef­fion's Plough;" and the College presented its major spring theater pro­duction, Ibsen's "A Doll's House."

Alumni, faculty, and student films, poetry, dance, and voice recitals helped to make the Fine Arts Festival Week a truly memorable event.

**Women's Interest Group**

The Kalamazoo College Women's Interest Group (WIG) has become an outstanding example of a widely sup­ported campus activity. With representatives from the student

body, faculty, alumni, College staff, and the off-campus community, WIG has presented and sponsored a vari­ety of programs and activities in many interest areas. The programs in­cluded a symposium on "Women's Health Issues;" a discussion of "Jungian Archetypes;" an evening of poetry, prose, and dance; a workshop, "Feminist Literary Criticism;" "Women Images," an original presentation by Detroit area media professionals depicting the way women are portrayed in the commercial media; and a "Self­Defense Workshop."

A year of solid achievement for WIG culminated with the group's hosting the second annual Great Lakes Colleges Association Student Women's Study Conference during the spring of 1981. The many WIG presentations were open to the public and provided one of the most important forums in the area for the discussion of issues important to women today.

**Special Programs on Campus**

In any given year, Kalamazoo Col­lege will sponsor numerous programs and activities which supplement and complement a comprehensive aca­demic and co-curricular calendar. Outstanding among last year's pro­grams was a week-long conference in April, immediately preceding the Fine Arts Festival. "Cultural Rebellion and the Arts: The Greenwich Village Bohemians, 1900-1920" featured
films, art exhibits, discussions, and lectures. The conference was sponsored by Kalamazoo College and the Non-traditional Student Program, the Kalamazoo Institute of Arts, and the Michigan Council for the Humanities. Conference presenters and resource experts included College faculty and prominent authorities on the various conference topics from the Kalamazoo Art Center and Western Michigan University.

The conference was spearheaded by Kalamazoo College professor of history David Strauss and Robert Stauffer, associate professor of sociology. Their work also resulted in a special Nontraditional course, "The Bohemian Tradition in America: The Artist as Social Rebel, 1900-1980," partially supported by a grant from the Michigan Council for the Humanities.

Alfred Kazin, prominent national literary critic, delivered the keynote address for the conference.

Celebrities on Campus

In addition to the prominent personalities mentioned previously, the College welcomed Allen Sinai, a nationally known economist and financial market forecaster, as the 1981 keynote speaker for the College's 13th annual Monroe Seminar on Money and Banking.

The College's preeminence in undergraduate science instruction was a prime factor in generating support from organizations such as NSF and, through this support, in attracting outstanding students who will continue to enhance the College's reputation in the sciences.

College Hosts High School Science Students

With the support of a grant from the National Science Foundation (NSF), Kalamazoo College hosted its sixth annual Summer Science Program for outstanding science students. High school juniors representing 32 different schools in nine states throughout the nation were selected to participate in the five-week program. Based on the Kalamazoo College campus and led by Richard Cook, Kalamazoo College associate professor of chemistry, the students studied the biology and chemistry of water quality at local sites throughout the Greater Kalamazoo area. Kalamazoo was one of only two institutions in Michigan selected for the NSF grant.

Yale University President A. Bartlett Giamatti spoke informally to a group of students, faculty, staff, and community residents in a meeting sponsored by the College Forum. During the meeting, he also engaged in an informal dialogue with President Rainsford.

While on campus, Dr. Giamatti met with the Board of Directors of the F. W. Heyl and Elsie L. Heyl Science Scholarship Fund, which supports area high school graduates studying science at Kalamazoo College. The Fund also makes awards to Kalamazoo College seniors who will pursue advanced science studies at Yale University. In addition to the institutional ties, Drs. Giamatti and Rainsford had appeared on successive broadcasts on NBC-TV's "Today" program a year previously.
As the College year concluded, United States Representative Paul Simon of Illinois addressed the assemblage at the College’s 145th Commencement ceremonies. Dr. Simon, a noted legislative leader and author, received an honorary doctor of humane letters degree. Charles A. Pratt, retired Kalamazoo County district judge, and E. Mandell deWindt, chairman of the board and chief executive officer of the Eaton Corporation, each received honorary doctor of laws degrees.

One of Kalamazoo College’s on-campus celebrities, John B. Spencer, professor of religion, delivered the Baccalaureate address.

**Athletics**

The year in athletics was an interesting and demanding one both for students and faculty. Indoor intramural and intercollegiate sports were without on-campus facilities during the construction of the new physical education center on the site of the razed Tredway Gymnasium. Thanks to the traditional spirit of cooperation between the College and its nearby neighbors, such as Western Michigan University, sports activities continued with a full schedule. The change of venue did lead to a few statistical oddities, however. Ray Steffen chalked up the 300th basketball victory of his “K” coaching career in a “home” game at WMU’s Read Field House.

Student participation in intramural athletics continued to increase, with “IM’s” involving almost 30% of the student body.

In intercollegiate athletic competition, “K” collected three conference championships. In women’s competition, the archery team won its second consecutive Michigan Intercollegiate Athletic Association (MIAA) title. And a new women’s varsity team was formed this year—soccer—which has been very popular as a “club” team sport for the past three years. The men’s swimming team

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Another visitor to “K” was U.S. Congressman Paul Simon, Kalamazoo College’s 1981 Commencement speaker.
sank all league opponents for their tenth consecutive league crown.

And, in men’s tennis, one of the most incredible league championship skeins in the world of sports continued to grow. Kalamazoo College’s tennis team netted the MIAA championship for the 46th year in a row!

The names are too numerous to mention in this space, but among Kalamazoo College athletes for 1980-81 are ten All-Americans, 22 all-conference players, and two MIAA most-valuable players. (The Rhodes Scholarship, with its required athletic component, was mentioned earlier.)

Athletic director and physical education department chairman Rolla Anderson reports that nearly 300 students participated in the 16 intercollegiate sports offered by the College during the past year.

In the National Collegiate Athletic Association Division III tournaments to select the best in the nation, the Kalamazoo College men’s tennis team finished in third place. The men’s swimming team completed competition 11th in the standings.

A report on the year in athletics at the College would not be complete without a deep bow in the direction of the United States Tennis Association’s National Junior Tennis Championships. For the 38th year, the best young male tennis players in the nation converged on Kalamazoo College’s Stowe Tennis Stadium, and area sports fans were treated to a week-long look at tomorrow’s outstanding tennis professionals.

In addition to his duties at Kalamazoo College, Rolla Anderson also has served as national tournament director for 25 years. The August, 1980, tourney broke all previous attendance records, and both the College and the USTA look forward to many more Augusts of top tournament tennis.

The Kalamazoo College men’s tennis team just keeps rolling along. One reason for its success was junior Mark Riley.

Women’s soccer is the newest varsity sport at the College. Here sophomore Becky Schmitt displays her talents.
The year 1980-81 tested the imagination, energy, and direction of the College in many ways. The single dominant fact was the steady and at times dramatic deterioration of the state’s economy at a time when the College was committed both to significant increases in its tuition and fees and to serious attempts to maintain faculty and staff salaries. The process of continuing cutbacks in federal and state financial aid budgets led to substantial uncertainty about what level of aid would be available which, in turn, led to delay in student decisions about college. A major shift in the philosophy of student aid also occurred which tended to undo the language of entitlement and place significantly larger burdens on students and their parents. The real strength of the College is perhaps best shown in the face of challenge and even of adversity.

The remarkable fact is that the College was able to respond to the consequences of the deteriorating economic climate in a careful and positive way, so that even with substantial and deliberate overruns in the student aid budget, the College ended the year with a balanced institutional budget. A modest enrollment surplus in the fall, some fund raising success in the Funds for the Future campaign and tight budget control by all members of the College community allowed for this positive result. The real strength of the College is thus perhaps best shown in the face of challenge and even of adversity.

In spite of “the times” the College is not satisfied to adopt a status quo position. Having achieved many of the elements of fiscal stability represented in the plan for fiscal equilibrium, the College this year turned more of its attention to other aspects of planning. The review of the academic departments continued under the direction of the provost and the faculty. At the retreat of the executive committee of the Board of Trustees, a review of planning elements conducted in the past several years was reviewed with an assessment of progress toward planning objectives. The College began the preparation in the spring for its next ten year North Central accreditation review, including assigning responsibility for the institutional self-study. Planning for the Sesquicentennial of the College in 1982-83 began with the principal thrust of that occasion being the celebration of the quality and distinctiveness of the College’s educational program.

Thus, in many ways the College continued the achievements of 1979-80 in tightening its budget control, accelerating its fund raising, strengthening its academic program, and developing a focus to its planning. The tensions were those of an institution solving rather than ignoring its problems. The success of all of these undertakings speaks to the mood of stability, confidence, and forward motion that currently defines the character of Kalamazoo College as it must define the character of any institution determined to carry its successes into the 1980s.

George N. Rainsford
President
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George N. Rainsford
President of the College

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