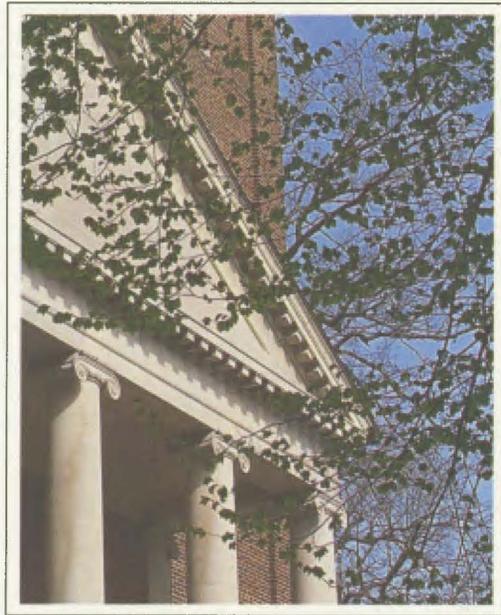
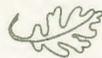

KALAMAZOO COLLEGE

QUARTERLY

A MAGAZINE FOR ALUMNI, PARENTS, & FRIENDS • VOL. 60, NO. 1 • FALL 1998



1997-98 Annual Report Issue



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Opinions expressed herein do not necessarily represent the views of Kalamazoo College or the editors.

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Our Mission



The mission of Kalamazoo College is to prepare its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world.

As a highly selective and nationally distinct four-year college of arts and sciences, Kalamazoo College has developed a tradition of excellence in the fulfillment of this mission.

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This annual report of gifts acknowledges individuals and organizations who contributed to Kalamazoo College between July 1, 1997, and June 30, 1998.

The Kalamazoo College Office of Development has made every effort to maintain accuracy in the list of donors.

Should an error have occurred in your listing, please accept our apologies and contact us at (616) 337-7292.

A Message from President James F. Jones, Jr.



© Anthony James Dugal

Thank you, alumni and friends, for your efforts on behalf of Kalamazoo College during what has been a significant year for the institution. Your generous support resulted in a record Annual Fund drive, where gifts exceeded the goal by 11 percent (see story in the *Quarterly*, Summer 1998).

This fall, the College celebrates the 40th anniversary of its internationally known study abroad program. In 1958, the first organized effort sent outstanding underclassmen to European centers in Caen, France; Bonn, Germany; and Madrid, Spain. Today, the study abroad program, under the guidance of Professor Joe Brockington and the Center for International Programs staff, remains vital. Currently, Kalamazoo College sponsors study abroad programs in Australia, China, Ecuador, France, Germany, Spain, Mexico, Kenya, and Sénégal. The College also sends students to programs sponsored by other institutions

in Denmark, Egypt, England, Greece, Israel, Italy, Japan, Russia, and Scotland.

Recently, the Center for International Programs joined forces with the Career Development Center in newly renovated Dewing Hall. Combining these two key components of the "K" Plan lifts the College to even greater heights among the most innovative institutions in higher education. As "international" and "experiential" become one, our possibilities are without limit.

The intermingling of international and experiential is embodied by a young woman whom I have had the pleasure to know well. Laurel Fitzhugh graduated from Kalamazoo College last June, and during her undergraduate career she took on three study abroad experiences, including impressive internships with the Ford Motor Company on two continents. Earlier in her collegiate career Ms. Fitzhugh spent two quarters on study abroad in Erlangen, Germany, and completed a career development project with a small computer firm in Oldenburg, Germany. In the summer of 1997 she interned at Ford's Dearborn (Michigan) headquarters, assisting with the creation of a human resources model tied to the automaker's transformation to a global company.

So impressed were Ford officials with Laurel's work, they invited her to the company's German headquarters in Cologne. There she examined the automaker's retooling of its local human resources division. This work became the basis for her senior individualized project.

I dream of a time when every Kalamazoo College student will have opportunities and experiences similar to those enjoyed by Ms. Fitzhugh. With the merging of international and experiential education, the likelihood of this incredible opportunity grows.

The perpetuation of study abroad and other elements that make our College distinctive reminds us of the value provided by a Kalamazoo College education. In introducing the historic "K" Plan in the early 1960s, President Weimer K. Hicks spoke of the importance of world outreach. In a Chapel address just days before President Kennedy's announcement of the Peace Corps, Hicks noted that "world affairs are the concern of more than just the diplomat and the soldier."



Laurel Fitzhugh '98

His call to action included a significant opportunity for Kalamazoo College:

“Our approach,” Hicks stated, “need not be contained in courses or departments, but may well saturate the entire campus life. The presence of a steady stream of visiting professors from other lands and the travel opportunities for our faculty should foster world consciousness. Our summer study abroad program . . . is only the forerunner of a plan through which 80 percent or more of our undergraduates will live with other peoples in different cultures.”

Today, Dr. Hicks’ dream has been realized. Indeed, more than 80 percent of Kalamazoo students study abroad. Since the founding of the study abroad program, more than 8,500 “K” students have made “world outreach” a part of their education. By participating in study abroad, they are exposed to other cultures. They become world citizens and maintain this world citizenship throughout their lives.

Study abroad changes students’ lives. In turn, one at a time, Kalamazoo College students and graduates change the world. The life-transforming experience of study abroad is a very important example of the value provided by Kalamazoo College.

During the next 12 months, the College faces many challenges. However, I have pinpointed three specific and central goals for the 1998-99 academic year.

In the summer issue of the *Quarterly*, you read about the large incoming class that arrived at Kalamazoo College this fall. Today, I still do not fully understand the determining factors that led to our biggest first-year class in more than two decades. Whether or not this was a one-time occurrence, we must sustain this admissions momentum, especially in terms of academic excellence. Our goal for the Class of 2003 is a quality contingent of at least 350 students.

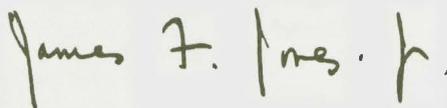
Additionally, my continuing goal for this and future years is growth in the College’s endowment. I am constantly amazed by what this College has been able to accomplish—to become one of America’s very best liberal arts colleges—despite its financial resources. It is truly remarkable. Given that observation, I must ask: *If it had the resources it so genuinely deserves, what could this College not accomplish?* This is a question that burns deep within me.

My final goal for the coming year is to establish greater support for faculty development. During the College Board of Trustees meeting last June, I was honored to announce two anonymous trustee gifts totaling \$600,000. These remarkable acts of philanthropy will enable the following:

- A quarter off, at full salary, for tenure-track professors following their fourth year of service to the College;
- Assistance in the fulfillment of computing needs for new faculty; and
- A library acquisition budget for every new tenure-track faculty member.

It is my hope that these gifts are just the beginning of our increasing efforts to fully support one of our greatest resources: faculty of this noble College.

Once again, thanks to all of you for your abiding support of Kalamazoo College. Jan and I hope we will have an opportunity to visit with you during our travels in the upcoming year.





ENDOWMENT VITAL TO COLLEGE REVENUE HEART

Growth Key to Operations and Future



Tom Lambert is Executive Vice President of National City Bank—Michigan and Illinois. A 35-year banking career characterized by close involvement with many trust funds has forged his perspective on endowments. None is more important to Lambert than that of Kalamazoo College.

These days Tom Lambert '63 often thinks about the image of a crossroads. He believes history will view the next several years as an important crossroads for Kalamazoo College. According to Lambert, who chairs the College's Board of Trustees, history will record a response—our response—to the need to quickly double the institution's endowment. One cannot know the content of this next chapter in the College's history, but the *Kalamazoo College Quarterly* interviewed Lambert to learn the circumstances that will be part of the story regardless of its outcome.

QUARTERLY: *The endowment has more than doubled in less than a decade, from \$35 million in 1990 to about \$80 million in 1997 [the latest date for which we have comparative information]. Why does the College need to double this current level?*

LAMBERT: We have had excellent progress in the growth of the endowment, and we have a long and proud tradition of

providing a quality learning experience. The two are related. In order to sustain and improve the quality of our learning experience and to remain competitive with our sister institutions [see charts], we may have to at least double our endowment.

What exactly does the endowment do for the College?

The endowment is a large sum of money (the principal) invested to generate a return (endowment income) that supports the institution. For the last 15 years, our return has averaged 11 percent. Part of this return goes into the College's annual budget. For example, this year 5.5 percent of the endowment's market value (about \$4.5 million) will help fund the operations of the College. The remainder of the return is reinvested in order to grow the endowment more quickly.

This year the endowment will provide 13 percent of the operating budget. About 70 percent will come from gross tuition revenues.

Annual gifts and grants provide the balance.

The endowment portion is less subject to volatility than are the revenues that derive from tuition and annual gifts. In fact, it's that reliability that so closely knits the health of the endowment to the future of the institution.

For instance, at times when other revenue streams may fluctuate or be uncertain, the endowment income can allow an educational leader like Kalamazoo College to finance the actions required to maintain and develop the quality of the learning experience here.

Right now, Kalamazoo College is far more dependent upon the tuition revenue stream (70 percent) than it was even ten years ago (59 percent). And that makes us more vulnerable to fluctuations in enrollment.

How does our endowment value compare to that of those institutions with which we compete?

Kalamazoo College is under-endowed compared to the institutions with which we compete and significantly under-endowed compared to those with which we want to compete. The latter group includes colleges like Grinnell, Macalester, Smith, Wellesley, and Swarthmore, all of which have total endowments in excess of half a billion dollars and per-student endowment market values in the range of \$300,000 to \$500,000.

Our per-student endowment value (\$61,731) is not competitive when compared to other Great Lakes College Association schools [see chart, page 7]. Only a percentage of the return generated by the per-student figure is available for spending, and it must support the institution's physical plant, faculty, and operations as well as students.

When Jimmy [President James F. Jones] first came here he commented, with frank amazement, on the disproportion between the accomplishments of Kalamazoo College and its endowment. It was a compliment on the excellence of this institution, and I understood it and accepted it as such. But his comment also stung trustees a bit because we are charged with the care and feeding of our endowment. Most important, it underscores the need to grow the endowment if we are to sustain and develop our excellence.

The largest first-year class in more than 20 years has come to campus this fall. In this instance, if one multiplies tuition fees by the number of students, the product would cover the annual operational budget. Wouldn't that argue against the need to increase the endowment?

ENDOWMENT MARKET VALUE
(GLCA SCHOOLS · INFORMATION AS OF JUNE 30, 1997)



SOURCE: 1997 NACUBO ENDOWMENT STUDY

No. Tuition doesn't come close to paying the full cost of providing an education. That is why, though it seems counter-intuitive, increasing enrollment does not narrow the gap between revenues and operating expense; in fact, it can widen the gap.

For example, this year Kalamazoo College will collect or net only 56 percent of the gross revenue of tuition. Financial aid, in the form of merit- or need-based scholarships, accounts for the other 44 percent. Those scholarships are important. We need to help qualified and deserving students attend Kalamazoo College. The learning experience they can construct for themselves here, and the adults they become as a result, are vital to communities far larger than the College.

All colleges discount through financial aid. It is one way they compete for students. But the practice introduces volatility to the tuition revenue stream and greatly increases the importance of a healthy and appropriately sized endowment.

Why can't the endowment grow itself faster through a more aggressive investment strategy?

The resource has to be managed prudently, for it supports both the present and the future of the institution. As managers of this resource, the trustees' challenge is to achieve a balance of spending and investment that will meet current and future needs.

Nor are those institutions we hope to catch sitting still. They too realize the importance of balancing current and future needs while simultaneously growing their endowment resources. So catching them through aggressive investment is not the answer.

And the smaller the endowment the more conservative the investment strategy must be. The consequences of that fact can be significant. Even a slight increase in the return reinvested into the endowment can mean, over time and depending upon the economy, the difference of millions of dollars in endowment value and hundreds of thousands of dollars in endowment income applied to operations. If we could only be a little more successful now, we could be a lot more successful in the future.

Where does the income go specifically?

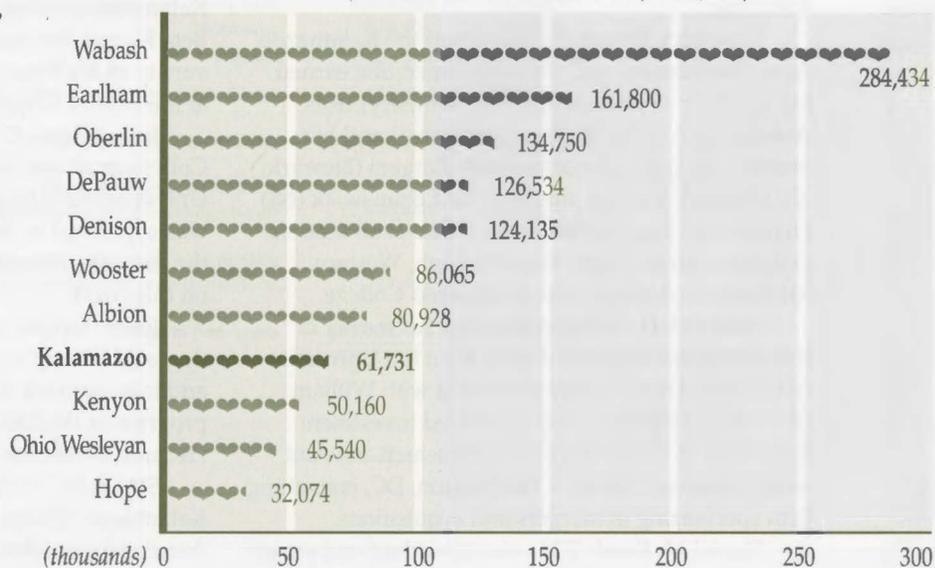
We've talked about financial aid. It also goes into things like faculty development, experiential education, study abroad, new technologies, and capital improvements. It goes to those elements that make Kalamazoo College the unique value that it is. You don't pay for these just once; they require continual reinvestment.

Kalamazoo College regularly asks alumni for money. Why?

Gifts to the annual fund support the annual needs of the College, but we will also need contributions to significantly grow the value of our endowment relative to other colleges. I cannot overemphasize this point—our endowment must grow in order to ensure that Kalamazoo College continues its tradition of a high-quality and distinctive learning experience.

To me, "K" is special; there's no place like it and no place that can match what it provided me as a student and what that has meant to me since. A future historian will record what happens to our endowment during the next few years. My dream is that we quickly double the endowment and then quickly double it again. We can achieve that. Whatever the outcome of this chapter of the College's history, it's in our hands. I like that. ♥

ENDOWMENT MARKET VALUE PER STUDENT
(GLCA SCHOOLS · INFORMATION AS OF JUNE 30, 1997)



SOURCE: 1997 NACUBO ENDOWMENT STUDY

Board of Trustees welcomes new members



Donald R. Parfet



Rosemary Brown



Frederick D. Fischer '85



Daniel M. Frank '72



Addis Moore



Katherine E. Rakowsky '81



Myra C. Selby '77



Stephen C. Sylvester '71

Nine individuals joined the Kalamazoo College Board of Trustees in 1997 and 1998—eight for the first time.

Rejoining the Board after a year's absence is Donald R. Parfet, corporate senior vice president for Pharmacia & Upjohn. He holds a bachelor of arts degree from the University of Arizona (Tucson) and a master of business administration degree from the University of Michigan (Ann Arbor). Parfet left the Board after serving the maximum number of terms (18 years) allowed by board bylaws.

The following individuals join the Board for the first time.

Rosemary Brown is a teacher at the Kalamazoo Area Mathematics and Science Center. She earned her bachelor of science degree (chemistry) from Auburn University (Auburn, Alabama) and her master's in math education from Rutgers (Newark, New Jersey). She has taught at East Brunswick (NJ) High School and the following Kalamazoo schools: Oakwood Junior High, Hackett High, Western Michigan University, and Kalamazoo College.

Frederick D. Fischer '85 earned his master of business administration degree from the University of Chicago. He is a financial analyst with William Blair and Company, a Chicago-based investment firm. Prior to that he served as a research assistant with Glassman/Oliver, a Washington, DC, consulting firm specializing in mergers and acquisitions.

Daniel M. Frank '72 is vice president and senior financial consultant at Merrill Lynch. He earned his master of business administration degree from the

University of Indiana (Bloomington) and has worked for the Michigan National Bank.

Reverend Addis Moore is pastor of Mt. Zion Baptist Church in Kalamazoo and former pastor of New Life Baptist Church in Saginaw, Michigan. He holds a bachelor of arts degree from Albany State University, and he studied at the United Bible Institute of the United Theological Seminary. His work experience includes many years as a production supervisor and senior accountant at General Motors Corporation.

Katherine E. Rakowsky graduated from Kalamazoo College in 1981 and is a member of Phi Beta Kappa. She earned her law degree at the University of Michigan (Ann Arbor) and is an attorney at the firm of Grippo and Elden in Chicago, Illinois.

Justice Myra C. Selby, a 1977 Kalamazoo College graduate, earned her law degree from the University of Michigan (Ann Arbor). In 1995 she was appointed to the Indiana Supreme Court. She is the first woman and youngest individual to serve on this court.

Jon L. Stryker earned his bachelor of science degree (biology) from Kalamazoo College in 1982 and later studied in the graduate architecture program at the University of California-Berkeley. He runs his own architectural firm in Kalamazoo.

Stephen C. Sylvester graduated from Kalamazoo College in 1971. He is director of distribution marketing for the GTE Corporation in Tampa, Florida, and was elected to the Board in 1997 to complete a term left vacant by resignation. ■

Financial Statement

Fiscal Year Ending June 30, 1998

REVENUES

	1996-97	1997-98
Operating Revenues, Gains, & Other Support		
Tuition and fees	\$22,899,504	\$22,595,200
Contributions	6,946,643	6,416,172
Federal and state grants	308,278	550,140
Investment income	4,615,642	4,883,407
Net realized gain on investments	9,948,504	14,488,406
<i>Auxiliary enterprises:</i>		
Residence fees	4,436,699	4,227,087
Bookstore	759,639	789,878
Subtotal	5,196,338	5,016,965
Other	2,344,854	1,921,444
Total Revenues	\$52,259,763	\$55,871,734

EXPENDITURES

	1996-97	1997-98
<i>Educational and general:</i>		
Instruction and research	\$9,814,406	\$9,631,084
Public service	1,235,964	1,486,404
Academic support	1,708,675	2,234,028
Student services	2,431,526	2,767,536
Institutional support	2,923,379	2,952,564
Operation and maintenance of plant	1,976,593	2,272,227
Scholarships and fellowships	9,888,581	9,868,019
Subtotal	29,979,124	31,211,862
Depreciation	1,236,240	1,204,386
Postretirement benefit expense	608,058	721,688
Debt service interest	320,570	480,775
Total educational and general	32,143,992	33,618,711
<i>Auxiliary enterprises:</i>		
Residence and dining halls	3,314,282	3,360,608
Bookstore	674,926	764,596
Subtotal	3,989,228	4,125,204
Administrative and other expenditures	1,435,563	1,918,645
Total Operating Expenditures	\$37,568,783	\$39,662,560
Change in net assets prior to cumulative effect of accounting change	14,690,980	16,209,174
Cumulative effect of change in accounting for market value of long-term investments	16,337,493	0
Change in Net Assets	\$31,028,473	\$16,209,174

Guidelines

The *Kalamazoo College Quarterly* publishes most class notes received directly from alumni, but we do not publish reports about classmates without their permission. Also, there are a few things that we do not print in "Class Notes." These include:

- business addresses and phone numbers
- information about events that have not yet taken place or for which we do not have the final results, such as engagements, pregnancies, and political races
- children's accomplishments, unless they are related to Kalamazoo College in some way; e.g., current or past students. (We are happy to include the names and ages of your children who are living at home.)
- weight and length of babies
- information about pets

Photographs of alumni that will translate well to black-and-white are published as space allows. **Do not send photos that you wish to have returned.** We will print wedding photos, but prefer that they be of the *bride and groom only*. If alumni are pictured, please provide complete names and class years. This information will be included in the caption as space permits. We cannot print lists of alumni in attendance if they are not accompanied by a photo. Please note that we do not publish baby photos.

When sending marriage announcements, please give the full names of both people and the *preferred married names*.

Keep in mind that your information may take awhile to appear in print. We publish your news as soon as we can, but the volume of class note submissions means that it may take two or three issues for your news to appear. Your information must be in writing. You can mail us the form included in each issue of "Class Notes," fax a letter to us at (616) 337-7305, write a few lines on the envelope that comes with your Annual Fund pledge card, or send e-mail to aluminfo@kzoo.edu.

If you have any questions about our "Class Notes" policies, please write to Jim VanSweden, Director of College Communication, Kalamazoo College, 1200 Academy Street, Kalamazoo, MI 49006-3295. ■



KEEP US POSTED

Do you have information you'd like us to include in "Class Notes"? Please send the details, printed clearly, to:

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- Please update my records and publish in "Class Notes."
 Please update my records but DO NOT publish in "Class Notes."

Death (Please include class year and complete date of death) _____

News _____

Your submission may be edited for style, clarity, or length. Photographs will be published as space allows. Please do not send photos that you wish to have returned.

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Thank You

Colleges have always needed financial help and if they are any good they always will. They do not grow by themselves. They are built by people who believe in them.

—Wilson Compton

FOR SUPPORTING KALAMAZOO COLLEGE



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