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## Annual Reports of the President, 1960

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*Bulletin of*

# ROGER WILLIAMS

JUNIOR COLLEGE

PROVIDENCE, RHODE ISLAND



*Annual Report  
Issue*



VOLUME 4

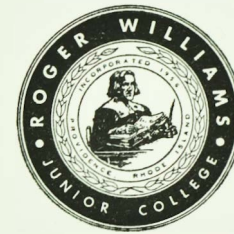
NUMBER 5

May, 1960

# ROGER WILLIAMS JUNIOR COLLEGE

PROVIDENCE, RHODE ISLAND

At the Annual Meeting on April 11, 1960, the Members of the Corporation of Roger Williams Junior College passed unanimously the following resolution: "That consistent with the recommendations of the Survey Committee, the operations of Roger Williams Junior College are to be continued regardless of any other developments in higher education in the State, and that the policy of expanding the services and facilities of the College in the future be approved."



*Incorporated under the Laws of the State of Rhode Island  
with the Authority to grant the Associate Degree*

Published in Providence, R. I. by Roger Williams Junior  
College in March, April, May, June, and December.  
Second class postage paid at Providence, R. I.

MEMBER OF THE AMERICAN ASSOCIATION  
OF JUNIOR COLLEGES

ROGER WILLIAMS JUNIOR COLLEGE  
OFFICERS AND MEMBERS OF THE CORPORATION  
1960-61

OFFICERS

HAROLD W. SCHAUGHENCY, *President*  
GERALD W. HARRINGTON, *Secretary*      WILLIAM R. INNIS, *Treasurer*

MEMBERS OF THE CORPORATION

ROBERT F. ABELL	JOHN J. HALL	REUBEN PETERSON, JR.
ALVIN E. ANDERSON	GERALD W. HARRINGTON	LOVETT C. RAY
GEORGE R. ASHBey	ALEX H. HIRST	URWIN ROWNTREE
F. STEELE BLACKALL, III	WILLIAM R. INNIS	JOHN SAPINSLEY
JOSEPH J. BODELL, JR.	PAUL P. JOHNSON	HAROLD W. SCHAUGHENCY
EARL H. BRADLEY	LLOYD W. KENT	ELMER R. SMITH
FRANK J. BRADY	BRADFORD H. KENYON	RAYMOND H. STOCKARD
WILLIAM H. BURROWS	FENTON G. KEYES	ARTHUR A. SWEENEY
DONALD O. CADY	PAUL R. LADD	WILLIAM H. SWIFT, III
VITO CARNEGlia	PAUL LEVINGER	FRED C. TANNER
JOHNS H. CONGDON, 2ND	ELMER H. LOTHER	RICHMOND VIALl, JR.
CLIFTON J. COWAN	J. WHITNEY MACDONALD	CARL J. WEIBLE
JOHN S. CUMMING, JR.	N. DOUGLAS MACLEOD, JR.	REID T. WESTMORELAND, JR.
GEORGE R. FRANKOVICH	FELIX A. MIRANDO	GEORGE L. WILLIAMS
HARRY B. FREEMAN	ROBERT E. OLMSTED	J. HAROLD WILLIAMS
WILLIAM M. FREUDIGMAN	JOHN O. PASTORE	CLEMENT W. WILLIAMSON
WILLIAM C. GAIGE	ROBERT A. PEIRCE	HOWARD D. WOOD

BOARD OF TRUSTEES

ALVIN E. ANDERSON, *Chairman*  
*Store Manager*  
*The Outlet Company*

EARL H. BRADLEY <i>President</i> <i>B-I-F Industries, Inc.</i>	LLOYD W. KENT <i>Architect</i> <i>Creer, Kent, Cruise &amp; Aldrich</i>
GEORGE R. FRANKOVICH <i>Executive Secretary</i> <i>Manufacturing Jewelers and</i> <i>Silversmiths of America Inc.</i>	PAUL R. LADD <i>General Manager</i> <i>Providence Chamber of Commerce</i>
WILLIAM M. FREUDIGMAN <i>Promotion Manager</i> <i>Narragansett Electric Company</i>	HAROLD W. SCHAUGHENCY, <i>ex-officio</i> <i>President</i> <i>Roger Williams Junior College</i>
WILLIAM C. GAIGE <i>President</i> <i>Rhode Island College of Education</i>	ELMER R. SMITH <i>Professor of Education</i> <i>Brown University</i>
GERALD W. HARRINGTON <i>Partner</i> <i>Edwards and Angell</i>	RAYMOND H. STOCKARD <i>Director of Placement</i> <i>University of Rhode Island</i>
ALEX H. HIRST <i>Vice President</i> <i>Automobile Mutual Insurance Company</i>	GEORGE L. WILLIAMS <i>President</i> <i>M&amp;C Nuclear, Inc.</i>
WILLIAM R. INNIS <i>Vice President</i> <i>R. I. Hospital Trust Company</i>	CLEMENT W. WILLIAMSON <i>President</i> <i>Sealot Corporation</i>

REPORT OF THE PRESIDENT TO  
MEMBERS OF THE CORPORATION

*Annual Meeting, April 11, 1960*

This fourth annual meeting of the Roger Williams Junior College Corporation marks a very important milestone in the life of the College. One year ago, the President's Annual Report dealt with our accomplishments under a three-year plan of development. We had not made a sustained effort to obtain capital funds. Consequently, we were entering our fourth year behind schedule in the classroom, library, and laboratory facilities that had been visualized in our plans. Because of budget limitations, staff and faculty development was not keeping pace with a growing full-time student body.

**Appointment of a Survey Committee**

Following the discussion of our needs at the third annual meeting, it was felt that an objective study of what we are doing, where we might fit into the projected pattern of Rhode Island education, and what was needed to keep pace with our potentialities should be made. This would serve to acquaint a wider public with what Roger Williams Junior College has been doing and aspires to do.

The trustees appointed a committee to survey "the status and future of Roger Williams Junior College." This Committee was composed of Bradford H. Kenyon, Chairman, F. Steele Blackall, III, Johns H. Congdon, 2nd, Harry B. Freeman, William C. Gaige, John J. Hall, John O. Pastore, Elmer R. Smith, and Arthur A. Sweeney. To provide the committee with a professional viewpoint, Edwin F. Hallenbeck, E. Gil Boyer, and Marvin K. Peterson were appointed as educational consultants to the Committee.

This Committee made its report to the Board of Trustees on March 22, 1960. The report has now been presented to the members of the Corporation, and is Exhibit A in this review of the year's activity.

**The General Conclusion**

In a large measure, the general findings and the general conclusion of the report of the Survey Committee summarize the recent annual reports. There are considerable strengths in Roger Williams Junior College. The College must go forward in quality and size. It must concentrate quickly on improvements overdue.

The final conclusion of the Survey Committee is "that there has been, there is, and there will continue to be an important place and need in Rhode Island for a permanently successful private junior college." They stress that the present is crucial; prompt action is vital and that failure to act will risk the future of the



College. We do need the time, thought, and energy of the members of the Corporation, the trustees, the college staff, and those we have served. We would stress the "continuing interest and effort to reap the progress" visualized by the Survey Committee as possible in the years to come.

### **Purpose**

Our major purpose has been "to provide two-year college level general and background education for the fields of engineering and management. The Survey Committee recommends the continuation of this major purpose. We should promote further specialized training, generally in the fields of engineering and management, for groups of employees as worked out in cooperation with a particular business or industry.

At the joint meeting of the Board of Trustees and the Survey Committee on March 22, these recommendations were endorsed. It was pointed out, however, that the College has "a unique and valuable guidance program." About 35% of our present registration are of applicants classified by us as "special" because of uncertain educational objective or objective other than engineering or management. These students seek a stronger general academic foundation for a better employment opportunity, a foundation for continuing in semi-professional or professional education, or the purpose is simply to continue in higher education in the attempt to find through guidance a vocational interest.

Since we are performing this unique and valuable service, the trustees at the March 22nd meeting, endorsed its continuance and added to our two main purposes the objective of providing "college credit education of a general, pre-professional or exploratory nature for young men and women."

### **Program**

The programs we have been offering in engineering and management do serve the purposes of the College. With the college credit program in general studies to be offered in the 1960-61 academic year, we will be able to meet the needs of our applicants and, as recommended by our consultants, the terms "pre-college" and "college preparatory" will no longer be used in connection with any of our offerings.

### **Management of Educational Program**

In connection with the management of the educational program, the Survey Committee did not make detailed recommendations. This matter of management, they point out, is a part of the continuing responsibility of the Board and the administrative staff of the College. They further state that through efficiency and economy money might be available to support badly needed projects. It should be emphasized that only through efficiency and economy in the management of the educational program have we been able to discharge our obligations to our students and maintain academic standards while increasing student hours of instruction.

### **Financial Management**

The President's Annual Report last year related how in our first two fiscal years we had only about \$30,000 beyond current income which we had to use first as operating capital; then, as income covered operating expense, these funds financed classroom construction, the remodeling of office and library space, and the construction and furnishing of a physics and chemistry laboratory. In financial management, if criticism is to be directed to the trustees and to the administration, it should be in the failure to press continually for badly needed capital funds.

In the financial management of current funds operation, however, the story is different. The report of April 14, 1958 carried the balance sheet for our first full fiscal year as Roger Williams Junior College and it showed an unallocated balance in current funds of \$10,244. At the end of our second fiscal year, August 31, 1958, this unallocated balance had grown to \$18,998.

During this second fiscal year, we reviewed our faculty and staff pay schedules and revised them upward. We had a curriculum revision to put into effect and we needed for the fiscal year ending August 31, 1959 additional full-time faculty. The trustees approved a budget which carried a \$10,000 deficit to permit this staff increase. In the management of the educational program of our third fiscal year, instead of the \$10,000 anticipated deficit, we had an actual deficit of \$77.64.

Further detail of the financial operation of our third fiscal year ending August 31, 1959 may be found in the financial summaries at the end of this report.

### **Efficiency and Economy**

The efficiency and economy of educational management must be evaluated not only in balanced budgets but in the light of purposes and facilities available to meet the educational purposes. Such factors as the distribution of the enrollment greatly affect the amount of efficiency and economy one can realize.

In spite of a bad enrollment distribution in our third fiscal year, we were able to turn in a performance almost \$10,000 better than budget. We are now in our fourth fiscal year. By very careful scheduling of all of our available space, we were able to increase our student hours of enrollment from 7451 hours in 1958-59 to 8605 in 1959-60. We were able to consolidate to some extent a smaller upper class registration in the evening. But a considerable factor in the efficiency and economy of our current operation is a better distribution of enrollment this year than last. Because of these factors, at the end of this fiscal year we shall have a very sizable increase in our operating reserve.

With no endowment funds or gifts earmarked for full-time staff development, the only way we can secure the needed full-time faculty is to produce an operating reserve through efficiency and economy in one year so that additional faculty may be secured at the risk of a deficit in the following year.

## **The President's Recommendations**

We are well aware of such factors as class size, the scheduling of classes, and the use of faculty in the management of the educational program. The president, under the heading of management of the educational program, would point out:

1. That the educational program will suffer as student hours increase unless staff and faculty development keeps pace. Funds beyond what we can accumulate in operating reserve will soon be needed for this purpose.
2. That we plan to improve our library within the budget of next year, a most important element in our educational program. We must not relegate library development to the last place in our needs; this should be included in a capital funds program.

## **Community Relations**

Anyone connected with the College will endorse the report of the consultants and of the Survey Committee on the need for a community relations program. We have filled available space by doing the kind of job that would attract students, but our personnel budget has not provided for the kind of community relations program that would improve financial support. The program that is visualized will require the full-time services of a well-trained person and an office from which he can operate. While we solve the problem of securing the needed manpower and space in which to operate, the budget for 1960-61 will provide for a man who will spend half-time on visits to business and industrial concerns in the community.

## **Identification and Relocation**

In addition to the space problem in our present location, it is certain that a physical identity of our own would help to define the College in the public mind. We must have more space quite soon, if we are to carry out these recommendations. We should have a location of our own.

This problem is not an easy one to solve. We use much space in common with the Y.M.C.A. such as the auditorium, the gymnasium, and rooms for special purposes as needed. Anyone who has not lived with the problem will be astounded at the minimum space that will be needed for the operation of the College when such provision for joint use is no longer possible.

Furthermore, in advance of such a relocation, additional staff would be needed to carry it out. Our educational and general expense per equivalent full-time student in recent years has varied from \$529 to \$575. Our consultants state, "The best judgment and experience of the consultants is that it is very difficult to operate a two-year college, particularly with technical curricula, for less than \$700."

We are not, however, sitting idly by waiting for a new location. We will have an additional classroom for next year and new furnishings. We will expand laboratory offering, and improve the library. We are adding to the full-time faculty. We will be able to enroll a few more full-time students. But we would urge with the Survey Committee "substantial vigor" to accomplish relocation as soon as possible.

## **Financial Support**

So far in this annual report we have reviewed the conclusions and recommendations of the Survey Committee, and we have reported the steps already taken within our resources to move forward in the recommended lines of development.

On the balance sheet with this report, as of the end of the last fiscal year, August 31, 1959, our capital funds, listed as "funds functioning as endowment," amount to only \$3,868. We have had to dip into current funds reserves for capital expenditure in preparing for the coming academic year.

All that possibly can be done through the use of current funds reserves has been planned. The Survey Committee points out that "high grade education requires substantial financial assistance beyond tuition." The whole report shows that there should be "no embarrassment or hesitancy in asking for and expecting such support." After an initial effort, we simply have not asked for the support we have deserved.

Immediate sums are needed to maintain our operation and to take the next steps on these recommendations. There is also the longer range need. It is important to move ahead at once on a "double program." In taking this point of view, the Survey Committee brings to the attention of the Board of Trustees, a fact of present-day college financial needs: Especially the private colleges, but even public institutions, must seek annual support in addition to special efforts for particular stages of development.

There can be no better conclusion to this fourth Annual Report of the President than the words of the survey report:

"This becomes, therefore, a great challenge to the trustees and officers which we feel confident they will successfully accept. It will require their time, thought and energy to a marked degree from now until the changes are concluded; but also a continuing interest and effort to reap the progress which we visualize as possible throughout the years."



*President*

# REPORT OF SURVEY COMMITTEE ROGER WILLIAMS JUNIOR COLLEGE PROVIDENCE, RHODE ISLAND

## A. Committee Organization and Procedure

On or before July 1, 1959, the Trustees appointed a Survey Committee composed of six persons. Shortly after, upon request of these six, three others were added. The names of all members are noted at the end of this report.

At its first meeting, in July, the committee elected a chairman and secretary. It also appointed and employed three professional consultants: Mr. E. Gil Boyer and Mr. Edwin F. Hallenbeck to make a thorough study under the committee's direction, with a report of findings and recommendations; and Mr. M. K. Peterson, President of the New Haven College to consider and discuss these reports and recommendations with us, from the practical basis of own experience.

The work of all these consultants has been very satisfactory and valuable, and we are indebted to them for their services.

The Survey Committee originally anticipated a series of three meetings, but found five necessary.

The committee has had the complete and appreciated attendance and participation of the President, Mr. Schaughency and of the Chairman of the Trustees, Mr. Hirst.

Full committee records are submitted with this report. These include several reports from Boyer and Hallenbeck, letters from Mr. Peterson, and minutes of our first four meetings. Those of the fifth would consist of the recommendations as made in this report.

## B. General Findings

1. There are considerable strengths in the present *Roger Williams Junior College*. It has respected antecedents. It is held in high regard by the community. It has operated with high goals of instruction. It has had loyal intensive and even courageous leadership. Its admission procedure has involved careful testing, and percentage of applicants accepted has been decreasing. The demand for admission has rapidly increased, and so has the total enrollment. The faculty has been hard working and loyal. The College has had a unique and valuable guidance program.

2. *The College must go forward* in quality and size or else prepare to gradually succumb to public junior college competition. It *can* serve in ways the public institutions probably will not.

3. *To go forward, the Survey Committee believes certain improvements must be made.* Its attention has concentrated on these. This report may therefore sound unfairly critical from the standpoint of overall appraisal.

But it has assumed the choice will be to fight for great success. It therefore makes this report consist principally of recommendations for changes it believes essential to this progress.

## C. Recommendations

The following recommendations of the Survey Committee are based on reports and recommendations of our consultants, after its own studies and discussions of them. These present recommendations, to our minds, cover the matters of greatest import for consideration and action by the Trustees.

Even then we are not including many details specifically. We must therefore refer you to reports of our consultants, copies of which are attached to this report. These will generally show the coverage of our recommendations, and the matters which the Trustees and officers should use to implement them. We have not cared to specifically recommend each detail, because we feel they are probably not complete; they will change as time goes on; and also because decisions regarding them must be part of the continuing responsibilities of Trustees and officers.

## General Conclusions

*Our final conclusion* is that there has been, there is, and there will continue to be an important place and need in Rhode Island for a permanently successful private junior college. This place can well be filled by Roger Williams, provided certain changes herein recommended are made.

We are convinced that these changes will improve the community understanding and markedly increase its use of the College; make it easier to obtain private financial support, and make continued progress toward full accreditation.

But we also believe the present is crucial; that prompt action in certain matters is vital, where failure to act would risk the future of the College.

This becomes, therefore, a great challenge to the Trustees and officers, which we feel confident they will successfully accept. It will require their time, thought and energy to a marked degree from now until changes are concluded; but also a continuing interest and effort to reap the progress which we visualize as possible throughout the years.

## Recommendation #1 — Purpose

It is recommended that Roger Williams Junior College have two purposes:—

1st— To provide two year college level general and background education for the fields of engineering and management. This should be a unified general program leading to the associate degree and preparing young people for pre-professional level positions in these fields; and which may permit students to transfer to colleges offering four-year courses leading to professional degrees in the engineering and management fields.



2nd—To provide specialized training, generally in the engineering and management fields, for groups of employees as worked out in cooperation with a particular business or industry, or with groups of like businesses and industries, which may be separate from, overlap, or be integrated with the regular college programs.

#### **Comments**

It is deemed important that the Trustees and the interested public and the students have a common, clear understanding of our aims and purposes. Therefore these purposes should be distinct and simply stated. Our recommendations to limit activities to the fields of engineering and management (or business administration) is subject to change and addition at that time when the College is strong enough to add additional courses.

The principal purpose of the school is to serve the community in these fields. Basically this service consists of college level work. Secondly there will be opportunity for specialized, self-supported group training, tailored to meet particular needs of our industry and business.

#### **Recommendation #2 — Program**

It is recommended that in relation to Purpose #1—college course—that all education given be in fact and be considered a part of such courses, even though deficiencies in preparation and accomplishment of entering students may require intensive review education or even though some students may need more than two years of study to earn their degrees.

Without specifically recommending in full all items contained in Section II of the report of recommendations by Boyer and Hallenbeck dated February, 1960, we commend these items to the Trustees and the President for careful consideration. Of these, item 9 refers to our Purpose #2. We also refer you to the letters of Mr. Peterson, paragraph #5 of February 2, 1960 and the whole of February 19, 1960.

#### **Recommendation #3 — Management of Educational Program**

We recommend a thorough study of this program to make sure that it is efficient and economical, as well as adequate and of high grade. It is believed that there is herein an opportunity to save unnecessary expense, so that money will be available to help support badly needed projects.

Here, too, the Survey Committee does not wish to make detailed recommendations, because we believe this must be part of the continuing responsibility of the Board and especially the administrative officer in charge of program. Likewise we commend for careful consideration the specific proposals of Boyer and Hallenbeck, February, 1960, section III.

#### **Recommendation #4 — Community Relations**

We believe this activity to be vital to any private educational institution. A close communion between the college and the community could greatly

increase the usefulness of the college, particularly in fields which are not covered by public colleges. Better community relations would improve financial support from business and industry; cause high school and college counselors to send us students which can best be served by Roger Williams; strengthen the interest and assistance of the alumni; and in general create the feeling that this is Rhode Island's private junior college.

Such an activity is practically non-existent today.

We recommend prompt, serious and effective action to implement this work in full as recommended by Boyer and Hallenbeck in their Section V. We believe that the manpower and money required for this work must be found within the next few months. We believe this will act as a catalyst to procure financial and other benefits for the College, so that this action could well be considered as a probably profitable investment. We do not believe the College can succeed without it.

#### **Recommendation #5 — Identification and Relocation**

We strongly recommend the prompt relocation of the institution to quarters of its own which can readily be identified as Roger Williams Junior College.

These new quarters should be ample to accommodate larger classes, provide more adequate space and preferably allow for continuing expansion of capacity as the student body grows and as more courses may become practical.

We believe this move is essential. We believe that retention of the present location is risking the future of the College. We believe that substantial vigor is necessary to accomplish this relocation as quickly as it may be done.

#### **Recommendation #6 — Financial Support**

High grade education requires substantial financial assistance beyond tuition. With efficient and adequate management, with a clear-cut, understood and effective field of operation, with clear identity, with high standards and ideals such as Roger Williams has always had, with purposeful plans—there need be no embarrassment or hesitancy in asking for and expecting such support. A closer feeling of identity with the leaders of R. I. education and industry and business will not only foster such support, but the activity of requesting it may well improve the mutual interest.

This activity is historically in the particular province of the Board of Trustees.

We recommend that the Trustees promptly institute a broad, carefully planned and vigorously activated program to explain the needs of the College and to request and obtain this necessary additional support.

Immediate sums are required to institute some of the recommendations of this Survey Committee which should be promptly accomplished. This support is preliminary, but doubly or trebly valuable because of timing. Then there is a need which is of longer range. A double program is indicated.



There are many recommendations hitherto made in this report which would aid directly or indirectly in this general purpose, for no survey can be made of such an institution without the constant concern for finances.

We further suggest that publicity related to this now-completed study and whatever recommendations the Trustees decide to adopt, be planned so as to create a maximum of favorable public interest. We are aware that such plans are afoot.

### Summary and Conclusions

There are important matters which have not been named in the preceding recommendations, such as the strengthening of the library and faculty; but we have tried to limit our proposals for the sake of clarity and emphasis, to those six subjects which we believe are fundamental and urgent.

It would be difficult to list them in order of importance: they interact with each other.

Our findings include great strengths in the present institutions. We have been forced many times in our discussions to praise the Trustees and the President. We are particularly happy about the ideals, morals and spirit of determination to succeed.

Yet we now propose the need for a great special effort in the immediate future and also a continuing work more effective than in the past. We say also that we believe the results can be most satisfactory, and that this service to Rhode Island is important.

### THE SURVEY COMMITTEE

Bradford H. Kenyon, *Chairman*  
 F. Steele Blackall, III  
 Johns H. Congdon, 2nd  
 Harry B. Freeman  
 William C. Gaige  
 John J. Hall  
 John O. Pastore  
 Elmer R. Smith  
 Arthur A. Sweeney

March 22, 1960

## ROGER WILLIAMS JUNIOR COLLEGE

*Balance Sheet, August 31, 1959*

### ASSETS

<b>I. Current Funds</b>	
Cash	\$16,492.39
Accounts Receivable	5,404.00
Inventories	9,094.73
Due from other funds	1,476.00
Prepaid insurance	230.50
Total Current Funds	\$32,697.62
<b>II. Loan Funds</b>	
Loans Receivable	\$ 576.35
Cash — Savings Account	2,400.88
Total Loan Funds	\$ 2,977.23
<b>III. Endowment Funds</b>	
Cash — Savings Account	\$ 3,867.66
<b>IV. Plant Funds</b>	
Cash — Savings Account	\$ 1,133.11
Equipment	25,051.18
Total Plant Funds	\$26,184.29
<b>V. Agency Funds</b>	
Cash	\$ 2,139.29
	\$67,866.09

### LIABILITIES

<b>I. Current Funds</b>	
Payroll taxes payable	\$ 843.93
Deferred tuition income	9,554.00
Fees and Deposits	376.25
Accounts Payable	3,002.96
Unallocated Balance	18,920.48
Total Current Funds	\$32,697.62
<b>II. Loan Funds</b>	
Due to other funds	\$ 573.00
Loan fund balance (Restricted)	891.63
National Defense Student Loan Fund	1,512.60
Total Loan Funds	\$ 2,977.23
<b>III. Endowment Funds</b>	
Funds functioning as endowment	\$ 3,867.66
<b>IV. Plant Funds</b>	
Due to current fund	\$ 903.00
Investment in plant	25,051.18
Unexpended plant funds	230.11
Total Plant Funds	\$26,184.29
<b>V. Agency Funds</b>	
Student Activity Fund	\$ 2,139.29
	\$67,866.09

## FINANCIAL SUMMARY

### *Operating Statement — Fiscal Year Ending August 31, 1959*

INCOME	R.W.J.C.	Summer High School	Total Operation
Application Fees	\$ 1,740.00		\$ 1,740.00
Tuition	103,483.42	\$10,505.15	113,988.57
Laboratory Fees	1,814.50		1,814.50
All other student fees	1,853.75		1,853.75
Loan Agreement Service Charge	1,610.68		1,610.68
Private Gifts and Grants	1,781.80	223.00	2,004.80
Miscellaneous Income	1,067.60	160.00	1,227.60
Extension Activities	550.00		550.00
Auxiliary Enterprises	12,896.01		12,896.01
TOTAL INCOME	\$126,797.76	\$10,888.15	\$137,685.91

### EXPENDITURES

Governing Board	\$ 93.31		\$ 93.31
General Administration	11,307.92	\$ 1,892.59	13,200.51
Business Manager's Office	6,183.33	706.03	6,889.36
Registrar's Office	8,629.74	916.82	9,546.56
Director — Student Welfare	5,735.91	318.48	6,054.39
General Institutional Expense	6,223.97	361.19	6,585.16
Instruction	58,038.20	4,265.66	62,303.86
Library	1,914.74	189.30	2,104.04
Plant Operation	16,895.29	2,183.37	19,078.66
Extension Activities	227.25		227.25
TOTAL EDUCATIONAL AND GENERAL	\$115,249.66	\$10,833.44	\$126,083.10
Auxiliary Enterprises	11,680.45		11,680.45
TOTAL EXPENDITURES	\$126,930.11	\$10,833.44	\$137,763.55
Excess of Income over Expenditures	(132.35)	54.71	(77.64)

*Contributions to*  
**ROGER WILLIAMS JUNIOR COLLEGE**  
*are deductible as charitable contributions  
in the manner and to the extent as provided  
by Section 170 of the Internal Revenue Code.*



