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Roger Williams Junior College

ANNUAL MEETING OF THE COLLEGE CORPORATION

January 19, 1965

REPORT OF THE PRESIDENT

This report covers the period from September 1, 1963, when I took office, through December 31, 1964. Thus it embraces the entire 16-month span since the Annual Report prepared by Dean Schaughency for the January 21, 1964 meeting of the Corporation and includes both the fiscal and academic year 1963-64 and the calendar year 1964.

ENROLLMENT

1. <u>General</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
Day Students	345	402	572
Evening Students	147	137	132
Total Enrollment	492	539	704

As can be seen from the above, there has been a slow but steady decline in part-time evening enrollment, but a phenomenal increase in full-time day enrollment. Indeed, the day enrollment for this Fall shows a 42% increase over last Fall, which in turn was 17% above that in the Fall of 1962.

The increase in day students this Fall seems all the more remarkable when compared with general increases in college enrollments both here in Rhode Island and throughout the country. And it is particularly so in view of the fact that the new State junior college, with a tax-subsidized tuition of \$200 as against our \$690, opened its doors this Fall with 325 day students out of an application list of 800 young Rhode Islanders.

2. Enrollment by Programs

In the Day College, the Liberal Arts programs currently account for 319 or 55% of the 572 students enrolled. Of these, 251 or 44% of all the day students are enrolled in the new Associate in Arts program which was instituted this Fall to accommodate those students desiring less science and mathematics but a wider variety of "exploratory electives."

In fairness to the day Engineering program, however, it should be noted that 35% of its 110 students are second-year returnees as against only 24% in Liberal Arts and 21% in Management. If even this 35% return rate could be achieved in all areas for 1965, it alone could provide an extra \$65,000-plus in revenue at our current \$690-per-year tuition rate.

In the Evening College, Engineering continues to dominate with 76 out of the current 132 evening enrollees. There is, however, an indication of a beginning interest in an evening Liberal arts program (16 students as against only 9 in Management), but even with limited electives such an evening degree program would require some History and further English.

3. Geographical Distribution

Approximately 89% of this year's students are from Rhode Island, with another 10% commuting from nearby Massachusetts communities. Of the 503 Rhode Island day students, 344 or 68% are from Providence County, with only 96 from Kent County, 26 from Bristol County, 23 from Newport County and 14 from South County.

This clearly indicates our continuing dependence on local commuting students, and strongly suggests the importance of dormitory facilities to our new campus since, with the planned expansion of the State junior college, it will be imperative for us to attract boarding students from other States. Available data, it should be added, seem to show that Massachusetts, Connecticut, New Jersey and New York State might be the most promising targets for our first out-of-state recruiting efforts.

4. Secondary School Sources

Approximately 80% of our students come from public high schools, 18% from parochial high schools and only 2% from private secondary schools. As with current geographical distribution, this could change when we can offer an attractive campus atmosphere, but at the outset it would appear that the public high schools should be our #1 out-of-state target.

5. Women Students

Since the introduction in 1960 of the General Studies (now Liberal Arts) program, the number of young women attracted to Roger Williams has steadily increased. This year they represent approximately 10% of our total day population, and it is assumed that this will climb higher when we are able to get out of the traditionally male atmosphere of the "Y" and the factory building on Pine Street and onto an attractive suburban campus.

6. ACT Testing Program

Applicants who have not taken the regular "College Board" (CEEB) tests have traditionally been required to take a special battery of entrance tests selected and administered by our own personnel. Our non-refundable admissions fee, which was raised just this year from \$5.00 to \$10.00, includes the cost of administering and evaluating these tests.

Following our January 26-27 testing session, however, we will use the American College Testing (ACT) program instead of our own tests as the alternative for the College Boards. (Other Rhode Island colleges using ACT include Barrington, Bryant, ~~W. P. C. High~~ and R. I. Junior College.)

RECRUITMENT

Despite the steady increase in full-time students shown in the chart at the top of page 1, the expansion and low-tuition appeal of the new State junior college and others that may follow make it imperative that we do not allow ourselves to be lulled into a sense of false security.

True, all available figures would indicate that demand for college will for some time exceed the ability of all existing institutions to meet it.

But as the State junior college system expands, it will be necessary for us to find areas where we can do, and do well, jobs that the public institutions cannot or presumably will not try to duplicate. And it will also be necessary for us actively to recruit students outside of Rhode Island to compensate for those in-state prospects who, mainly for financial reasons, may be lost to us in the future because our former function as the State's "community college" will be preempted.

Admittedly, there will always be a certain number of in-state students who will prefer a public college and can afford the tuition differential. This will particularly be true if we, in our curriculum development, can establish a reputation for successful transfer to four-year "prestige colleges," as well as offering an attractive dormitory campus and other facilities for a rounded "college experience."

For almost half a century since our origin in 1919 as a branch of North-eastern University, we have depended almost exclusively on a student clientele from Rhode Island and nearby Massachusetts. Now we must look beyond these borders in order to maintain and expand current enrollment and build a surplus as one means of paying for campus facilities.

INTERNAL ORGANIZATION

For many reasons, including the rapid growth in the size of both student body and faculty, we reached this year a point where there had to be some clear delegation of responsibility and authority in order to build an organization capable of handling our growing problems expeditiously.

As a first step in this direction, and with the approval of the Board of Trustees, I have given Mr. Nelson, who came with the College in 1960 as Director of Public Relations and Development, added responsibilities and the new title of "Assistant to the President." In addition to his original responsibilities, he is currently working on several special projects for me including plans for out-of-state recruitment with Registrar Cushing and an overhaul of our College Catalog for 1965-66.

The second step, which has already shown beneficial results in terms of both faculty morale and curriculum study, was the appointment of official Chairmen of our three main Divisions and of two areas of instruction that cut across all three. These appointments are as follows:

Chairman, Engineering Division	Mr. George N. Lemieux
Chairman, Liberal Arts Division	Mr. Robert M. Sherman
Chairman, Management Division	Mr. Herbert Fine
Chairman of English	Dr. J. Harold G. Way
Chairman of Mathematics	Mr. Thomas A. Verrecchia

As this new organizational structure "shakes down," the Chairmen and the faculty members under their supervision will have an increasing voice in the academic side of the College administration, including recommendations on faculty appointments, curricula and individual course content.

The Business Office, under Mr. Fine, is also having its functions and responsibilities redefined, and the Registrar's office, under Mr. Cushing, is also studying ways and means for streamlining its several functions.

The study of faculty compensation and general personnel policy by the Personnel Committee of the Trustees, as touched upon in the January 21, 1964 Report to the Corporation, led to recommendations and Trustee approval of revised salary scales based on competence, degrees and years of experience. This long-range plan, which incorporates annual review and action, will better enable the College to meet competition in attracting and retaining the quality of teaching staff it is agreed we must maintain.

CURRICULUM DEVELOPMENT

Under the five Division and Department Chairmen, who with the Dean form an "Academic Advisory Council," a continuing study is being made of both individual courses and degree programs in order to further strengthen both the terminal and transfer programs of the College.

1. Pre-Professional Program

We have also been approached by one of a dozen leading Colleges of Optometry which proposes accepting directly into its three-year professional program any Roger Williams graduate successfully completing a two-year "pre-professional" program made up of regular courses in our curriculum. This idea is being explored with the other eleven such colleges, and it might result not only in our offering such a program but also in our exploring others requiring only two years of pre-professional education.

2. Engineering & Management

As to our traditional programs in Engineering and Management, which this year account together for only 43% of our full-time enrollment, the new Chairmen of these two Divisions are fully aware that they and their faculties must reexamine their programs and find ways not only to attract more students but also to hold more of them for the second year. The alternative could be a gradual "phasing out" of these two traditionally important Divisions, which all concerned would prefer not to see occur.

3. Baccalaureate Program

Finally, the Academic Advisory Council has been asked to study areas in which, if it seems feasible, junior and senior years leading to the Baccalaureate degree might be offered. (This, of course would hinge on our obtaining permission of the State Department of Education to do so.) Such a possibility, when added to the terminal, transfer and perhaps one or more pre-professional programs leading to the junior college Associate degree, could give the College maximum flexibility in meeting any changing needs of our present and future constituencies.

NEW CAMPUS - LAND AND BUILDINGS

On August 28, 1964 we purchased from private owners 55 acres of campus

land facing Toll Gate Road and Commonwealth Avenue in the "Bald Hill" section of Warwick. On December 30, we purchased from The Narragansett Electric Company an adjoining 60 acre parcel. Thus, for a total purchase price of \$83,000 or approximately \$720 an acre, the College now owns free and clear a beautifully situated campus site currently served by Routes 2 and 3 and soon to be served also by the new Routes 95 and 195.

There have been some discussions not yet completely resolved on the pros and cons of this site for Roger Williams in view of the subsequent acquisition by the new State junior college of a "gift campus" less than a mile away. Whatever the final decision, and it must be made soon, we now own a fine piece of land whose value is bound to increase over its purchase price due to commercial and residential activity in the general area.

Meanwhile, Architect Lloyd Kent is at work on preliminary studies, and has already worked out rough space and cost estimates for the buildings which will be needed both immediately and in the near future. Of equal importance, he has also worked out a complete plan of financing which includes Government grants and long-term loans, conventional private financing at attractive interest rates, the use of annual surpluses based on projections of future enrollments and tuition rates, and whatever gifts may be forthcoming from various philanthropic sources as our reputation and physical image continue to grow.

"CAMPUS LAND FUND"

When it was decided to move toward a "home of our own" after operating for all-too-many years in less than ideal rented quarters, a "Campus Land Fund" goal of \$95,000 was set up to include the actual land purchase plus \$12,000 for initial land development. This campaign has been conducted quietly via personal solicitation by a volunteer group of Trustees and Corporation members assisted in certain instances by Mr. Nelson and myself.

To date, thanks to the efforts and in some cases the personal generosity of 22 Trustees and Corporation members, we have received gifts and pledges totaling \$49,325 toward this total "land goal" of \$95,000, and many of these and other solicitors are still working on selected gift prospects.

It is heartening, too, to note that of the 36 gifts received thus far, 15 are "Founder's Gifts" of from \$1,000 to \$10,000, and 12 are from donors who had never before made a gift of any kind to Roger Williams. Two gifts specifically earmarked for the Campus Land Fund have been received from Alumni, and the 1963-64 Day and Evening Student Councils each made presentations of \$150 to the Fund by unanimous vote of their members.

Now that our ownership of this campus land has become a reality, we shall be grateful to any and all Trustees and Corporation members who are willing to "bear a hand" in helping us raise the remaining \$45,675 needed.

In connection with this "final push," the following may be helpful to cooperating Corporation members:

1. Roger Williams has for several years been on the "approved list"

for donations by the Clearing House of Rhode Island banking institutions.

2. Similar approval for donations by members of the Greater Providence Chamber of Commerce was announced on page 2 of the January 11, 1965 issue of the Chamber's "Progress Report."

3. As stated in our College Catalog and other College publication, gifts to Roger Williams are deductible as charitable contributions under Section 170 of the Internal Revenue Code.

ELIGIBILITY FOR GOVERNMENT GRANTS

All institutions of higher learning except for public junior colleges must, to be eligible for Federal Grants under the Higher Education Facilities Act, either be regionally accredited or furnish evidence that three institutions so accredited have accepted its credits for transfer without prejudice. I am most happy to report that after almost a year's work, and with the splendid cooperation of Northeastern University, Rhode Island College and the University of Rhode Island, we have received from the United States Office of Education its official "certification of eligibility" which reads as follows:

"This is to certify that three institutions of higher education accredited by accrediting agencies or associations listed by the U.S. Commissioner of Education pursuant to paragraph 401(f) of Public Law 88-204 have indicated that Roger Williams Junior College, Providence, Rhode Island, provides not less than a two-year educational program which is acceptable at such institutions for full credit toward a bachelor's degree and that its credits are and have been accepted as if earned in an accredited institution."

FINANCES

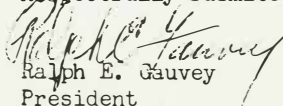
One of the crucial requirements for the successful realization of this "dream campus" is the accumulation of a yearly surplus in lieu of an endowment income which as yet we are not fortunate enough to have. It would appear that a good start toward this will be achieved this year when, as a result of the increase in full-time students, the increase in returning students and our 1964-65 increase in tuition from \$600 to \$690 per annum, we hope and expect to show a surplus in excess of \$80,000 for the fiscal year 1964-65.

A financial report for the fiscal year 1963-64 is appended to this report.

RECOMMENDATIONS

In order to move the College forward and give it the flexibility which any private college must have to compete successfully with tax-supported educational institutions in its area, it was voted at a special meeting of the Trustees that three general recommendations for changes in our articles of Association be made for approval of the Corporation and submission to the State Department of Education. It is on these three recommendations, as outlined in the formal Meeting Notice mailed to you on January 8, that I as your President ask for your formal approval at this Annual Meeting.

Respectfully submitted,


Ralph E. Gauvey
President

19 January, 1965