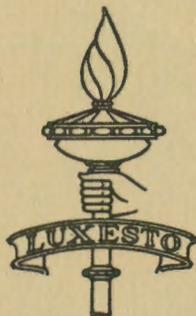
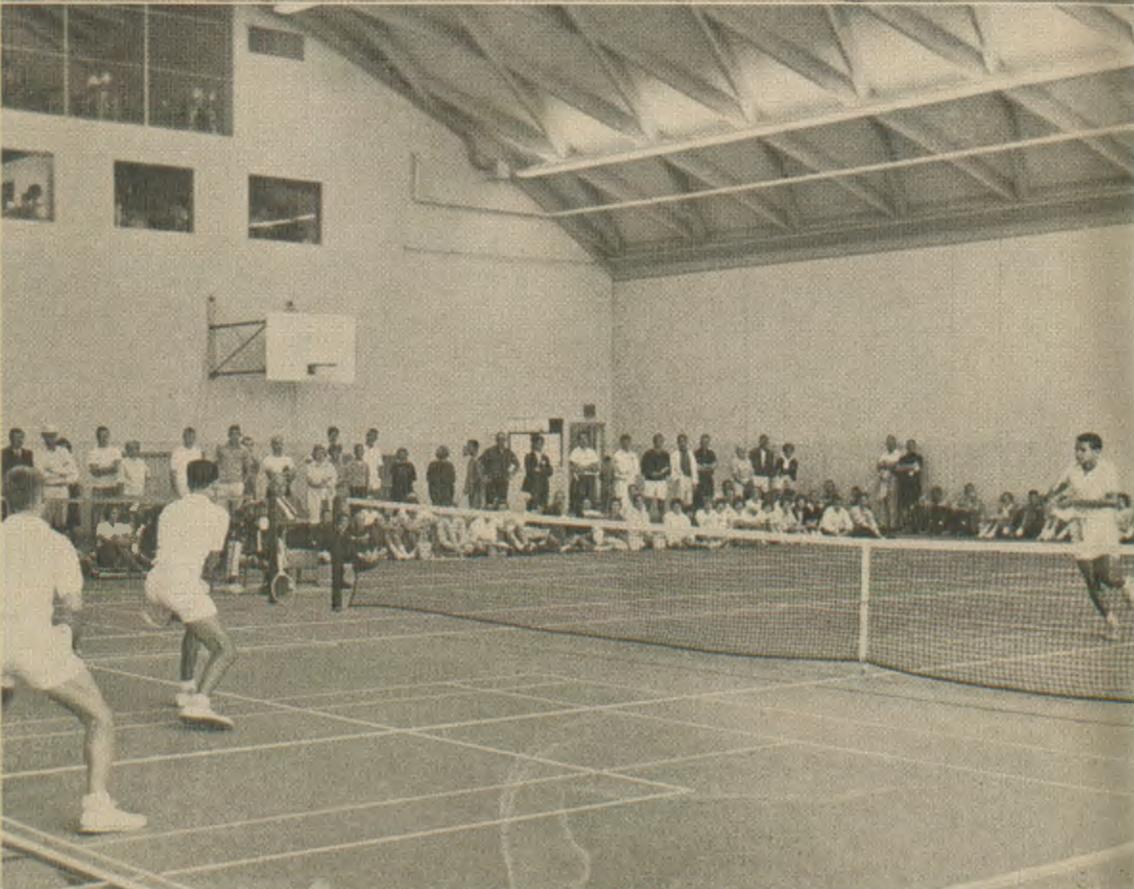


*The Annual Report  
for the year 1960-61*



**KALAMAZOO COLLEGE BULLETIN**  
**October, 1961 Volume XLXVI No. 3**



1960-1961

## THE YEAR IN REVIEW

THE COLLEGE WILL REMEMBER 1960-61 as a year of great decision. It was a period in which faculty and trustees faced realistically their responsibilities to higher education by approving a year-around operation designed both to upgrade academic quality and to offer full utilization of facilities. The twelve-month plan with off-campus quarters and staggered vacations may well set the pattern for the future among small, liberal arts colleges where plants now stand idle for more than a fourth of the year. And Kalamazoo College, whose record over 129 years distinguishes it as the first college in the State, now becomes one of the newest.

The year opened with a registration of 675, which once again crowded the dormitories to overflowing. For the sixth consecutive year, tests indicated that the intellectual capacities of the freshman class increased. A new high will be reached when 52% of the June graduating class enter advanced study. A new dimension of world awareness permeated the student body this year. Almost overnight, it seemed, the College was a veritable beehive of interest in foreign affairs, other cultures, different peoples. A comparable awakening took place on many other campuses of the country. In fact, many would term this transformation the most rapid change occurring on the campuses of the nation for a generation. Kalamazoo appears to be in the vanguard in a movement which seems to have significant implications for the future.

Plant expansion continued on schedule. The tennis field house and the renovated Tredway Gymnasium were opened in December to complete the Anniversary program. The heating plant was increased through the addition of one large boiler to give adequate capacity for future physical expansion. The last of the married students' hutments built at Angell Field after World War II were replaced by attractive, low-rental units.

Financial programs for the year were confined to the 21st Annual Fund and to the enlistment of gifts to clean up the last projects of the Anniversary package. Gifts to the latter brought the final total of the 125th Anniversary Fund to \$2,297,534. Collections to this Fund promise to reduce attrition to under one-half of one percent, which is a remarkable record. Meanwhile, the 21st Annual Fund, though falling approximately 10% short of its goal, reached \$112,507, as the largest number of donors in history contributed to the project.

The life of the College family was saddened by the passing of two of its leaders. Carl H. Chatters, alumnus in the class of 1919 and Trustee since 1940, was critically stricken in New York City while addressing the American Municipal Association. Dr. S. Rudolph Light, Trustee during the '40's and a dedicated friend of youth, died on January 27 after a long illness. Dr. Light's name has been written indelibly in the life of the College as the one who endowed the foreign study program.

During 1960-61 the national image of the College has been brought more clearly into focus. Like the majority of midwestern colleges, Kalamazoo has been a comparatively unknown institution beyond its own region. The factual study, *Origins of American Scientists*, published in 1952, reached many educators, who were surprised to find that the College stood third in the nation in the percentage of its science majors taking doctorates. *The Chicago Tribune* ratings, which selected Kalamazoo among the ten best coeducational colleges of the country, again focused attention upon the institution. This year hardly a month passed without some reference to the College in the New York and other metropolitan papers. *Saturday Review*, *Time*, and several other magazines carried stories and references to the program of the College in a way which reflected credit upon the institution.

One can find many reasons to explain this sudden burst into the public view. The sound academic program over the years, the established record of our graduates at a time when excellence is the goal of the hour, and the elaborate Study Abroad Program have certainly been contributing factors. But most of all, this change in national image has resulted from the imaginative and promising educational pattern which Kalamazoo has designed.

Eight years ago the College began to free itself from the time-honored practices which have enshackled higher education for years. The Board of Trustees recognized that professors, not bricks and mortar, determine the quality of an educational institution; and purposely set forth to find and hold a superior faculty. They adopted a modified Ruml Plan as a means of upgrading salaries, and today faculty salary levels stand high among the various small colleges. The Administration and faculty saw the deadliness of the course proliferation, and developed a functional curriculum where breadth rather than depth is the objective. Then as an appropriate climax the College took a long look at its modus operandi in light of the tidal wave of students descending upon higher education. Our answer, the Kalamazoo Plan, was evolved and refined by the faculty during the past year. Combining several tried and proven ideas with a few important innovations, the Kalamazoo Plan promises to bring the national image of Kalamazoo College into full focus. The new year-around operation is designed to enrich the intellectual life of the institution as it makes possible a 50% increase in student capacity. In an hour of qualitative and quantitative crisis, all eyes are turned toward Kalamazoo and its venture.

#### KALAMAZOO PLAN OF YEAR-AROUND OPERATION

TWO BASIC PREMISES motivated the faculty in the evolution of the Kalamazoo Plan. First, the sincere conviction that higher education could be improved by motivating students to increased independent study. Second, the belief that the summer vacation is an anachronism remaining from an agrarian society. For too long college teaching has been dominated by the assignment

— recitation technique which stifles learning. By reducing both student and faculty load and by introducing off-campus quarters, the Kalamazoo Plan hopes to place greater responsibility on the student and to upgrade learning experience. The Plan projects year-around use of facilities with staggered vacations, thus making possible a sizable increase in enrollment without enlargement of plant.

Under the new program the year will be divided into four quarters of eleven weeks each corresponding to the seasons. The typical student will be in residence no more than three quarters annually, attending classes only as many weeks as he would in a two-semester college. Each student will take three courses at a time, with courses having the option of meeting five times weekly as each covers in one quarter material usually included in the traditional three-hour course under the semester plan. This provides more time for independent study and concentration upon special interests. Each professor will teach only two courses, and his classes on the average will be small; consequently, he will have more hours to share with his students.

Perhaps the unique feature of the Kalamazoo Plan comes in the off-campus learning quarters. After four summers of experience with summer study abroad, the College is convinced that there are academic opportunities in remote situations that simply cannot be found in the cloistered environment of a college campus. Consequently, the Kalamazoo Plan is built upon the concept that the entire world should be our campus. In addition to study abroad, the Plan will include vocational exploration and service experiences designed to test a student's life interests and to develop a greater understanding of life's problems. The vital breakthrough in the Plan is found in this new concept which seeks to offer educational opportunities in many environments.

The Study Abroad Program, established in 1958, will be transferred from summer to fall. Every qualified student will have opportunity for a foreign study experience for one or two quarters of his junior year. Thanks to endowed income from the S. R. Light Trust, the quarters abroad, including the transportation, will cost the student no more than those spent on campus. While in Europe, the students will live in private homes, speak the native tongues except in isolated instances, and be instructed by the faculty of European universities. Students showing sufficient mastery of the native tongues may remain a second quarter in which they are fully enrolled registrants of the lecture divisions of the particular university.

The Plan includes one or more quarters of vocational exploration. Too often students come to college with mistaken notions about the field they hope to enter, and too seldom do they have opportunities to discover their own interests. For vacation quarters, therefore, in the freshman and the sophomore years, the students may elect to have on-the-job training in industry, law offices, hospitals, newspaper offices, — in almost any work situation in which they can test their vocational choices. The experimental quarter may also include a service opportunity in which students seek to deepen

and enrich their understanding of and dedication to world, social, and religious service. For instance, the student interested in Christian service may be sent to a church camp after freshman year; or to Arizona to work among the Indians. The student interested in social work might be located in Harlem for a quarter; or placed in Hull House or Brooks House in the off-campus period. Scholarship funds are being established to compensate the students for the lower pay levels and travel expenses.

The off-campus periods in senior year, which fall either in the fall or winter, include either a program of independent study and research or an internship experience related to professional and vocational objectives. The majority of students will be expected to write a senior thesis or to participate in a special research project with experts in the field. Here again, funds will be made available to support the most advantageous program. The chemistry major who spent two quarters at Bonn may be returned to a chemical works in Germany for his senior project. The French major interested in Christian service might be sent to the Belgian Congo for a quarter where French is the secondary language. The Biology major might develop his research project at a marine station on the West Coast or in South America. Through these tailor-made, individualized programs supported by endowment funds a significant breakthrough can be achieved, and the world can veritably become our campus.

And finally, the Plan will include an accelerated track through which students can complete their baccalaureate work in three years. The student who has taken college-level or special honors courses in high school, or can demonstrate his capacity for advanced standing, is eligible to apply for admission to the three-year program. All qualifying students will matriculate in the summer quarter and eliminate vacation quarters during their undergraduate years. However, through the three off-campus quarters the accelerating students have three sustained periods away from the campus, thus eliminating the deadliness of the routine life found in most accelerated programs.

The advantages of the Kalamazoo Plan are many. It will afford each student more time to concentrate on his courses, more opportunity to explore career objectives and to expand his knowledge by study abroad, and more experience in the process of teaching himself through independent study and world contacts. Meanwhile, a practical answer has been found through which enrollment can be expanded 50% without any increased facilities, and faculty requirements rise only 33%. Small colleges like ours simply cannot justify the fact that their plants now stand idle for more than a fourth of the year. No longer can we tolerate inefficiencies. No longer can we condone provincialism in an age in which we must come to know and understand our neighbors in all sections of the globe. Thus the Kalamazoo Plan, with its enriched futuristic concepts, offers a significant breakthrough to help answer the crisis in higher education.

## THE FACULTY

THE COLLEGE HAS LONG PRIDED ITSELF on its ability to attract and to hold a superior faculty. Once again the only changes in academic personnel came through retirements or resignations to pursue further study. After a rewarding career of 39 years as Olney Professor of Mathematics, Thomas O. Walton retired to be replaced by Jean M. Calloway, who joined the faculty after achieving national recognition at Carleton. Other appointments included Frank Bostwick, Instructor in English; G. Frank Bausch, Assistant Professor in Mathematics; Dorothy J. Bearcroft, Assistant Professor in Chemistry; and Harry C. Steinmetz, Visiting Professor in Psychology. The faculty was further strengthened by the return of Dr. Peter M. Boyd-Bowman after a year as a Fulbright Visiting Professor at the University of the Andes, South America.

The following academic promotions became effective June 30: Martin L. Sholtzberger and Lester J. Start to rank of Full Professor; Harold J. Harris, Elizabeth M. Mayer, and Harry B. Ray to Associate Professor; and George H. Acker to Assistant Professor. At the end of the year Henry Overley, Chairman in Music at the College since 1934, and Mabel P. Overley, Professor of Voice since 1936, retired after long and effective years of service. Harvey J. Bouck, staff member in German since 1958, also has retired.

Faculty grants for summer study abroad were awarded to Laurence N. Barrett, Dean of the Faculty; Anna Cerins, Assistant Professor in German; and Ivor D. Spencer, Chairman in History. Leaves of absences were approved for H. Lewis Batts, biologist who will spend a year establishing the Kalamazoo Nature Center; Kurt D. Kaufman, who has a post-doctoral fellowship from the National Science Foundation for work in bio-chemistry; and Ivor D. Spencer, who will be a Fulbright Lecturer at Maentz.

Donald W. VanLiere served as President of the Michigan EEG Society and the Southwestern Michigan Sigma Xi Club; Marion H. Dunsmore as President of Southwestern Michigan Phi Beta Kappa; Raymond L. Hightower as Vice-President of the Michigan United Fund; Walter W. Waring as a member of the Revision Study Committee of the College Boards; Helen T. Mills as a member of the Michigan Youth Commission; Richard T. Stavig is the current Secretary of the national Melville Society; and Lloyd J. Averill was special correspondent for *Christian Century* in Europe this summer.

Jean M. Calloway reviewed the book, "*Introduction to Higher Mathematics for the General Reader*," in the *American Mathematical Monthly*. Articles by Lloyd J. Averill appeared in *The Pulpit*, a contemporary journal on preaching, and in *Christian Century*. H. Lewis Batts continued as editor of the national audubon magazine, *The Wilson Bulletin*, and Sherrill Cleland remained as editor of the quarterly, *Business Conditions in Kalamazoo*. An article entitled, "*The Twelve Month College*," written by the President of the College, appeared in *Saturday Review*.

## THE STUDENTS

MANY EDUCATORS HAVE BEEN CONCERNED about the apparent apathy among students. At times we have deplored their failure to accept responsibility. In previous reports we have found encouragement in the gradual but definite change on this campus, as the quality of undergraduate leadership has steadily improved. Suddenly in the past year student leadership came of age. Almost overnight, it seemed, interests became worldwide as Kalamazoo College was in the vanguard of a national movement of world outreach which is sweeping the campuses of America.

But we would be unfair to indict students too severely for their lack of direction. Understandably, the dreams of all of us have been shattered by international conflicts and unrest. Few are able to find satisfactory answers to either present or future problems. In such a backdrop, it is little wonder that youth became perplexed and insecure. In the mid-fifties we dubbed them the silent generation. We deplored their lack of interest, their fatalism. We loathed their self-centeredness. We puzzled over their seeming lack of direction and purpose. They seemed captives in an organization world and smugly content with their lot. Then suddenly, gone was the silent generation, gone the defeatist attitude which led their older brothers to be dubbed the "beat" generation. A new interest of world dimension captivated youth. It expressed itself in enthusiasm for foreign study, in a desire to rub elbows with foreign youth on our campuses, in language clubs, in the peace corps, in teaching abroad, and in international events.

At Kalamazoo these newly-awakened interests influenced student life and activities in a variety of ways. Chapel speakers with international flavor attracted larger audiences. A volunteer, non-credit course in linguistics was supported surprisingly well. Our visiting student from Nigeria, enrolled through the pressures of students, became more of a campus idol than was advantageous for him. Student Senate minutes revealed that international ideas often crowded off the agenda the time-honored discussions of weekend activities. A sub-committee of the Senate, recognizing that our students are thinking too much in terms of the major languages, evolved an imaginative plan through which youth of little known lands would be brought to several campuses to teach our students their native tongues as they learned the English language. A reverse twist, to be sure, but one which recognized that he who serves is, at times, the principal benefactor. In this atmosphere, augmented by the personal experiences of the many who participated in the Study Abroad Program, one can appreciate the transformation of student attitudes and interests. In many respects, Kalamazoo, with its extensive foreign study, is a new college.

The Summer Study Abroad Program, begun in 1958, has become an integral part of the college life. Following a one-year experience in Bogota, the Spanish-speaking group studied at Madrid. The French unit divided the

summer between Caen and Grenoble. As in previous years, the German contingency was centered at Bonn. The President of the College had the privilege of inspecting the four operations, and returned convinced that the educational opportunities afforded through the overseas program must play an even more vital role in the academic life. Thanks to our foreign study endowment which approaches \$2,000,000, the College will be able to send all qualified juniors for study abroad under the new around-the-calendar plan.

In native ability and scholastic preparation the present student body is perhaps the best endowed of any group in the history of Kalamazoo. The accompanying charts reveal that in each of the last four years the test results and standings of incoming classes have steadily increased. A total of 55% of the freshmen of 1960-61 had ranked in the top 10% of their high school classes and 93% in the highest third. In the Scholastic Aptitude Test of the College Boards, the median of the entering group was 553 in the verbal and 601 in the mathematical, which figures were surpassed by only a very few mid-western institutions.

### COMPARISONS OF RANKS IN HIGH SCHOOL CLASSES

Class of	'58	'59	'60	'61	'62	'63	'64
%	%	%	%	%	%	%	%
Percent in top ½ of class	70	85	92	88	93	96	97
Percent in top ⅓ of class	54	60	75	84	81	85	93
Percent in top ⅒ of class	25	29	31	36	38	39	55

### COMPARISONS ON OTIS QUICK-SCORING I. Q. TEST

I. Q.	Class of	'58	'59	'60	'61	'62	'63	'64
	%	%	%	%	%	%	%	%
130 or above	3	7	13	9	18	26	29	
125-129	6	12	12	15	18	21	26	
120-124	10	18	20	15	23	21	22	
115-119	19	25	21	17	17	17	11	
110-114	16	15	11	18	13	7	7	
105-109	14	11	15	10	7	5	2	
100-104	17	6	6	9	3	1	3	
below 100	15	7	3	7	2	0	0	

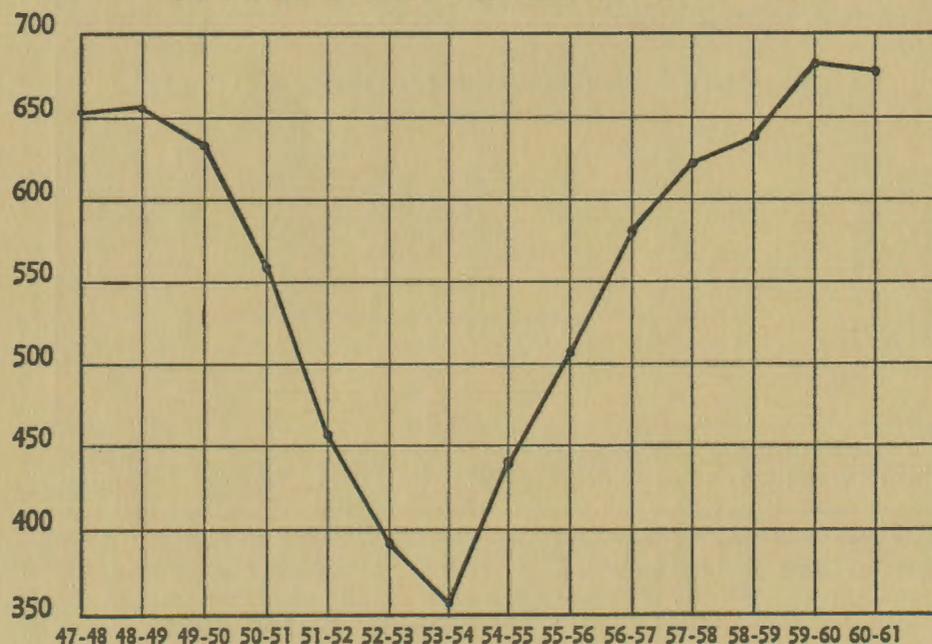
Extra-curricular activities continue to flourish on the campus. We are pleased with the fact that students accept Kalamazoo College as a seven-day-a-week institution, with a full schedule of parties, athletic contests, and concerts competing with academic responsibilities over the weekends. Once again we commend the College Players for the high level of their dramatic performances. Worthy of note, too, was the quality of performance of the College Singers and the College Band. Again, too, the Philo Chorus was in

heavy demand by clubs and organizations throughout Southwestern Michigan.

In athletics, the Hornets experienced a successful year, but the most highly-prized award, the MIAA All-Sports Trophy, eluded Kalamazoo by the tiny margin of a single point. The athletic year was distinguished by a balance among the various sports. Conference titles were won in golf and tennis, with the netmen increasing their long string of MIAA victories. The women's tennis team won the MIAA title for the sixth consecutive year. Varsity sports for girls included field hockey, basketball, and archery, as well as tennis.

A new high will be reached with the class of 1961 as 52% of the group will enroll in graduate school, with a sizable number winning national awards supporting further study. Three seniors won National Science Foundation grants in chemistry, which number was exceeded by only four colleges or universities in America. Two of the class were awarded Woodrow Wilson Fellowships and one was given honorable mention. One graduating senior was granted a Fulbright for study in Germany. Three others will matriculate at the University of Bonn, one the recipient of an exchange fellowship with that University. A sizable number of other members of the class hold teaching and research assistantships. Several will enter professional schools of medicine, law, and dentistry. Thus the class of 1961 promises to continue in the fine scholarly tradition which has gained national recognition for the College.

STUDENT ENROLLMENT 1947-1960



## CAMPUS RELIGIOUS LIFE

**THE CHAPEL PROGRAM.** In some colleges "Chapel" is an omnibus term for a largely arbitrary accumulation of programs with varying religious content. At Kalamazoo College "Chapel" designates a variety of programs, not all explicitly religious, but neither their variety nor their combination is arbitrary. Friday morning convocations regularly deal with religious issues, and monthly Sunday Vespers provide formal worship. Monday morning convocations and evening lectures and recitals range the spectrum of intellectual and cultural concerns, but there is no disposition to label these "secular" in sharp distinction to others that are "religious." The Chapel Program emphasizes that none of these issues and ideas stands outside the concern of Christians. The Dean of the Chapel presides at all programs, in part as a symbol of the unity of religious concern which binds the varied program.

This year a larger role in convocations was given to our own faculty, twelve of whom gave addresses or recitals. Among the guest speakers brought to the campus were Harrop Freeman, Cornell Law School; Marjorie Reeves, St. Anne's College, Oxford; Charles Boddie, American Baptist Foreign Mission Society; David Maitland, Carleton College; Arnold Westcott, Syracuse; John Herman Randall, Columbia University; Robert Beaven, University of Rochester; and George Buttrick, Union Theological Seminary.

**United Student Christian Association.** Under the leadership of John Grandin, '62, the Christian Association underwent reorganization to achieve a more inclusive outreach on the campus. Simultaneous study groups met regularly, centered around concerns for campus ethics, basic Christian beliefs, the thought of Dietrich Bonhoeffer, and Christianity among non-Christian faiths. Student-led morning prayers were held daily in the second semester, as were regular Wednesday vespers. Underprivileged children from the community were brought twice to the campus for special programs. Open houses for social and discussion purposes were held at the home of Dean Averill throughout the year.

**College Lecture Series.** Technically a part of the larger Chapel Program, the Lecture Series nonetheless stands out because of the distinction of its participants. This year's theme centered on "The Goals of the American Society." The series was inaugurated by Dr. Harold Taylor, former president of Sarah Lawrence, who spoke on the general problem of social goals. In subsequent lectures, goals in foreign policy were discussed by Luther Evans, former Librarian of Congress and Director-General of UNESCO; in education by Herold Hunt, Professor of Education at Harvard; in minority rights by the novelist James Baldwin; in the economy by Floyd Bond of the Committee on Economic Development; and in science by Eugene Rabinowitch, Professor of Botany at the University of Illinois. Mr. Baldwin's address was subsequently published in a collection of his essays printed by Dial Press.

## THE LIBRARY

LIBRARY HOLDINGS INCREASED by 7,400 volume to a total of over 91,000 in the course of this academic year. At this rate it is anticipated that the library will double its 1953-54 size sometime in 1963. The increase in acquisitions over the last year reflects the allocation of larger book budgets for departments as well as the continued interest and support of the friends and alumni of the College. Nearly 2,300 of the 7,400 books catalogued during the year were gifts from various sources, as contrasted to 1,600 volumes from the 5,500 of last year.

According to statistics made available by the U. S. Office of Education, our library has a much smaller staff in comparison with similar institutions while at the same time has acquired and catalogued more books than the majority. It has also become evident that in order to give quality service to students and faculty the library staff must necessarily expand to keep pace with the intellectual interests of the institution as expressed in the ever increasing use made of the library facilities.

The Esso Education Foundation gave the College a generous grant so that we may temporarily relieve the congestion in shelving. However, it is obvious to all who deal with the day to day affairs of the College that a new library building will have to be erected soon if we are to maintain our stature as a quality College.

### LIBRARY PROGRESS SINCE 1954

	1953-54	1959-60	1960-61
Catalogued Volumes	51,694	79,040	86,433
Government Documents	3,000	3,250	3,250
The Baptist Collection	1,500	1,500	1,500
Rarebooks Room Collection	100	500	677
Total Holdings	57,294	84,290	91,860
Periodical Subscriptions	393	500	535
Newspaper Subscriptions	9	18	18
Annual Acquisitions	1,609	5,582	7,393
Gifts Received (In Volumes)	500	3,000	3,200
Book Budget (including periodicals)	\$8,500	\$22,000	\$26,000
Circulations	13,482	32,708	42,562
Persons Served	450	760	760
Staff			
Professional	1 ½ time	1 ½ time	1 ½ time
Clerical	1 full time	2 full time	3 full time
Student work hours	3,650	7,000	7,100
Library Hours per Week	67	76	76

## THE ALUMNI

SEVENTEEN ALUMNI MEETINGS WERE HELD during the year including one gathering in Paris while President Hicks was abroad last summer, and in Seattle, San Francisco, and Los Angeles when he was on the west coast last spring. The number of alumni returning for Homecoming and Commencement this year was especially large. Again in June, an element of continuing education was introduced into the Commencement program in the form of a symposium on "The American Image Abroad." Interest in such programs is very rapidly growing. The class reunions were eminently successful, and three of the six living graduates of sixty years ago were on the campus.

On July 30, 1960, the Alumni Association sponsored the first Kalamazoo College Fair. Over \$1,100 was raised for the College scholarship fund. The fair was well attended, and its success assures another such occasion for the summer of 1962. The alumni committee in charge of the Fair urges fellow-alumni to keep the Fair in mind — especially while travelling during this next year — to help collect "unusual" items to sell next summer.

Alumni participation in the 21st Annual Fund reached the previous year's level of 36.4% but fell short of the Anniversary high of 42%. From a total subscribed of \$112,508, alumni contributed \$34,750. Comparable figures for the 20th Annual Fund were \$33,818 from alumni, out of a total of \$101,525. A plan for nationwide telephone solicitation was inaugurated this year, and committees throughout the country made calls to alumni within their respective cities. As a result, the figure of new alumni donors reached 361, and the effectiveness can be measured, too, in terms of the good will engendered by these contacts.

The third annual testing program for children of alumni and friends was held on June 18 with twenty-six participating. This unique service gained national attention this year with articles about it in the *New York Times* and the *Saturday Review*.

At the year's end, the election of Dr. Richard A. Walker, 41, Kalamazoo dentist, as the new alumni-trustee was announced. He succeeds Dr. Dwight H. Rich, '19, Lansing superintendent of schools. Continuing as alumni-trustees are Margaret Lawler Machin, '32, and Dr. Hugh V. Anderson, '43.

The Kalamazoo College Alumni Association officers during the past year were Marshall Rutz '34, president; Charles Garrett, Jr., '41, vice president; and Eleanor Humphrey Pinkham '48, secretary-treasurer. They will complete their two-year offices at the end of this next year. Executive committee members have included Dr. Richard Lemmer '41, Dr. Ward McCartney '45, Marian Hall Starbuck '45, Douglas Braham '42, and Wayne Stone '47.

## FINANCIAL STATUS

THE COLLEGE ENJOYED ANOTHER SUCCESSFUL FINANCIAL YEAR, as evidenced by the balance sheets and accompanying explanations found in the final section of this report. Rapidly rising casts of operations were offset by increased charges and by added financial support of the operational budget through the generosity of alumni, friends, and business.

The current operating surplus as of June 30, though reduced by \$6,466 during the year, aggregated \$112,602. Prior to 1960-61, the budget had been balanced for seven consecutive years, during which time the college had accumulated a sizable surplus. Thus the deficit for the year is in accord with the policies of the non-profit-making institution.

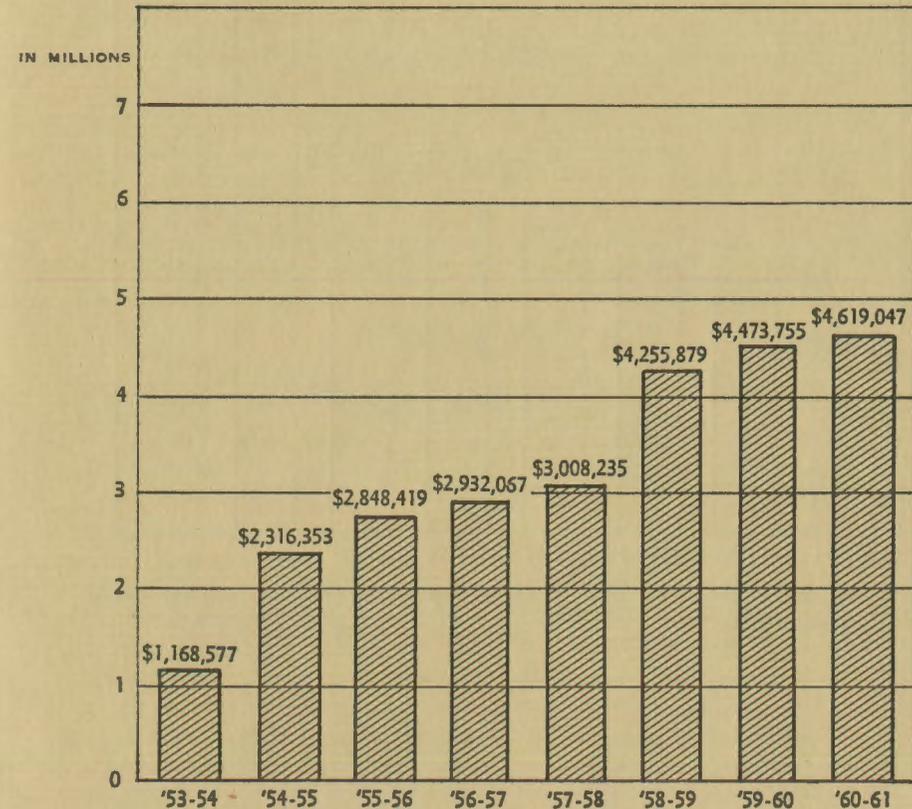
A total of \$122,282 was added to the endowment, which amount along with the appreciation of the market, lifted the current value of endowment reserves to \$5,479,719. Gifts to educational operations were \$168,004. The 21st Annual Fund moved forward to a total of \$112,507, with the largest number of donors in history. Thanks to an 11th hour pledge to the projected ten-year breakthrough program, and to several endowment and scholarship gifts, total contributions for the year to all funds reached \$2,957,788.

The College family is to be commended upon the remarkable way in which its payments to the 125th Anniversary Fund have been met. A total of receipts to the Fund, including interest on short term investments, reached \$2,297,534. Only \$17,800 of unpaid pledges was outstanding as of June 30th, with the payment periods of a few donors still forthcoming. Thus campaign attrition has been reduced below 1% and promises to drop to 1/2 of 1%. There are few schools in the nation which could boast such evidence of loyalty and steadfastness on the part of their constituencies. Incidentally, approximately \$10,000 more in payments will be needed to close out every obligation to the program.

Once again the College received an encouraging number of gifts to the permanent funds of the College. The Lou Calder Scholarship Fund was established. Sizable amounts were added to the Mary Jane Boudeman Scholarship Fund. Gifts were received to increase the corpus of the Kendall Brooks, the Michigan Consolidated Gas, and the Dorothy Dalton Scholarship Funds. Unendowed scholarships established include the Charles C. Hall Scholarship by Durametall Corporation, Chief Engineers' Club Scholarship, Colin Hackney Memorial Scholarship, Charles A. McAllister Scholarship by Kalamazoo Food Service, the Upton Free Enterprise Scholarship, by David Upton, and the Orthopedic Frame Company Scholarship. During the year legacies were received from the estate of James Finlay and Mrs. Jessie Lindsay Hoben. Industrial grants for capital purposes were given by the Esso Educational Fund, the DuPont Foundation, and the Ford Motor Company Fund. In addition, the Ford Fund for the Advancement of Education contributed \$100,000 in support of the new Kalamazoo Plan for year-around operation.

In order to maintain the identity and reflect the changing values of various endowed funds, the Board of Trustees set up during the year a Common Investment Fund. Endowment assets were converted in the common fund, with an initial unit value of \$10, and the corresponding number of units were assigned to each designated fund and to the general (undesigned endowment fund). Henceforth, four times a year, the fund will be revalued and the earned income distributed in correct proportion to the units held by each designated fund.

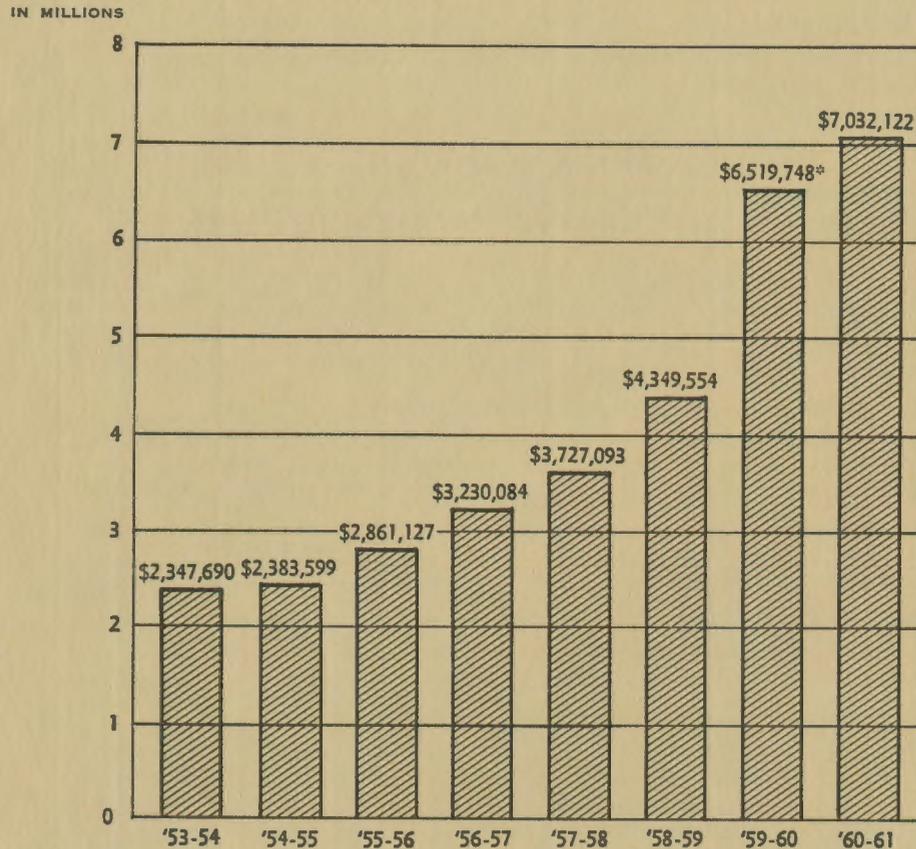
## Book Value of Endowment Fund & Permanent Reserves



Note: The market value of the Endowment Fund and Permanent Reserves as of June 30 was \$5,479,719.

## CAMPUS DEVELOPMENT

### Growth of Physical Plant



\* Reappraisal of physical plant by Marshall & Stevens, Inc., accounts for 60% of the increase.

WHEN THE NEW TENNIS FIELD HOUSE WAS OPENED a few days before Christmas, the 125th Anniversary building program begun in 1956 was brought to a conclusion. During this five-year period nearly \$3,000,000 was invested in new facilities as seven new units were added and six were renovated. Step by step the program progressed on schedule as building costs remained surprisingly close to the estimates of 1956. In addition, Olds Hall, though not included in the Anniversary package, has been gutted, rebuilt, and refurnished. Meanwhile, an average of \$50,000 a year has been invested in the appointments of buildings and in campus improvements. For the first time in recent history, one finds a new and modern appearance in almost every area of the campus.

As the fiscal year began last July the renovation of Tredway Gymnasium and the erection of the Tennis House were progressing satisfactorily. Meanwhile, the Executive Committee, after careful study of the boiler capacity, voted to add an additional heating unit at a cost of \$17,000 in order to accommodate the increased requirements of the future expansion on the quad-range. Tredway Gymnasium was finished prior to the opening of basketball practice in November, the tennis unit opened in December, and the additional boiler was fired before the intense cold of the January season.

Thanks to the ingenuity of Business Manager, Stuart H. Simpson, a new type of married student housing was developed which effected a sizable saving in construction costs. By joining the bodies of two small trailer units and then covering the structure with cedar siding, with an inverted V roof to form a duplex, the College was able to build housing units at a modest cost of under \$5,000 per apartment. The 40% savings in construction costs makes it possible for the apartments to rent for only \$45 per month. Altogether, six double units were added to replace the antiquated hutments at the Angell Feld site.

The final project of the Anniversary package was hardly finished before we came to realize that the development of the College and the pressures of the educational crisis would place new demands upon the College. The year-around program now became imperative in order that Kalamazoo fulfill its role in this critical period. Meanwhile, Trustees and administration realized that certain units of our plant had outlived their usefulness and necessarily must be replaced in order that we answer our educational responsibilities. Accordingly, at the end of the year we were focusing attention upon our need for a Fine Arts Building and a new library. Meanwhile, the full utilization of plant during the summer months makes all the more necessary the building of a swimming pool and the air conditioning of the dining hall and certain other buildings. In a progressing educational institution, needs will not stand still. If Kalamazoo is to serve its optimum purpose, we must face realistically a continuing program of physical development.

## AND SO TOMORROW

WHEN THE 125<sup>TH</sup> ANNIVERSARY was launched, the College reached a new plateau. When the accompanying financial campaign went well beyond its goal, the College was confronted with obvious responsibilities. The generosity of the Kalamazoo family charged Trustees and faculty to review all facets of the educational operation to make certain that the investments of the many were justified. And so, those entrusted with the administration began a lengthy study of the educational institution. As all weighed their responsibilities, the concerns of an educational world were quickly apparent. From these lengthy studies came the Kalamazoo Plan for year-around operation.

It was in January of the current year that the College reached the end of the Anniversary plateau and turned its sights upward. The new era became official when the Board of Trustees, at the winter meeting, formally approved the twelve-month college. A few hours earlier the Ford Fund for Advancement of Education had given its endorsement of the Plan through a \$100,000 grant to support the transitional period when operational costs are certain to run high. And finally, the entire future of the institution was brought into focus when the Ford Foundation invited Kalamazoo, together with a selected group of small colleges, to review its past ten years and to project its next decade. Nothing could have been more stimulating, more useful, or more timely than this challenge. Old decisions were analyzed and new ones faced and concluded. It prepared the College for conversion from the traditional two-semester-and-summer-vacation college of the leisurely past to the continuous four-quarter operation of the populous present. Thus January, 1961, became the time in which Kalamazoo closed its anniversary era and made its significant breakthrough.

And what is the promise of the future? Kalamazoo will enter a period of leadership in the educational world. The eyes of higher education will be focused upon our unique plan of year-around operation. The plan promises to give important answers to the problems of fuller utilization of facilities, to improved teaching methods in a period when increased responsibilities must be placed upon the student, and to more effective organization of faculty leadership. In turn, the solution of these problems will result in sizable financial savings to the small college whose economic future is certain to be precarious.

Still more important, Kalamazoo will enter an era in which its service to students will be deepened and broadened. The most exciting aspect of the Plan is the academic enrichment offered on campus through increased independent study; and off campus through study abroad for all students, experiential education in industry and service agencies, and senior thesis or research.

This change in educational operation places certain demands upon the entire College family. As the academic is enriched, the unfinished task of upgrading certain facilities becomes increasingly urgent. Rather ironic is the fact that our major needs are in fine arts and the library, facilities which are central in the world of the mind. Under the new academic emphasis the demand for better equipment becomes even more imperative. Meanwhile, our worldwide program must be supported by additional scholarship funds which go far beyond the present. We are indeed fortunate to have a \$2,000,000 endowment to underwrite our study abroad program. But our resources to bring foreign students and visiting professors to our campus are meagre; nor will current endowment income support the crosssection of American students from limited economic backgrounds, so necessary in order to avoid class stratification; nor do we have the backlog to finance off-campus projects in which students have opportunity to experience and to serve in varying social and world situations. Only through further financial support can Kalamazoo College maintain its role as a leader among liberal arts colleges.

Today our nation suffers because we do not know other peoples and other cultures, nor have we learned to live with and understand them. A veritable revolution in international interest is occurring on our campuses. Students are hungry for more understanding of foreign peoples and lands. In a space age the ivory-tower concept of college as an oasis of learning separated from the world is out-moded. There can be no place for provincialism in the college of the morrow. And as Kalamazoo ushers in a new era of leadership through operational efficiencies and intellectual excitement, the entire world must become our campus.

*Weimer K. Hucka*

President

Kalamazoo College

## BALANCE SHEET

ASSETS	JUNE 30, 1961	JUNE 30, 1960
<b>EDUCATIONAL OPERATION FUND</b>		
Cash	\$ 2,397	\$ 7,584
Investments	138,100	140,064
Amounts due from others	16,930	12,584
Due from other funds	23,405	1,975
Other assets	58,109	49,812
<b>TOTAL EDUCATIONAL OPERATING FUND ASSETS</b>	<b>\$ 238,941</b>	<b>\$ 212,019</b>
<b>TRUST FUNDS</b>		
Cash	\$ 137,708	\$ 201,694
Investments	4,449,404	4,028,331
Loans to students	128,425	108,131
Due from other funds	116,694	133,785
Other assets	23,000	196,816
<b>TOTAL TRUST FUND ASSETS</b>	<b>\$ 4,855,231</b>	<b>\$ 4,668,757</b>
<b>PLANT FUND</b>		
Cash	\$ 36,764	\$ 15,312
Investments	590,385	213,000
Land, buildings, and stadiums	5,582,977	5,191,926
Furniture, automobiles and other equipment	1,449,145	1,327,823
<b>TOTAL PLANT FUND ASSETS</b>	<b>\$ 7,659,271</b>	<b>\$ 6,748,061</b>
<b>TOTAL ASSETS</b>	<b>\$12,753,443</b>	<b>\$11,628,837</b>
<b>LIABILITIES</b>		
<b>EDUCATIONAL OPERATION FUND</b>		
Due to others for goods and services	\$ 126,339	\$ 92,951
Fund equity	112,602	119,068
<b>TOTAL EDUCATIONAL OPERATION FUND</b>	<b>\$ 238,941</b>	<b>\$ 212,019</b>
<b>TRUST FUNDS</b>		
Due to others for goods and services	\$ 2,797	\$ 20,733
Due to other funds	1,685	1,168
Reserve for repairs to investment properties	20,606	18,680
Fund equities:		
Student loan funds	297,343	285,214
Endowment funds	4,321,705	4,188,541
Expendable funds	211,095	154,421
<b>TOTAL TRUST FUNDS</b>	<b>\$ 4,855,231</b>	<b>\$ 4,668,757</b>
<b>PLANT FUND</b>		
Due to others for costs of new facilities	\$ 117,772	\$ 418,016
Due to other funds	138,414	134,592
Fund equity	7,403,085	6,195,453
<b>TOTAL PLANT FUND</b>	<b>\$ 7,659,271</b>	<b>\$ 6,748,061</b>
<b>TOTAL FUNDS</b>	<b>\$12,753,443</b>	<b>\$11,628,837</b>

## INCOME AND EXPENSE

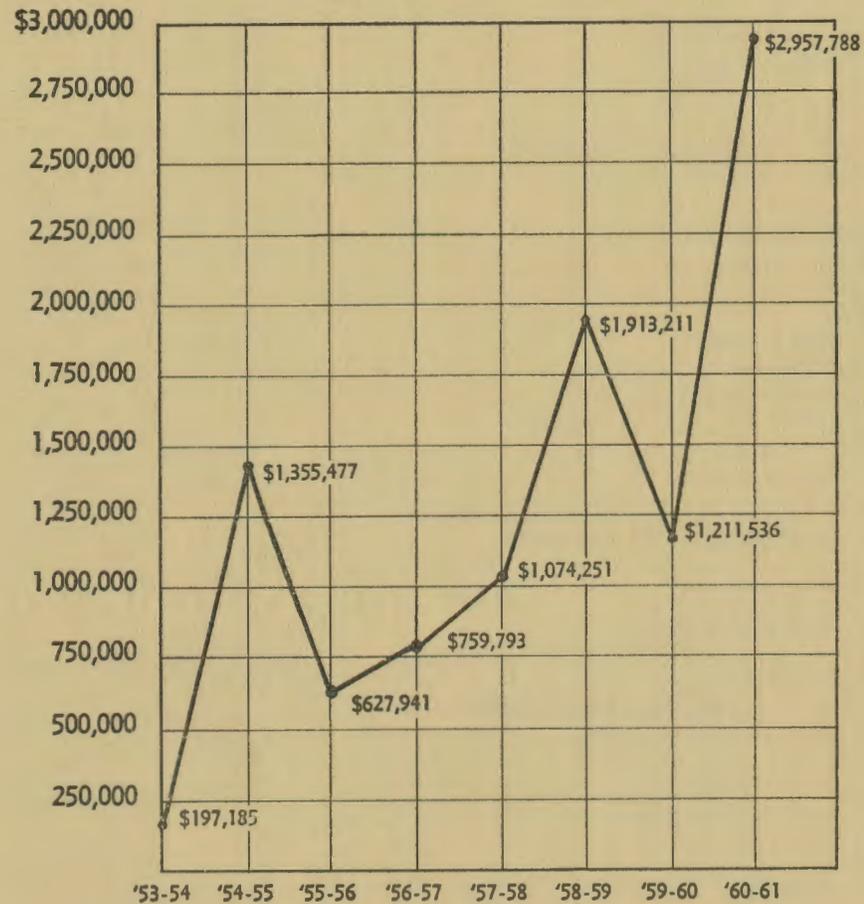
	1961	1960
<b>Income:</b>		
Tuition and fees	\$ 569,482	\$ 499,603
Gifts	168,005	148,830
Room and board income	444,109	375,642
Fees for use of facilities	60,733	41,672
Other	19,200	29,642
<b>TOTAL INCOME</b>	<b>\$1,261,529</b>	<b>\$ 1,095,389</b>
Transfers — net (principally income and gifts from expendable funds)	100,402	135,395
	<u>\$ 1,361,931</u>	<u>\$ 1,230,784</u>
<b>Expenses:</b>		
Administrative	\$ 218,276	\$ 190,611
Instructional	465,435	412,927
Library	31,179	24,331
Plant and maintenance	199,499	160,449
Board and dormitory expense	234,733	220,432
Scholarships and prizes	93,685	81,277
Additions to buildings and equipment	88,202	77,901
Athletics and student activities	37,388	36,314
<b>TOTAL EXPENSES</b>	<b>\$ 1,368,397</b>	<b>\$ 1,204,242</b>
<b>EXCESS (DEFICIENCY OF INCOME AND TRANSFERS OVER EXPENSES)</b>	<b>\$ (6,466)</b>	<b>\$ 26,542</b>

## FINANCIAL HIGHLIGHTS

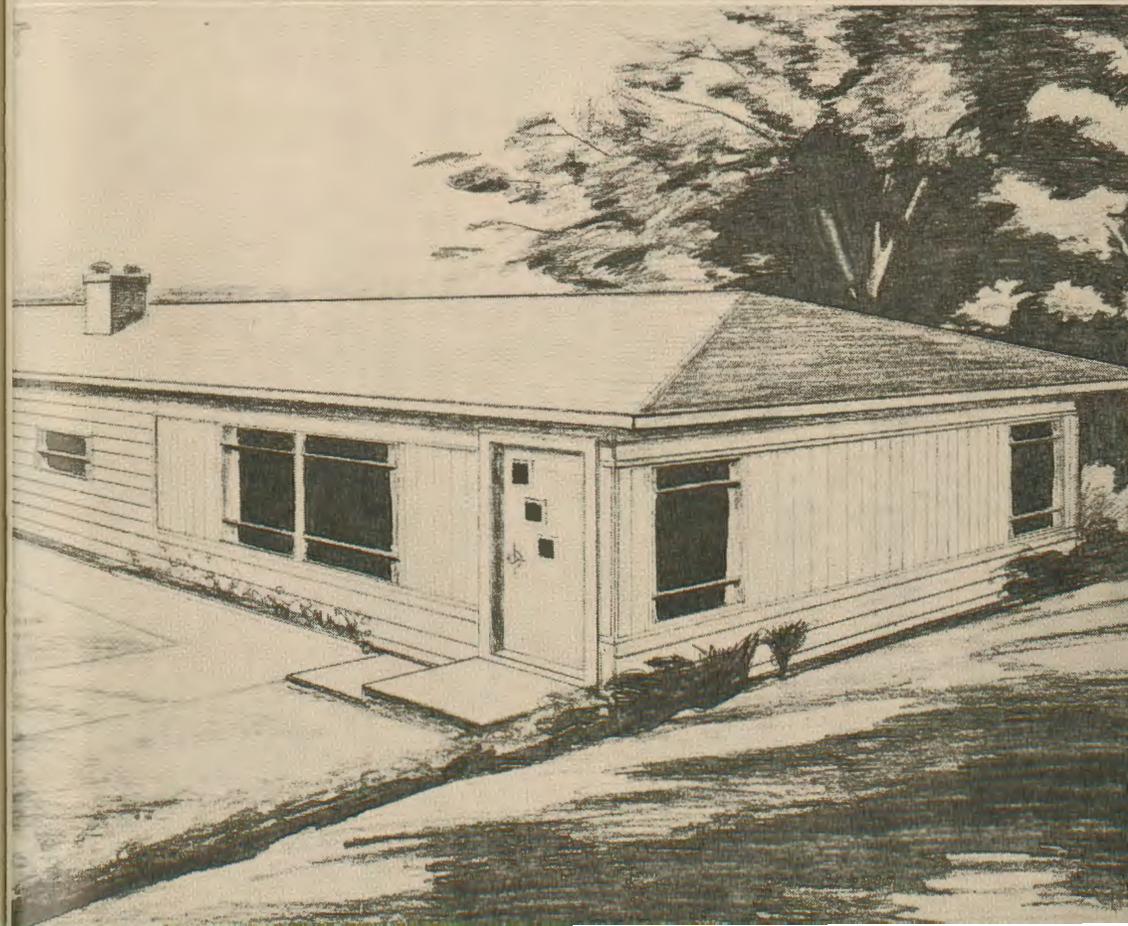
<b>For the year ended June 30:</b>		
Income from educational operation, investments, and expendable gifts	\$ 1,517,874	\$ 1,327,490
Gifts for endowments and property additions, and gains on disposals of assets	1,261,340	733,109
Expenses of educational operation	1,372,857	1,199,036
Expenditures for property additions	418,639	840,693
<b>Summary of financial position at June 30:</b>		
<b>Assets:</b>		
Cash	\$ 176,869	\$ 224,590
Investments	5,177,889	4,381,395
Real estate and equipment	7,032,122	6,519,749
Other	226,464	367,343
<b>TOTAL ASSETS</b>	<b>\$12,613,344</b>	<b>\$11,493,077</b>
Less amounts due others for goods and services	267,514	550,380
<b>NET ASSETS</b>	<b>\$12,345,830</b>	<b>\$10,942,697</b>
<b>Equities in the net assets:</b>		
Educational Operation Fund	\$ 112,602	\$ 119,068
Trust Funds	4,830,143	4,628,176
Plant Fund	7,403,085	6,195,453
<b>TOTAL FUND EQUITIES</b>	<b>\$12,345,830</b>	<b>\$10,942,697</b>

The foregoing has been summarized from financial statements of Kalamazoo College which were audited by Ernst & Ernst, Certified Public Accountants, whose complete report is on file at the College, and available for review upon request.

GIFTS, 1953-54 THROUGH 1960-61



GIFTS FOR EIGHT YEARS . . . . .	\$10,097,182
PLEDGES OUTSTANDING . . . . .	178,397
GRAND TOTAL FOR EIGHT YEARS . . . . .	<u>\$10,275,579</u>





*Facing page: The first Kalamazoo College Fair, sponsored by the Alumni Association, was an event of July 30, 1960.*

*Other side: Upper picture, the greater number of the 58 Kalamazoo College students who studied in Europe during the 1961 summer months. Lower picture, architect's rendering of the new housing units for married students. There are now six units providing attractive living quarters for twelve student families.*

*. . . A Fellowship in Learning*