Facing page: Dedication of the new $1,400,000 Fine Arts Building is tentatively set for next June to coincide with commencement. The V-shaped building which will house the music, speech, theater arts departments, and a 350-seat theater, is located across from the campus at Thompson and Academy Streets.

Other side: Upper picture, is architect's rendering of the College's new library scheduled to be under construction within the next six months. Lower picture, one hundred eleven coeds will be housed in the new four-level women's dormitory expected to be under construction soon. Located west of Welles Hall near Mary Trowbridge women's dormitory on the campus, it will reflect the Georgian tradition in design established by existing campus structures.
WHEN THIS PUBLICATION REACHES YOU, ten years will have passed since the beginning of the present administration. These have been active, fruitful years with countless evidences to indicate Kalamazoo College has moved ahead. In this report one is tempted to write in detail about the past decade. In the nine previous annual reports, the last five of which appeared in printed form, we have spelled out numerous areas of our growth. This tenth report affords a natural opportunity to survey retrospectively the road which we have traveled this past decade.

But this temptation must be resisted. It remains more significant to report regarding the excitement of the year just past. The quotation, "The old order changeth, giving way to the new," is certainly apropos of Kalamazoo College. In September, 1961, we introduced the quarter system with its three-course academic load. Last fall we moved determinedly into our own program for year-around education.

The Kalamazoo Plan, in brief, divides the year into four 11-week quarters. These quarters are designed to include six months of foreign study for most juniors; a career or service quarter to give sophomores opportunity for experience in a job related to their career interests or the chance to participate in social service; independent research projects for seniors; and an accelerated three-year program for qualified freshmen. In addition, the Plan provides for staggered faculty vacations. With a free quarter each year, faculty members are able to keep abreast of progress within their disciplines, to undertake research, and to reorganize courses in the light of current developments.

Every facet of the Kalamazoo Plan has been launched and is now history -- and Kalamazoo's ship seems to be sailing on even keel. Last year we reported to you regarding the three-course, three-term plan. You will remember that facts seemed to indicate an improvement in the academic climate. Grade averages, class by class and as a whole, were the highest in five years. The dean's honor list jumped from 15.7 to 24.1% of the student body. Percentage of students on probation fell 2.2% below that of the previous year. Use of the library reached a new high as circulation increased 48% over the previous year. These gains of 1961-62 were held during the past year. Meanwhile student dropouts were reduced until they are now 50 per cent below any other year in the past decade. The June graduating class, 171 in number, was the largest since post-war days, and from that class, 58% listed their intent to enroll in graduate school. This class has already distinguished itself with five of its members awarded Woodrow Wilson fellowships; four selected for National Science Foundation fellowships; and 48 given assistantships and fellowships for graduate study.
The year, 1962-63, for all its unique accomplishments, was marked by extensive experimentation in off-campus education. In all, 294 students were off-campus during various quarters participating in foreign study, career and service experiences, and senior thesis programs.

The senior research program was initiated in the fall and winter with 53 students traveling to 14 cities, eight universities, and nine foreign countries to gather data for papers. They engaged in such diverse occupations as fishing for biological specimens in frigid Antarctic waters, recording Mexican street cries, and learning the art of scientific illustration at one of the leading midwestern universities. The program seems to have deepened and strengthened the interests of students in their major fields or in cognate areas. Interviewed at random, many students cited the research quarter as among the most rewarding of their undergraduate years.

The pilot projects in foreign study included 105 students who were in residence in nine foreign centers for one or two quarters. Almost without exception the returning juniors endorsed wholeheartedly the concept of overseas education, firm in the conviction it was the most momentous experience of their lives. Particularly enthusiastic were the five students enrolled in Fourah Bay College in Freetown, Sierra Leone, West Africa. These students, incidentally, were the first group from an American college to enroll for academic credit in an African university in this century.

At the conclusion of the spring quarter, 136 sophomores returned to campus after three months of on-the-job experience gained during the initial program of the career and service quarter. In this first venture with the program more positions were available than student applicants. Of particular note is that 28 sophomores spent the quarter in Washington, retained by governmental agencies. The majority of them resided in property purchased by Kalamazoo and Earlham Colleges to house students spending several months in the nation’s capital. Student reports indicate this quarter was a time of self-discovery, of new-found knowledge of the world.

Gifts and pledges during the year amounted to $1,407,948. Actually, the figure is deceptive, in that one sizable life income contract and a payment from the Ford Foundation account for two-thirds of the total. In reality, the development work of the year was retarded by staff changes and by the necessary period of delay which came with the evaluation by the Ford Foundation prior to its challenge gift. The 23rd Annual Fund did reach a new high of $137,151 contributed by 1657 donors.

The College was saddened by the death of three of its honorary trustees. Dr. Enos DeWaters '99, who for 47 years served the Board and was its chairman from 1938 to 1946, died in Flint on September 30, 1962. In 1938, Dr. and Mrs. DeWaters (the late Sarah Allis DeWaters '00) quietly made a gift to the College for the building of Hoben Hall. Dr. Maynard O. Williams '10, prominent world traveler and frequent visitor to Kalamazoo, passed away on June 6, 1963, in Istanbul, Turkey. Floyd R. Olmsted, prominent retired Kalamazoo businessman, died December 20, 1962. The College family is deeply indebted for the many contributions of these leaders.

The year 1962-63, a time of planning and consolidation, was climaxed by one of the most significant announcements in the long history of the College. In September we were invited to present for the Ford Foundation a full description of the last decade and an exhaustive prognostication of the next ten years. In preparation of our detailed report we labored for three months, correcting and refining the presentation. Then in late June we learned the news: Kalamazoo College had been awarded a $2.2 million challenge grant by the Ford Foundation under its special program for liberal arts colleges. This grant stipulates that the Ford Foundation will contribute $100 for every $250 the College raises up to $5,500,000 during three fiscal years.

What does this grant mean? It means initially that Kalamazoo is one of forty-two liberal arts colleges selected by Ford for grants on the basis of its tradition of scholarship, its plans and ability to make pace-setting improvements, the quality of its leadership, and the strength of its support from alumni and other sources. Perhaps what is most significant is that the Ford Foundation has given Kalamazoo a vote of confidence in its new plan for year-around education. It has corroborated our thinking, approved our vision for the future, and offered the incentive which can give this college a firm standing among America’s leaders.

Kalamazoo College Quarter Pattern

<table>
<thead>
<tr>
<th>FALL</th>
<th>WINTER</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>QUARTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>IR</td>
<td>IR</td>
<td>IR</td>
<td>VACATION or C-S</td>
<td>FRESHMEN</td>
</tr>
<tr>
<td>IR</td>
<td>IR</td>
<td>C-S</td>
<td>IR</td>
<td>SOPHOMORES</td>
</tr>
<tr>
<td>SA</td>
<td>SA</td>
<td>IR</td>
<td>IR</td>
<td>JUNIORS</td>
</tr>
<tr>
<td>IR or THEESIS</td>
<td>IR</td>
<td>SENIORS</td>
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</tbody>
</table>

KEY: IR- IN RESIDENCE SA- ABROAD C-S CAREER & SERVICE
BEGINNING IN APRIL OF THIS YEAR, 136 sophomores reported for selected jobs in 14 states and six foreign countries. They were the first participants in the new Career and Service Quarter.

This off-campus quarter is designed to enable students to gain experience in jobs related to their academic and future career plans or to participate in projects of social service. More than 90 employers assisted the College in this first venture. For three months, students were a part of the "work-a-day" world and found themselves away from campus and home devoting time and talents to a job.

Organizing and directing the program were Dr. John W. Thomas and Walter W. Sikes. Dr. Thomas, who came here from New York where he served as executive secretary of the Council on Christian Social Progress in the American Baptist Convention, had charge of the "service" phase. Mr. Sikes, who came here from the Industrial Relations Department at Purdue University, took charge of the "career" program. He previously had been a personnel director for the work-study program at Antioch College, which pioneered in this field.

Our students accepted positions, singly or in small groups, in locations as widely separated as Guatemala and New York, Mexico City and Washington, D.C. One student was a naval historian for the Navy Department, two were translators for the Tourist Bureau in Guatemala, another was a guide in the New York City Zoological Park. Twenty-eight students held jobs in the nation's capital, 20 of them living in Washington House, a center purchased earlier this year and maintained by Kalamazoo and Earlham Colleges to house students spending several months in Washington.

Many students worked in hospitals and nursing homes, or in institutions for homeless, delinquent or handicapped children. Some worked for churches, missions, and other church-related agencies.

Students have heartily endorsed this first experience with the program. As one student put it: "If this quarter were meant to open my eyes, to involve me with the grim realities of the world, to make me aware of other lives and other problems, I think it has succeeded well." Employers too were enthusiastic about the program and all but unanimous in expressing satisfaction with student performances. Of 159 reports received from them, 119 rated students' work as above average and, of these, 92 rated it excellent.

Although the majority of our students participate in this program during the spring quarter of their sophomore year, flexibility in its organization allows for participation by students during other quarters. This past summer quarter 20 sophomores and freshmen took part, and this fall 13 sophomores and juniors are out "on-the-job."
One of the most exciting and imaginative phases of the new plan for year-around education is off-campus independent study for seniors. The fall and winter of 1962-63 were the "pilot-project" quarters for this phase with 53 seniors as voluntary participants. Beginning this fall and winter, all seniors will be required to take part.

The senior off-campus quarter, as you know, is designed to give our most advanced students an opportunity to apply the skills they have learned in three years at the College to a substantial research topic in the field of their major. In a real sense it marks the culmination of our teaching endeavor to develop in the student a mature, responsible mind. It also is a measurement of the degree to which seniors have achieved skills.

The past year topics selected for study ranged in scope as much as did the locales in which students sought data. They traveled to nine foreign countries, including Mexico, Spain, Canada, France, Austria, Jamaica, Ireland, Guatemala, and the Antarctic. Others researched at the University of Michigan, Wayne State, Ohio State, Wisconsin, Northwestern, University of Chicago, and the Massachusetts Institute of Technology.

One enterprising biology major landed a berth on a government ship bound for the Antarctic to study marine life. Another young scientist studied at the University of Vienna. While one language major traced the development of a French dialect in Quebec, another was discovering how nursery-school-aged children in Mexico City learn to speak Spanish.

Two art majors spent their summer in Paris developing their artistic talents with oils and brush. They received permission to continue their studies and prepared an extensive exhibition of paintings following their overseas off-campus project.

Authority for administering the off-campus quarter was not centered in one administrator. Department chairmen were the ones who approved and evaluated projects. At the culmination of each project, a thesis was submitted to the Academic Dean. Most students were asked to discuss orally the nature of their projects and their conclusions.

This unique type of study may seem rather awe-inspiring to an enterprising freshman who may never have undertaken projects farther away from his high school classrooms than the community library. But the new four-quarter program is aimed at preparing students to carry their academic interests far beyond the confines of the campus.

In this program the College has given students an opportunity to demonstrate their abilities to use the knowledge they have acquired. Thus the thesis and research quarter is an important stepping stone toward our goal — to produce intellectually mature and self-reliant students.
THE LIBRARY

Holdings Doubled in the Last Ten Years. In April of this year the library staff processed the 100,000th volume of catalogued books now in the library. As of October 1, our holdings stand at 102,000 volumes, or twice as many as we had at the beginning of the 1953-54 academic year. While the administration and the library staff have reason to be proud of the feat of accomplishing a job in half of the time normally required, credit must be given equally to the Board of Trustees, the Faculty, and the individual members of both of these bodies who have contributed in money, books, and/or energy to make it possible.

In the eyes of many people, an 100,000-volume collection marks the maturity of a college library. In our case, however, this is just the beginning of our pursuit to excellence and, more importantly, to meeting adequately our increased needs as a result of the introduction of the year-around program. Accordingly, the library staff has been instructed to lay plans for the acquisition of the second 100,000 volumes in the next fifteen years.

In an article which appeared this past September in "College and Research Libraries" (a publication of the American Association of College and Research Libraries), Kalamazoo was listed among 39 colleges and universities in the top six per cent of all private, liberal arts schools in America. The article's author, Robert T. Jordan, explained that colleges were rated according to a wide variety of published sources, ranging from governmental surveys to AAUP salary schedules. These included 16 criteria. Two conclusions drawn from Jordan's study were that a high quality college should have at least 50 books per student and not less than 50,000 books in its library. Kalamazoo has 125 volumes per student, and as previously stated, 102,000 volumes in the library.

Construction of the new library building will begin within six months. Early in 1963, Edward Coe Embury of New York was commissioned to be the architect for the new library building. Since then he has been busy making contacts and drawings in consultation with Dr. Keyes Metcalf, librarian emeritus of Harvard University, who is nationally recognized as an authority on library buildings. Incidentally, Mr. Embury's father was the architect for the Mandelle Memorial Library building.

The new library building will be erected on Thompson Street across from the new fine arts building. It will be Georgian in design, with three floors and a total space of about 55,000 square feet. Initially it will house 200,000 volumes, seat 650 persons, and provide several classrooms of varying sizes. Eventually, the classroom spaces will be used to house 50,000 additional volumes and seat 100 more persons. The estimates are that at least 7 out of every 10 students on campus could be seated in a given time, a figure that is substantially more than the national average.

Library development projections. At the present time, the space problem (not a unique situation on the campus nowadays) confronting the library is such that the major efforts of the library staff have been directed towards keeping things up-to-date and carrying on until the summer of 1965, by which time the new building should be in use. As soon as that time comes, steps will be taken to strengthen materially library services and holdings. The staff will be enlarged; the old and little used materials will be separated from the regular collection; more periodical subscriptions will be entered; more research materials will be purchased; more modern, efficient methods of operation will be introduced; and the library staff, which is confronted with increasing pressures in the four-quarter college, will be expanded.
Expansion, promotion, and reorganization of faculty and administration marked the year 1962-63 as the four-quarter plan became fully operational.

Four new administrative posts were created in January with three of them filled at that time. Dr. Lloyd J. Averill was appointed vice president of the college and acted as administrator of the summer quarter. Dr. Raymond L. Hightower was named academic dean, and Stuart H. Simpson became director of business affairs. The fourth post, that of vice president for development, was filled in June by William J. Davis, who came to Kalamazoo from St. Lawrence University.

Other administrative appointments include those of Frederick R. Braden, assistant director of development; David N. Rockhold, director of religious activities; Albert Timmer, Jr., admissions counselor; Mrs. Babette Trader, assistant dean of students for women; and Robert Wollam, associate director of career-service quarter.

Effective Sept. 1, elevated to full professorships were Dr. Peter Boyd-Bowman, Dr. Richard Stavig, and Dr. Edward Moritz, Jr. Newly appointed as associate professor was Dr. Conrad Hilberry, department of English. New assistant professors are Dr. Verne Bechill, department of sociology; Dr. Ralph Deal, department of chemistry; Dr. Donald Flesche, department of political science; Dr. Michael Mittelstadt, department of Classics; Dr. Wayne Wright and Stanley Segel, department of physics; and Dr. M.O.H.K. Ghaznawi, department of mathematics. Joseph Chung was named an instructor in economics. Mrs. Margo Bosker joined the staff as a visiting lecturer in German; Russell Kneen as a part-time lecturer in economics; and David Squiers, part-time instructor in art. Andre Heintz of the Universite de Caen was here one year as a visiting professor in French.

Climaxing an undefeated season with his team named MIAA champions, head football coach Rolla Anderson was elected "Michigan Coach of the Year." Miss Marilyn Hinkle received the District American College Public Relation Association's Distinguished Achievement Award for student publications with her "Portfolio of a Kalamazoo College Student."

Dr. Sherrill Cleland was granted a year's leave of absence to accept a Ford Foundation appointment as an economic advisor in Jordan; Dr. John Thomas was appointed to a national commission on religion and race; and Dr. H. Lewis Batts was appointed to the Board of Trustees at Cranbrook Institute of Science.

Mrs. Charles Johnson, Dean of Women since 1950, resigned from that position and moved to Philadelphia with her husband. She continues her association with the college as an eastern representative in the fields of public relations and student recruitment.

The year 1962-63 was one of mobility for our students. With a number of them among the first participants in several phases of the four-quarter plan, they found themselves away from campus as much as three months to a full academic year. The freshman class was the only one to have all its members remain on campus three consecutive quarters. Sophomores were away in the spring on the career-service quarter, juniors were abroad in the fall and winter, and seniors participating in the thesis-research quarter spent fall or winter months away.

Even with this constant coming and going, student morale was the highest in the past decade and attrition the lowest. Percentage of students on probation dropped from 10.5 to 5.2% although a large number of outstanding seniors were off campus on theses quarters. An energetic freshman class enrolled with 56.5% of them from the top 10% of their high school groups and 89.3% in the top third. In the Scholastic Aptitude Test of the College Boards, the median of the freshman class was 591 in the verbal and 614 in the mathematical.

June graduates distinguished themselves with five named as Woodrow Wilson Fellows and four selected for National Science Foundation Fellowships. Fifty-eight per cent listed their intent to enroll in graduate school with 48 students awarded graduate assistantships and fellowships. It is fair to say that the interest in the intellectual among the student body continues at a high level.

Student activities and athletics flourished. Once again the Student Senate played an important role in campus life. The Index, regularly publishing features from students studying abroad, was able to boast the largest staff of regular student foreign correspondents of any collegiate publication of its size in the world. Its editor received an award for distinguished campus coverage of international affairs at the Fifth International Affairs Conference for College Editors held in New York.

Varsity athletic teams enjoyed tremendous successes. The football team, able to boast a perfect season, won the MIAA championship. League victories were recorded in basketball, track and tennis with Kalamazoo winning the MIAA All-Sports Trophy. The tennis team was undisputed champion and the golf team co-champion in league play. In women's varsity play, the field hockey team enjoyed its best season in its six-year history and for the first full season was a directly affiliated club team of the USFHA. The tennis team, strongest in 10 years, won the WMIAA championship for the eighth consecutive year. The basketball team posted a winning season, and the archery team finished second in the MIAA tournament. Interest in intramural athletics among both men and women continued at the usual high level.
Plans for two innovations in the alumni program were laid during this past year, designed to provide alumni and friends with additional educational opportunities. A committee headed by Dr. Hugh V. Anderson '43, proposed a foreign travel program and a series of seminars on "new ideas." The travel abroad is now scheduled for three weeks next summer, beginning on June 19. A group rate will allow alumni and their families to visit England, Germany, Austria, Greece, Italy, Switzerland, and France for a total cost of $898.00. The series of seminars will begin this fall, and the first five lectures will be given by Dr. Jean Calloway, head of the mathematics department, on "New Ideas in Mathematics."

The fifth annual testing program for high-school age children of alumni and friends was held on June 22. Dean Raymond L. Hightower administered the day's battery of tests to 27 participants.

Homecoming and Commencement were well attended, and the college family took the occasion of the Commencement weekend to honor Dr. Richard U. Light as he observed his 10th anniversary as chairman of the Kalamazoo College Board of Trustees.

Alumni meetings were held in many club areas during the year, and the spring series presented faculty members who reviewed outstanding recently published books. Alumni continue to be of real service in admissions and in offering suggestions for contacts for the career and service quarter. The Washington, D.C. Club now has an alumni committee which will function as a hospitality group for the Kalamazoo College sophomores who spend their spring career quarter in the nation's capital.

The 23rd Annual Fund recorded a total in gifts of $137,151 with 36% of the alumni participating. The class of 1913 reached the highest percentage of donors, 81%.

A new alumni directory, the first to be published since 1953, has come from the press. Orders for copies, at $1.00 each, have thus far come from 1,318 alumni.

The Kalamazoo College Alumnus underwent a change of format for the issue of the summer quarter. This issue presented the essential materials submitted to the Ford Foundation on which the $2,200,000 challenge grant was awarded. It is planned to continue the new format in subsequent issues of the magazine.

Charles E. Garrett, Jr., '42, continues his second year as president of the Alumni Association along with other members of his board. The new alumni-trustee, elected in the spring, is Mrs. H. Loree Harvey '29, succeeding Dr. Hugh Anderson '43.

When the plan of year-around education was projected, we recognized that the yearly budget would be upset during 1961-62 and 1962-63. Therefore sizable deficits were planned for these two years, which policy stands in sharp contrast to the seven previous years in which both projections and actual operations were in the black. The change in operating status resulted from the desirability of expanding the teaching and administrative staff in one year as enrollment is enlarged over a period of four years to a new plateau of 950 on-campus students. The financial picture during the transitional period was eased appreciably by a grant of $100,000 from the Ford Fund for the Advancement of Education.

The budget for 1962-63 was actually built with an anticipated deficit of $92,297 in the instructional section and $31,580 in the other divisions. During the year just completed, expenditures exceeded income by $33,965, which represents a saving of $59,912. This deficit reduced the operating surplus as of September 30 to $98,022, which surpluses are divided almost equally between operating and instructional reserves. Furthermore, the contemplated budget for 1963-64 indicates that the College budget should henceforth return to the favorable position which has characterized operations of the last decade.

In order to correlate the budgetary year with the new year-around operation, the fiscal year of the College has been changed from July 1-June 30 to October 1-September 30. Thus 1962-63, as presented in this annual report, is actually a 15-month year.

A total of $189,090 was added to the endowment and permanent reserves, lifting the book value of the portfolio to $6,438,967. The market value of the endowment fund and permanent reserves as of September 30 stood at $7,428,073. The 23rd Annual Fund reached a new high of $137,151 as the number of donors dropped slightly to 1,857. Gifts to educational operations totaled $271,698. Primarily through the enlistment of one large life income agreement and a few sizable foundation pledges, the total contributions and pledges for 1962-63 reached a level of $1,407,948 during the 15-month period.

Memorial scholarship funds were endowed in memory of Arthur L. Blakeslee, Earl Burbidge, and Mary Long Burch '61. Expendable scholarship funds were established by the Louis Calder Foundation, Dr. Hazel R. Prentice, and the Presser Foundation. Legacies were received from the estates of Ruth Vercoe Opdyke '22 and Martha Hagelstein. Probated wills indicate that the College will share soon in the estates of Cora L. Miller, Clarice M. Foster, Enos A. DeWaters '99, Sara A. DeWaters '69, Edith E. Pettee and Nina H. Smith.
The market value of the Endowment Fund and Permanent Reserves as of September 30 was $7,428,273.

The year has been one in which we began a period of physical expansion which promises to be the most extensive in the history of the College. The four-quarter utilization of all facilities, combined with the three course plan, automatically increases enrollment 50%. An additional 50% expansion was projected by the Board of Trustees during its extensive review and analysis of the program of the next decade. Thus facilities must be built to accommodate an enrollment which is moving from 630 to 1300 students with no more than 950 on campus simultaneously. With the incentive of the Ford Challenge, trustees and administration sincerely believe that the required facilities can be financed and built during the next several years.

The expansion program is already underway. During the spring, ground was broken for the Fine Arts Building which will house the departments of music, art, speech, and drama. The imposing structure, situated on the northeast corner of Academy and Thompson Streets, not only will be a thing of beauty, but will help to up-grade this important area of the liberal arts. Before the end of the calendar year 1963, ground will be broken for a 115-bed women's dormitory to be erected on the knoll west of Welles Hall and southeast of Trowbridge. Early in the spring construction is scheduled to start on a $1,500,000 library which will become the very center of the intellectual life of the institution. Even before this report reaches you the tennis courts at Stowe Stadium will have been resurfaced and lighted and Welles Hall air-conditioned to make the summer quarter more comfortable. Meanwhile, contracts have been let and work is underway for the electrical, heating, and telephone lines needed to serve an expanding campus.

In order to furnish housing for our sophomores spending a quarter in the nation's capitol, Kalamazoo joined with Earlham in the purchase of a Washington House at the cost of $37,000. Following the purchase, Coe College joined the group, thus reducing the pro-rata share of the cost to $12,330. During the past spring the property housed 20 students who were working with government agencies in the program of experiential education.

The plan of property acquisition begun in the summer of 1961 has been continued. During the past year the property of Phillip Johnson at 121 Carmel Street, the home of Mrs. M. A. Shale at the corner of West Main and Carmel Streets, and the residence of Mrs. W. A. Sprague at 1022 Academy Street were added to the physical plant. These and fourteen previous purchases, which represent an investment of approximately $400,000, include the essential acquisitions needed to develop a second quadrangle north of the present campus.

Expenses on new construction, the investment in the new service lines, and the cost of properties added $915,415 during the year to the property evaluation of the College. The total book value of the physical plant as of September 30 reached $8,498,427.
AND SO TOMORROW

We look back upon the past year with satisfaction, confident that the plan for year-around education is well launched. Every innovation has now been tried. We are gratified with the experiences to date. Now we must turn to the future with two objectives in mind. First, we must tie up the loose ends which were inevitable in as intricate a program as ours. And second, we must prepare for a steady expansion of enrollment to 1300, when the College will be serving twice its former capacity. We must make certain that Kalamazoo College is carrying its share of the expanding student population in an educational crisis.

During the ensuing year the administration and coordinating committee of the faculty will be seeking to reduce apparent weaknesses to a minimum. We are aware of certain tight spots. We still have not answered all of the problems in the science curricula. The direction and supervision of tailor-made programs for an entire student population is a time-consuming and intricate task. The small college with necessary limitations in course offerings must evolve a very exact schedule in order to present a fair sampling of electives. Some answer must be found for students who change their majors at the eleventh hour. Further, we recognize that the Kalamazoo Plan does place a heavy burden upon faculty because of the concentration upon individualized education which results in inequality of teaching loads of the faculty.

The road ahead will present significant opportunities. After a study of many months, the Ford Foundation has challenged Kalamazoo College to answer all the major financial needs required to maintain a quality program. This dedicated Foundation will contribute $2,200,000 to the College providing we raise $5,500,000 during the next three years. In 1961 the Board of Trustees voted that the enrollment of the College should be doubled. The fulfillment of this decision means that more buildings and larger financial reserves must be secured. Therefore, the Board introduced the Fund for Academic Enrichment, a ten-year development program with a goal of $15,000,000 to make expansion possible. The Challenge gift from the Ford Foundation, when added to the $6,000,000 pledged to date, will all but guarantee the ultimate success of this project. However, we must still face the Herculean task of fund raising which will be only solved through dedicated and loyal leadership.

Confident that our needs will be met, we are projecting architects' plans for the units needed to accommodate 1300 students by 1972-73. Already a fine arts unit is being built. We will break ground for a women's dormitory before the end of the calendar year. A much needed new library should be begun by early spring. Then must follow a men's dormitory, the rebuilding of Mandelle Library, a swimming pool, and other supplementary units. As each successive unit is built, we are hoping and expecting to add a comparable sum to our endowment or to current scholarships so that no applicant is turned away because of inadequate funds.

Ahead lies an important task in the area of development. Its success will, of course, be dependent upon the loyalty and dedication of our entire college family. At the same time, we like to think that the favorable reception of our new program affords the justification of financial support. We remain convinced that we have evolved a plan which is worthy of your investment.

During the winter a representative of the Ford Foundation visited our campus as a part of the screening process. In his conference with me, he asked only one cluster of questions: "What is there at Kalamazoo College which is so unique?" "Why should a student register here rather than at any other quality college?" "What is there that makes this college the very best?" My answer to him was found through our new program of education, in which we believe we will develop a bilingual world citizen with an understanding of other cultures, a committed individual who views life beyond his personal realm, and a more self-reliant graduate who can adapt in an ever-changing society.

Weimer K. Hicks
President
BALANCE SHEET
June 30, 1962 and September 30, 1963

INCOME AND EXPENSE
June 30, 1962

INCOME:

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<th>Description</th>
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<td>Foreign study program—student fees</td>
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<td>Gifts</td>
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<td>Fees for use of facilities</td>
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EXPENSES:

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<td>Administrative</td>
<td>372,700</td>
<td>277,494</td>
</tr>
<tr>
<td>Instructional</td>
<td>750,124</td>
<td>579,804</td>
</tr>
<tr>
<td>Foreign study program expenses</td>
<td>120,423</td>
<td>21,345</td>
</tr>
<tr>
<td>Library</td>
<td>27,539</td>
<td>211,330</td>
</tr>
<tr>
<td>Rent and maintenance</td>
<td>205,552</td>
<td>211,330</td>
</tr>
<tr>
<td>Board and dormitory expense</td>
<td>275,994</td>
<td>211,330</td>
</tr>
<tr>
<td>Scholarships and prizes</td>
<td>160,153</td>
<td>111,637</td>
</tr>
<tr>
<td>Athletics and student activities</td>
<td>47,979</td>
<td>41,022</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td>$2,172,253</td>
<td>$1,598,686</td>
</tr>
</tbody>
</table>

EXCESS OF EXPENSES OVER INCOME AND TRANSFERS

<table>
<thead>
<tr>
<th>Description</th>
<th>1963</th>
<th>1962</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Operation Fund</td>
<td>10,058,871</td>
<td>33,965</td>
</tr>
<tr>
<td>Trust Funds</td>
<td>33,965</td>
<td>31,889</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$16,928,578</td>
<td>$18,355,595</td>
</tr>
</tbody>
</table>

LIABILITIES

Due to others for goods and services | $118,947 | 77,700 |
Advance tuition payments            | 425,971  | 82,158 |
Due to other funds                  | -0-     | 8,717  |
Fund equity                         | 45,747  | 80,712 |
| **TOTAL EDUCATIONAL OPERATION FUND** | $391,065 | $248,188 |

TRUST FUNDS

Due to others for goods and services | $4,343  | 3,131  |
Due to other funds                  | 7,534   | 0-     |
Reserve for repairs to investment properties | 5,723 | 17,888 |
Invested deposits                   | 32,998  | 20,904 |
| **TOTAL TRUST FUND ASSETS**        | $6,966,174 | $6,621,519 |

PLANT FUND

Due to others for costs of new facilities | $264,883 | 101,609 |
Due to other funds                   | 615     | 9,718  |
Fund equity                          | 10,602,258 | 9,947,346 |
| **TOTAL PLANT FUND**                | $11,067,556 | $10,638,871 |

FINANCIAL HIGHLIGHTS

For the fifteen months ended September 30:
Income from educational operation, investments and expendable gifts | $2,184,156 | 1,576,467 |
Gifts for endowments and property additions, and gains or losses on sale of assets | 800,130 | 3,956,908 |
Expenses of educational operation | 2,184,156 | 1,576,467 |
Expenditures for property additions | 988,971 | 425,086 |
Summary of financial position at September 30:
Assets:
Cash | $659,488 | 364,468 |
Investments | 8,826,038 | 8,865,156 |
Real estate and equipment | 8,498,427 | 7,613,979 |
other | 383,493 | 287,741 |
| **TOTAL ASSETS** | $18,347,446 | $16,911,244 |
Less liabilities | 855,386 | 303,310 |
| **NET ASSETS** | $17,491,581 | $16,607,934 |

Equities in the net assets:
Educational Operation Fund | $46,747 | 80,712 |
Trust Funds | 6,642,576 | 6,579,676 |
Plant Fund | 9,947,346 | 229,319 |
| **TOTAL FUND EQUITIES** | $17,491,581 | $16,607,934 |

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 1962-63

GIFTS FOR TEN YEARS ........... $14,059,813
PLEDGES OUTSTANDING ............ $554,125
GRAND TOTAL FOR TEN YEARS .... $14,613,938
Ellen Colingsworth was among sophomores this past spring who participated in the first Career and Service Quarter program. She spent the term in social worker training at the Park View Home for the Jewish Aged in Chicago.

Upper picture, Gretchen Cassel, who with four other juniors spent last fall and winter studying in Sierra Leone, West Africa, inspects items for sale in market. The Kalamazoo students were enrolled in the University College of Sierra Leone in Freetown. Lower picture, from left, are Rosemary Redshaw, Jeannie Lawrence, Kenneth Elzinga, and Kenneth Hunter. These four are among the six June graduates who were elected Woodrow Wilson fellows for 1963-64. Not pictured are Wilbur Walkow and Robert Kitchel.
A Fellowship in Learning