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Trinity College
HARTFORD CONNECTICUT



TRINITY COLLEGE BULLETIN

*A Report
by the President*

HARTFORD, CONNECTICUT • SEPTEMBER 1951

Issued eight times a year by Trinity College—March, April, May, July, August, September, October and November. Entered January 12, 1904, at Hartford, Connecticut, as second-class matter, under the Act of Congress of July 16, 1894. Accepted for mailing at special rate of postage provided for in Section 1103, Act of October 3, 1917, authorized March 3, 1919.

New Series

Volume XLVIII

Number 6 (September 1951)

TRINITY COLLEGE BULLETIN

THE REPORT OF

President G. Keith Funston

ON THE

ONE HUNDRED TWENTY-EIGHTH YEAR



September 1951

HARTFORD, CONNECTICUT



Northam Towers from The Chapel Cloister

Report of the President

To the Trustees of Trinity College:

As President of Trinity College, I have the honor to submit my annual report on the Academic year 1950-51, the 128th in the history of the College. Since I will leave the Hilltop in September to become President of the New York Stock Exchange, I will take this occasion, also, to review the progress of the College during the six years of my active stewardship.

The college year just concluded was one of continual alarm. Because the nation had no well conceived manpower policy, college youths and institutions of higher education were subject to a full year of uncertainty. For several months it appeared that male college enrollments would be reduced by as much as 50% this fall, which would have been disastrous for America's system of higher education. As military prospects in Korea improved and as Congress belatedly made sound decisions with respect to the deferment of college students, it became apparent that college enrollments would not be affected adversely. In the meantime, undergraduates at many other colleges, who undoubtedly could have better served their country had they continued their studies, were stampeded into entering the Armed Services. This experience spotlights the urgent need for a long term national manpower program which will provide for the universal military training of all the Nation's young men.

THE STUDENT BODY

The draft uncertainties were felt by the Trinity student body, but no serious problem arose in this connection. Fortunately, the personal contact between teacher and student was so close that most students were dissuaded from taking precipitous action. Only thirty men out of a beginning student body of 887 were called up as reserves or left college during the course of the year to enter the armed services. The student body made one of the best scholastic records ever recorded. While the all-college average decreased from the record breaking figure achieved in the

previous year, at 76.56% it equalled the second all-time high achieved in 1946-7.

Discipline and morale were very good. Student behavior on the campus and in the fraternity houses showed an improvement over previous years due largely to the firm but fair attitude assumed by the Medusa, Senate, Interfraternity Council and Joseph C. Clarke, who is doing excellent work as Dean of Students. It is encouraging to note from year to year the increased responsibility and effectiveness of the students own representatives in enforcing the college rules. Our intercollegiate athletic teams continued to achieve better than average results—the varsity winning 60% of its contests, and the freshmen 57%. In major sports the varsity won 69% of its games. The soccer, football, and track teams were outstanding. The basketball team was the runner-up in the first New England Invitation Tournament and the swimming team tied for first place in the New England Intercollegiates. Other extracurricular activities which enjoyed increased student participation were WRTC—the campus radio station, the Jesters, and the Atheneum Debating Club.

TRUSTEES AND ADMINISTRATION

In April, the College suffered an irreparable loss in the passing of Mr. William G. Mather, Senior Trustee. In the seventy-four years since his graduation in 1877, Mr. Mather served his college loyally and well. His gift of our beautiful Chapel was but one of his many contributions of money, judgment, and spirit which have done so much to establish Trinity on a firm footing. His memory will ever be revered by a grateful College community.

The Rt. Rev. Walter H. Gray, Bishop of Connecticut, was elected a life Trustee and Henry S. Beers, '18, was chosen Alumnus Trustee for a three year term. Karl W. Hallden, '09, became a member of the Executive Committee. The service of A. Northey Jones, '17, was notable not only for his keen investment judgment but also for his many special trips to Hartford from New York in order to attend the monthly meetings of the Finance Committee. Martin W. Clement, '01, was instrumental in securing a large gift for Scholarships for Illinois Residents, Inc., which will mean much to the future of the College.

As a recognition of his success in Alumni work, William R. Peelle was appointed Alumni Secretary. James K. Robertson, formerly

Treasurer of Taft School, was engaged as Assistant Comptroller to replace Robert A. Brenner, who was called into the armed services. Chaplain Gerald B. O'Grady, Jr., brought honor to the College when he was given the Gold Hillel Key of B'nai B'rith for interfaith work on the Campus.

THE FACULTY

The entire College community was shocked at the sudden and unexpected demise of Professor Archie Roy Bangs. He had served Trinity and his students ably and faithfully for twenty-five years. He will be long remembered as a successful teacher who demanded the best from his students and who transmitted his wisdom with unusual wit and humor.

At the end of the academic year, Dr. Arthur Adams, whose service to the College began in 1906 and has been exceeded in point of time by only one man in Trinity history, retired as Professor of English, Librarian, and Registrar. He will be missed greatly.

Major William E. Taylor, Professor of Air Science and Tactics, retired from the service. As the first Commander of the College's Air Force R.O.T.C. Unit, Major Taylor established an effective pattern of close cooperation. Major John B. Folan is acting capably as Commanding Officer pending the arrival of Lt. Col. Philip G. Hallam this fall.

Nine other teachers left the College for other assignments—Assistant Professors Wilbert S. Ray and Nicholas F. Pedersen, and Instructors Harold H. Benjamin, Ralph J. Chances, Quintin P. Cole, Sven Nilson, John Ponturo, Maynard Savin and Solon W. Stone. We are grateful for the loyal service these men have given Trinity.

At the end of the academic year, Dr. D. G. Brinton Thompson, who joined the Faculty in 1945 and for the past two years has been serving as acting head of the History Department, was elected Northam Professor of History. Donald B. Engley was elected Librarian with the rank of Professor. Dean Hughes had the title and duties of Registrar added to the many others he bears. Dean Joseph C. Clarke was appointed Associate Professor of Physical Education, and Robert H. Smellie and Dwight F. Mowery were made Assistant Professors of Chemistry.

For many months during the course of the year it appeared

that our enrollment this fall would be substantially reduced; no plans were made however, to reduce the size of the Faculty. Normal turn-over was permitted, but it was agreed that the primary consideration of the College should be to keep intact its most precious asset—our excellent teaching staff—even at the price of a widely unbalanced budget. Reappointments were made on schedule, and plans laid to prune drastically all other expenses. The Faculty was kept intact and hence is available this fall to teach what may well prove to be an enlarged, rather than a reduced student body. The Board acted with decision and foresight in planning to protect the Faculty despite what appeared to be an ominous financial future. It speaks well for your courage and sense of values and should be very reassuring and gratifying to the Faculty of the College.

The following new appointments have been made to make possible the maintenance of Trinity's traditional small classes: Lt. Col. Philip G. Hallam, Professor of Military Science; Dr. Arthur W. Fanta, Assistant Professor of Government; Walter G. Klimczak, Assistant Professor of Mathematics; Major Mack A. McLain, Associate Professor of Air Science and Tactics; Captain Richard L. Schmidt, Assistant Professor of Air Science and Tactics; Bernard L. Bloom, Instructor in Psychology; Gerald V. Carroll, Instructor in Geology; Lt. Ronald J. Doran, Instructor in Air Science and Tactics; Dr. Hans F. Frese, Instructor in German; Harold E. Holmdohl, Instructor in Romance Languages; Richard K. Morris, Instructor in Education; Samuel F. Morse, Instructor in English; and August E. Sapega, Instructor in Engineering.

As a part of the continuing effort to improve the compensation of the College staff, two general salary increases were made—the first as of February 1st and the second to be effective September 1st. All college employees were encouraged to enter the Federal Social Security program which on January 1, 1951 was added to our existing faculty and non-academic retirement plans. The total cost to the College for the combined pension and group insurance plans now amounts to \$40,000 per year.

THE CURRICULUM

In the past few years the curriculum of the College has been reviewed carefully and brought up to date. Great care has also

been exercised in selecting a capable body of teachers. This year the College undertook to evaluate how capably its Faculty was teaching its curriculum. Such a study is especially vital since it seeks to evaluate the kind of teaching which our students are actually obtaining in their quest for learning. Workshops were established in the Humanities, in the Social Sciences, and in the Natural Sciences. The Faculty members in each group, under the leadership of a Senior Professor, met several times to discuss the Art of Teaching and how it could be improved on the Trinity Campus. This self analysis has already had beneficial results. Reports of findings and conclusions are being written this summer. A series of Faculty Meetings will be held this fall to evaluate the results, which I hope will include specific recommendations leading toward the improvement of teaching on the Trinity campus.

THE ALUMNI

Under the capable leadership of Hugh S. Campbell, '32, the National Alumni Association was active on behalf of the College. A Class Secretaries organization was formed, with a representative in each class to arrange for reunions, provide notes for the Alumni Bulletin, etc. A much improved Alumni Directory was published and sent to all Alumni.

With Harmon T. Barber as Chairman of the Alumni Fund Committee, the Alumni raised \$37,000, exceeding the goal by \$2,000. There were 1594 contributors, compared with 1176 last year. The sum was the largest ever given by the Trinity alumni, as was the 33.4 percentage of participation. In part the realization of the goal was the result of generous gifts totaling \$7500 from parents of undergraduates. Almost equivalent to the income from a million dollars of endowment, the Alumni Fund made it possible for the College to balance its budget and at the same time to maintain its educational standards. The favorable trend of alumni generosity is most encouraging. Because of salary increases already given, the College must rely on an even larger fund next year.

THE EXTENSION DIVISION AND SUMMER SCHOOL

The 1950 Summer School enrolled 437 men and women from 91 colleges and universities. The decline in the number of students studying under the G.I. Bill is reflected in the reduced size of this

year's Summer School, which has 378 students. In order to assist young men who wished to accelerate their college programs, freshmen admitted to the College for the forthcoming academic year were given the option of entering in June or September. Fifty-five freshmen elected to commence their studies in June and are studying here this summer.

Enrollment in Extension was also affected by the decrease in the number of veteran students. Nevertheless, approximately 320 people of Hartford, each taking an average of two courses, studied on the campus in the evenings. Offsetting in part the decline in the number of undergraduate students was a sharp increase in the number of college graduates doing advanced work. A new and improved program for graduate study was instituted which should result in even higher standards and should be of especial interest to teachers who wish to earn a Master's Degree. At Commencement thirty-six Master's Degrees were awarded. It would appear that this number will be increased considerably in the future as a result of the new program. In his first year as Director of these Divisions, Robert M. Vogel has done an excellent job of planning and building for the future.

EVENTS OF THE YEAR

Governor Chester Bowles and Hartford Mayor Cyril Coleman participated in the Convocation which opened the 128th year of the College. The Faculty Lecture Committee presented twelve visiting lecturers and eleven concerts for the enrichment of the intellectual life of our students and of the citizens of the community.

Governor John Davis Lodge gave the Commencement Address on June 17, 1951, and the Rt. Rev. Robert M. Hatch, Suffragan Bishop of Connecticut, preached the Baccalaureate sermon. In addition to those just named, honorary degrees were awarded to: the Rev. Charles F. Whiston, '26; Martin W. Clement, '01; Benjamin F. Fairless; Beatrice Fox Auerbach; Alfred C. Fuller; Robert McClelland Brady, '90; and Alfred N. Guertin, '22. The degree of Bachelor of Arts was conferred upon 136 students and the degree of Bachelor of Science was conferred upon 83.

COLLEGE FINANCES

Once again the budget was balanced and a surplus shown for the year. Extra dividends lifted income on investments well

above the estimate. The incidence of the draft was not as severe as originally contemplated so that student enrollment was higher than anticipated. These favorable factors together with the record Alumni Fund and a close watch on all expenses enabled the College to show an excess of income over expense of approximately \$44,300. Of this amount \$40,000 was applied toward the purchase of a new boiler for the central heating plant. Since the College has been able to charge no depreciation on its general equipment, it is as inevitable as it is unpleasant that such large charges to operations must be made from time to time.

Endowment funds increased by \$344,000 during the year. New funds in the amount of \$193,000 were added and profits on the sale of securities provided for the balance. Market value of the investment portfolio stood at \$6,020,000 and exceeds by 20% the book value at which securities are carried on the balance sheet. Bond holdings were increased percentagewise although they still represent only 31% of the stated value of the total investment portfolio. The large holdings of common stocks account in part for the comparatively high yield of 5.28% on book value and 4.42% on market value which the college enjoyed on its endowment funds. (The average for all colleges in 1950 was about 1% lower.) During the past few years the quality of the College's investments has been improved substantially and the number of holdings reduced from 177 to 127 so that the portfolio may be watched more carefully.

BUILDINGS AND GROUNDS

Through the generosity of the Old Dominion Foundation, funds were secured last August to make possible the construction of the long-dreamed-for new library building. Planning of the new building had been the responsibility of Donald B. Engley during the preceding year so that in November it was possible to start actual construction work in the area east of the Chemistry Laboratory. The cost is estimated at \$1,215,000, funds for which will be provided as follows—Old Dominion Foundation \$817,000, George Hamlin bequest \$345,000 and other gifts \$53,000. While changes in price level make comparisons invalid, it is interesting to note that this building will cost 20% more than the Chapel, and 2½ times more than any other Trinity building. Completion is scheduled for next February and the move to the new building should

be completed by the end of the summer. At that time I hope the old library building may be converted to badly needed office space for faculty and the administrative staff. This would free dormitory space for sixteen men as well as increase administrative efficiency and give faculty members more privacy for counseling and work outside the classroom.

Expansion of the College plant in recent years had taxed the capacity of the central heating system to the point where it was operating above safe capacity. To remedy this condition and to make unnecessary the provision of a separate heating unit in the new library, it was decided to add a third boiler and to replace the temporary structure and chimneys which had served for more than twenty years. A sizeable addition to the heating plant was commenced in May for completion in October. This project will cost about \$160,000 of which approximately \$15,000 will be borrowed from the bank, thereby increasing the College debt to \$129,000.

Two other important improvements were the replacement of the hot water heaters in Cook Hall at a cost of \$7500, and the erection of structural steel underpinning in Northam sub-base-ment at a cost of \$4500. I cite these costs so that you may have a better idea of the sizeable unavoidable expenses which are encountered in the day to day maintenance of the college property. In June a survey of the exterior condition of all college buildings was completed by competent construction and maintenance engineers. Over the course of the next few years an expenditure of \$40,000 will be required to place the exterior masonry, roofs, chimneys, gutters, etc. in good condition. Two generous gifts just made will further beautify the campus—the first from Miss Florence S. M. Crofut, H '38, for staircases and the courtyard of the new library, and the second from Mr. Louis Downes, '88, H '13, for a gateway at the main entrance to the College on Summit Street.

After twenty-one years of loyal and much appreciated service as Master Mason on the Chapel, Verger, and Supt. of Buildings and Grounds, Mr. Lew Wallace resigned in May to enter the building trade. He was succeeded by Mr. Hugh S. Rogers.

The State Legislature amended the Charter of the College to give the Trustees the power to mortgage property. It is hoped that this authority will assist the College in its program to acquire desirable Vernon Street real estate when and if it becomes

available at reasonable prices and can be financed on a self-liquidating basis.

GIFTS AND BEQUESTS

During the past academic year, the College received more in gifts and bequests than in any other year of its history. I had the thrill of receiving two six figure checks—one for \$650,000; the other for \$500,000. The Old Dominion Foundation, through the generosity of Mr. Paul Mellon agreed to give the College a total of \$817,000 for the new library building, of which \$517,000 represented new funds pledged during the academic year under review. An anonymous donor presented \$500,000 to be added to the principal of Scholarships for Illinois Residents, Inc. The bequest of George J. Mead, H '37, provided \$148,000 to encourage and assist students in entering government service. Annie A. Ferree, a generous and enlightened resident of New Jersey whose cousin attended Trinity, willed \$10,000 for Scholarships and Mr. Isidore Wise, H '49, added a similar amount to his Scholarship Fund. The Hartford Foundation for Public Giving granted \$7500 to assist in the construction of a much needed maintenance building. Gifts (excluding the Alumni Fund) and bequests totaled \$880,089 and are listed on the page opposite. To this total should be added a pledge of \$167,000 to be paid shortly by the Old Dominion Fund, the \$500,000 grant to Illinois Scholarships, and the Charles G. Woodward bequest of approximately \$200,000, which is held by a bank in trust for the College, making a grand total of funds received of \$1,747,000. In addition the bequest of William G. Mather left \$100,000 outright to the College and a 30% interest (valued at about \$1,000,000) in the residue of his estate subject to the life interest of Mrs. Mather. During his life time Mr. Mather had given more than \$1,500,000, which makes his total provision for the College in excess of 2½ million dollars. In no small measure the present strength of the College is due to Mr. Mather's generosity.

Within the past year, therefore, the College has received, or has been advised that it will receive, gifts and bequests which total \$2,847,000. Most of these accretions represent the fruition of interest which has been built up over a period of years. This indicates the importance of continuous and unremitting financial development work at the College, such as has been carried on intensively during the past few years.

GIFTS AND BEQUESTS

RECEIVED DURING THE FISCAL YEAR ENDED JUNE 30, 1951
OTHER THAN 125th ANNIVERSARY DEVELOPMENT PROGRAM
AND ALUMNI FUND GIFTS

Endowment Funds:

Richard H. Cole		
Richard H. Cole Scholarship Fund	\$	500.00
Estate of Catherine H. Dillon		
Edward H. and Catherine H. Dillon		
Scholarship Fund		172.40
Estate of Annie A. Ferree		
S. P. and Barr Ferree		
Scholarship Fund		10,000.00
Estate of Willis B. George, '16		
General Fund		200.00
J. L. Hudson Company—General Fund		2,500.00
Austin S. Iglehart—General Fund		500.00
B. F. Jones, III—General Fund		4,663.69
Estate of Henry Keney—Henry and Walter		
Keney Fund		2,463.42
Frances A. McCook and Anson T. McCook		
General Fund		500.00
Estate of George J. Mead, Hon. '37		
George J. Mead Revolving Loan Fund		118,221.51
George J. Mead Special Fund		29,555.39
Moak—Trinity Fund		5,734.99
Estate of William Tyler Olcott, '96, Hon. '12		
William Tyler Olcott Fund		4,000.00
Isidore Wise—Isidore Wise Fund		10,000.00
Estate of Frank D. Woodruff, '83		
Frank D. Woodruff Fund		295.54
		<hr/>
		\$189,306.94

Current and Special Purpose Funds:

Clinton J. Backus, Jr., '09		
Clinton Jirah and Carrie Hoskins Backus		
Loan Fund		4,000.00
Mr. and Mrs. Newton C. Brainard—Reduction of Bank Loan		1,000.00
Miss Florence S. M. Crofut		
Library Courtyard		1,500.00
Everett L. DeGolyer, Hon. '47		
DeGolyer Science Library		1,000.00
Ensworth Charitable Foundation		
Library Carrel		1,000.00
Karl W. Hallden, '09		
Hallden Contingency Fund		2,500.00
Karl W. Hallden, '09		
Hallden Engineering Laboratory		5,000.00
Hartford Foundation for Public Giving		
Maintenance and Shop Building		7,500.00
William G. Mather		
Mather Chapel Entrance Doorway		4,000.00
Old Dominion Foundation—Library Building		650,000.00
Anonymous Gifts		7,600.00
Miscellaneous Gifts		5,682.55
		<hr/>
		690,782.55
		<hr/>
		\$880,089.49

I cannot express adequately the gratitude of the College for the generosity and faith of all its benefactors. It is only through them that the College can continue to live and go forward.

A GLANCE BACKWARD

Seven years ago at Commencement time you elected me President of my Alma Mater. The College was faced with many vexing problems. When I assumed office almost six years ago, many remained. Now, as I am about to relinquish my post, there are still many problems. By no means is the job done at Trinity. Let us fervently hope that the job never will be done. The problems which an institution faces are in many ways a measure of its impact upon the stream of contemporary life; a dodo has no difficulties, a bantam has many. It is only through meeting and solving its daily problems that an institution gains the reputation, strength, and fortitude necessary to surge ahead and solve succeeding ones.

Some of the problems alluded to above are new; some are venerable and continuing. I was amused recently to read one of President Abner Jackson's speeches to the alumni in 1870. Even as I, he appealed for funds and for outstanding freshmen.

During the past six years many problems have been solved or at least ameliorated. It may prove helpful to our successors to have a brief record of how they were met. For this reason I record herewith certain of my impressions regarding the past few years at Trinity. Undoubtedly the review which follows is biased in my favor and will overlook many errors of omission and commission. My conscience will not bother me, however, if you will bear in mind that I claim only a team member's credit for the accomplishments, and wish I could as easily escape blame for the failures. The progress which Trinity has made in the past few years—and almost anyone will agree that progress has been made—has been the result of many interrelated factors. Not the least of these has been the heritage of a century and a quarter of distinguished educational service. A fine body of tradition, an unsurpassed reputation for high academic standards, a beautiful campus, a capable and loyal faculty and staff, loyal alumni, the memory of President Ogilby's devotion, and Acting President Hughes' sterling stewardship created at Trinity in the fall of 1945 a local atmosphere which was fallow for constructive de-

velopment. All these factors, combined with a healthy climate for higher education in our nation during recent years, have contrived to push Trinity forward. In the effort I have been but one member of the team.

In the fall of 1945 many people thought the outlook for the independent liberal arts colleges was bleak. Student enrollment was down (by November, 1945 Trinity had only 80 students); sizeable deficits for the academic year were forecast (\$70,000 at Trinity); and the war was supposed to have convinced students that a "practical education" was the type to be sought. After every other major war, Mexican, Civil, and World War I, Trinity College had very nearly foundered. Was the aftermath of World War II to bring a similar crisis? Some friends thought so for they shook their heads and commended me for my audacity at choosing such a precarious career as President of a small liberal arts college for men.

MORALE

It was to be expected therefore, that morale at the college and among the alumni, and even in the community as it concerned the college, was not as high as one would wish. There were some who thought Trinity should become coeducational; some who thought it should cater especially to local students; and some who thought it should merge with other local institutions to become a university. When I voiced my aims for the College, some thought they were too ambitious. But to climb to the heights one must aspire to reach them. Our aspirations for Trinity were high and admit of no ceiling. In my opinion a great accomplishment of the past six years has been that now many members of the Trinity community are also aspiring high for Trinity. I do not believe it is an exaggeration to say that today people generally think and speak of Trinity College as an institution which knows where it is going, is heading in the right direction, and is already well on its way.

The first step in the effort to improve morale was to obtain agreement of all members of the college community on the general policies which should be the basis for the future administration of the College. In a series of Faculty and Trustee meetings, eleven general policies were agreed upon. They were enumerated in my inaugural remarks in February 1946 and have been followed ever since. An effort was also made to reestablish, after the

war's hiatus, Trinity's rich body of tradition. Pageantry appropriate to academic occasions has been fostered in the belief that it assists in the maintenance of traditions which contribute to high morale.

ADMINISTRATION REORGANIZATION

The program envisioned by the adoption of the above mentioned policies was indeed ambitious. It was obvious that no one person could carry it forward. And so began the endeavor to transform Trinity from what had been a magnificent "one man" organization to a many man administrative team. Young men were brought in—even today the average age of the administrative officers is only thirty-nine. Six new offices, Chaplain, Dean of Students, Property Manager, Placement, Public Relations, and Publications were established. The offices of Alumni, Admissions, Extension, Summer School, Dean and the Treasurer were overhauled. Despite this expansion, administrative costs percentage-wise did not exceed those of other well managed institutions. Trinity was modernizing its administrative set-up and catching up with the most progressive of its sisters.

The responsible officer was encouraged to run his own show, subject to written policies and procedures which he drew up to govern the day to day operations of his office. In this way daily operations became more routinized and the time of the officer was freed for trouble shooting and for constructive thinking. The aim was to have the administrative officers operate on their own with their decisions based on policy and not on whim.

Gradually the administrative organization has come to occupy an effective and necessary position of leadership in the life of the College. We have a truly top-notch administrative team—one in whose judgment and ability I have every confidence and in whose hands I may without reservation leave the administrative phases of the College.

In the development of the administrative team care has been exercised not to infringe upon matters of curriculum, teaching methods, etc., which are properly under control of the Faculty. Through joint administrative-faculty committees the viewpoint of the faculty on appointments, promotions and general college policy has been regularly sought. Dean Hughes has been the key administrative officer handling academic affairs. The confusing and patience-trying tasks of matching up the teachers and the

students in the classrooms and recording the results of the association has been his. As those who knew his work as Acting President would surmise, he has been indefatigable and absolutely indispensable.

The Treasurer was given control over all business operations. A chart of accounts was developed and the entire accounting system revised. Accounting and record keeping transactions burgeoned with the increase in size of the College and the necessity for dealing extensively with the Veterans' Administration. Statistical information and cost accounting necessary for proper management were provided for the first time. Large sums were saved in purchasing and through more efficient handling of maintenance operations. Auxiliary services—the dining hall, bookstore, Union, and dormitory operations,—were organized on a sound basis. New buildings were constructed and old ones modernized. In all of these activities, the Treasurer, Joseph W. Getzendanner, Jr., was a rock of strength. Possessing great ability and integrity, he has done a superlative job for the College.

It had always seemed to me that liberal arts colleges should assist their students in determining what career they should pursue after leaving college. John Butler, '33, was appointed Placement Director and has made this activity of the College known throughout the East as one of the better college programs. Academic mortality has been decreased to a measurable degree as the result of proper career guidance given by Mr. Butler and Professor John Candelet who has acted ably and with understanding as Veterans' Counsellor.

Six years ago the public relations of the College was not good. Trinity had a tendency to hide its light under a bushel basket. The community of Hartford in particular seemed to have little understanding of the problems of the College, or of the many contributions it made to the community. Robert M. Bishop was appointed Director of Public Relations and under his guidance much progress has been made in building the prestige of the college in the public mind. The plan was simple. It was to tell people the unvarnished facts about the college. We were confident that with knowledge the public would form a good opinion of an institution of Trinity's intrinsic worth. "Funds, freshman, and freedom" are generally accepted as the objectives of a college public relations program. Measured thus the results indicate that the public relations program has been successful. During the

past five years among the finest, perhaps the finest, classes in college history have been admitted from large groups of applicants. The level of quality and quantity in Trinity applications is being maintained as the total number of young men seeking to attend college decreases. The increase in resources of the college had been unprecedented. With the other colleges in the state the appeal for freedom had been carried twice to the people of Connecticut and the legislature to defeat bills which would substitute red tape for judgment in admissions and seriously endanger our effort to teach students true respect for civil rights. Certainly the College has never before been known so widely and favorably as it is today. But much remains to be done. The lectures and concert programs and other measures have improved our relations with the community of Hartford, but the College still does not enjoy the support here that it warrants. Although historically a third of our students have come from the city, no more than 10% of the College's financial support has come from Hartford citizens or institutions.

It was apparent six years ago that the Alumni were not as interested in the welfare and progress of their college as its worthiness justified. Albert E. Holland, assisted by William R. Peelle, undertook a program of arousing and maintaining the interest of the Alumni. The first step was to find out who the Alumni are and where they live, no little task. Second, the Alumni were shown through personal contact and college publications just why and how the College needed help. Third, the alumni groups—national, local, and class associations, through which alumni interest in the college can best be expressed,—were organized or revitalized. Fourth, a program was established for preparing the undergraduate for his role as an Alumnus. My own slogan for the Alumni was to ask them to "Talk Trinity." Great progress has been made in alumni relations as is indicated by the increased Alumni Fund, the increasing number of Alumni who return to the campus, and who send their friends and sons to the College as freshmen. It is interesting to note that half of our living Alumni have graduated since 1937; 30% since 1947. In a few years Trinity should have a very strong alumni body indeed.

A CAPABLE FACULTY

The keystone policy agreed upon just prior to my inauguration was that Trinity must maintain a faculty of able teachers whose

main interest and activity is teaching. In this effort I have sometimes felt rather lonely. In my opinion, admirable personal influence is as important a qualification for a good college teacher as is knowledge. And yet loud is apt to be the criticism if one would suggest the release of any but the most obviously unsuccessful teachers. The permanent tenure tradition, while desirable from other standpoints, strictly limits efforts to improve a faculty, within a reasonable period of time. The real problem in building a strong faculty, however, is not so much the difficulty of getting rid of the unsuccessful as it is of attracting the best teachers. Trinity's problem, and that of other institutions with high academic standards and adequate facilities, in attracting and retaining able teachers is primarily one of compensation.

During the six years of my administration no problem has been of more constant concern or had more consideration than that of providing the very highest compensation for the staff within the limits of the financial condition of the College. Great progress has been made. In five and one-half years there have been seven general salary increases. The group of faculty members who were on the staff when I came to Trinity have received salary increases averaging 58%. During this same period the cost of living has gone up 41%. Individual teachers added in more recent years have received increases which average 50%. In addition, opportunities have been provided for teachers to earn substantial extra compensation by teaching in the Extension Division or in our Summer School. While not desirable pedagogically over a long period of time, our decision to pay extra compensation during the regular college year for courses in excess of the normal teaching load of twelve hours per week has been of great financial assistance to those teachers who desired to participate. Average earnings have been about \$840 per year and ranged from \$600 to \$1800. It has been possible to earn as much again in Summer School.

Salary increases have been granted on the basis of merit within stated minimums and maximums which are as follows:

	<i>Minimum</i>	<i>Maximum</i>
Professors	\$5800	up
Assoc. Prof.	4800	\$6800
Asst. Prof.	3800	5800
Instructors	2800	4800

The average increase in Instructors' compensation has been somewhat over 60%, which reflects the efforts of the College to help most in percentage those to whom the impact of rising costs has been especially harsh. While the average increase in the compensation of full Professors was only about 38%, they have received increases which in dollar amount are much larger than those given Instructors even though they are not as large in percentage. Approximately a thousand dollar spread exists between the average salary paid in each academic grade, which is generally regarded as sound educational administration.

In general, faculty salaries at Trinity compare very favorably with those of other institutions of our size and type. They are of course considerably above the national average. Only a small percentage of the nation's colleges and universities (I estimate 4-5%) pay as well or better. During my tenure I can recall losing no teacher to another institution for reason of salary, and only one or two to industrial concerns. Such would not have been the record if Trinity salaries were out of line.

But the fact that our salaries compare favorably with our sister institutions is no cause for self congratulation or complacency. From 1938 to 1946 Trinity basic salaries were increased little during a period when costs and the federal income tax were rising. Since 1939 costs have risen 85% and our salaries had gone up only about three quarters as much. This situation is general among the white collar and professional classes in a period of inflation. But in addition college teachers as a group undoubtedly have been underpaid for the worthy services they perform and for the efforts they expend. It is true that some earn more in teaching than they could in any other endeavor, enjoy a pleasant calling, have unusual job security, and that some may work only eight months of the year; but it is equally true that their families must eat twelve months of the year. Nevertheless, Trinity has done its best for its faculty and staff. I am proud of its accomplishment in devoting as large a portion of the budget as has been feasible to the compensation of its employees. Only a relatively few institutions pay as well, or have given as large increases since the war. The College is following a proper course in its salary administration. I am confident it will continue to grant increases based on merit whenever the growth in its resources or sources of assured income will warrant.

The Faculty has grown apace with the increase in the size of

the College. The student-teacher ratio is 11 to 1—a very favorable figure from an educational standpoint, as is indicated by the fact that the President's Commission on Higher Education recommended an acceptable all-college average at about 17 to 1. The teaching load per teacher is eminently fair, each instructor facing an average total of only 63 students. This is a much lighter load than is generally prevalent in American higher education. As a result, the Trinity student secures much individual attention. Despite the growth of the College since the war, classes have been kept small—for example—87% of all classes last semester enrolled less than 25 students and only 3% had between 35 and 50 students. There were only 16 students in the average class. Trinity has therefore continued to warrant its reputation as a "personal college."

Of the 76 active full time members of the faculty and the six part time teachers, only 20 taught at Trinity prior to the war. Consequently ours is a "young" Faculty. The older members of the faculty have provided constructive leadership, however, so that the new men have not transformed the academic pattern but instead have been molded into the traditional Trinity practices of teaching. The new men have been chosen carefully and comprise a strong group which shows great promise for the future. Over the years I have tried objectively to evaluate the quality of our Faculty and of the several departments. I have concluded, I think without trace of chauvinism, that the quality of the Trinity Faculty is excellent.

A SOUND CURRICULUM

The educational aim of the College has been restated in terms which, it was hoped, would be readily understandable. Trinity's educational goal is to promote the intellectual and moral growth of its young men so that they may become self-reliant, responsible, and enlightened citizens and leaders of democracy, leading happy and fruitful personal lives. The development of character as a proper blending of knowledge, integrity, kindness, and Christian ideals is the goal sought. To accomplish this, each student is helped to: (1) develop his personal potentialities to the highest degree possible, (2) build up his inner resources and a desire to continue his development and learning after leaving college, and (3) become aware of his responsibilities as an educated man

to the members of society other than himself and his family, and to be willing to do his part to make democracy work.

With this aim in mind the Faculty over a period of two years studied our entire curriculum. Fortunately no major revisions were found to be necessary because Trinity had never abandoned the sound educational practices to which American higher education generally returned after the war. A number of improvements were made however. Mathematics has been reinstated as a subject required of all freshmen—a project for which I have fought consistently. A separate department of Government was established, a major introduced in Geology, the offerings in Engineering expanded greatly, requirements in many of the major fields tightened, the physical education program completely revised, the B.A. degree requirements in general education simplified, and general education courses were required to be completed during the freshman and sophomore years. The curriculum for graduate studies in the Extension Division and Summer School is midway in the process of revision. There has been some experimentation; but we have been content to tune up a tried and true motor, rather than to install one not yet proved. The success of the large number of our students who go on to graduate schools is a significant indication that our curriculum is sound.

RELIGIOUS EDUCATION

One of the great strengths of a Trinity education has always been the stress placed upon moral and spiritual training. A real effort is made to imbue the student with an understanding of and appreciation for Christian ethics and virtue. Undoubtedly much of the success achieved by the College in this direction results from its close association with the Episcopal Church. I was resolved not to let the fact that I was the first lay President in almost a century lessen the College's high achievement in this area. A full time Chaplain, the Rev. Gerald B. O'Grady, Jr., was appointed and has done a good job. An average of twelve services a week are held. Required attendance at Chapel has been maintained on exactly the same basis as before the war. The religious program for non-Episcopalians has been broadened by the establishment of the Protestant Fellowship, and the Hillel Society. Together with the Canterbury and Newman Societies they form the Interfaith Council. An important and developing area for service

is in our pretheological training. Each year a sizeable group of our graduates enter Episcopalian seminaries.

Because of the name of the College and its traditional identification with the Episcopal Church, many people who have had no direct contact believe that Trinity is a theological seminary. This, of course, tends to limit the interest of many prospective students. In its public relations program, therefore, the College has pointed out that by its charter it is non-denominational and that it welcomes students of all faiths. As an institution with a close and traditional relationship with the Episcopal Church, Trinity is a church-related college but not a church college. Episcopalians comprise somewhat over 40% of the student body, and we hope and expect that the percentage will increase. Many Episcopal families seem increasingly anxious to have their sons attend an institution where the Book of Common Prayer is used daily in the Chapel and where conscious effort is made to form character as well as to train the mind. On occasion I have been buffeted both by the extreme "high" and extreme "low" advocates of the Episcopal Church. As in the past the norm for the Chapel has been established as the middle ground apparently with general acceptance except by the extremists.

AN IMPROVED STUDENT BODY

One of the policies agreed upon six years ago was to strive to increase the size of the College, and the proportion of Trinity's students who reside on the campus, and also to improve the geographical dispersion of the student body. An active Admissions Office and a school visiting program which carries Albert E. Holland and William R. Peelle to about 210 schools per year was established. As a result Trinity has had the choice of several applicants for each opening in the freshman class. Even this last year when many colleges had many less applicants than formerly, applications for Trinity remained at the same high level as previously.

The caliber of the incoming freshmen is excellent. They all are most eager to enter Trinity. About half come from independent schools, half from public schools. Forty-one percent are Episcopalians. Seventy percent stand in the upper half of their secondary school classes. All do creditably in the Scholastic Aptitude Tests of the College Entrance Examination Board.

The following percentage analysis of the residence of the freshman class shows the change in the geographic distribution of the student body which has been effected despite the fact that the college has increased 70% in size.

	<i>Prewar Average</i>	<i>Class of 1954</i>
1. Greater Hartford	48%	21%
2. Remainder of New England	20%	17%
3. Middle Atlantic	25%	42%
4. South	2%	4%
5. Middle West	5%	15%
	<hr/> 100%	<hr/> 100%

This improvement in geographical distribution has not limited the opportunity of young men from our own area to attend Trinity. The number of Hartford students is about equal to the prewar enrollment, although the percentage had declined as the total enrollment increased. During the postwar crowding of colleges, Trinity inaugurated a special evening program of freshmen and sophomore study for several hundred Hartford area students who could not otherwise have been able to attend college. The College has always taken pride in opening the door to higher education to outstanding young men from the Hartford area, particularly those of modest financial resources, and will continue to do so. The education of both our day and resident students will be broadened, however, by their association with young men from various parts of the nation.

Dormitory capacity has been the limiting factor in the effort to improve geographic distribution. The College insists that all its students live either at home or else in college or fraternity dormitories. Nevertheless, striking progress has been made in increasing the number of students who live on the campus. The prewar peak for resident students was 286 in 1940-41. This year there were 575 residents and this fall 645 are expected. The beneficial effect of having a larger group living on the campus is apparent in all aspects of college life. A new dormitory is sorely needed in order to relieve present congestion and to permit students with homes within a twenty-five mile radius to live on the campus if they choose.

After the war it seemed clear that the prewar enrollment of 550 students was no longer practical in view of changed conditions. When the College grew from 80 to 826 students in the first eight months of 1946, we were at first appalled at the unanticipated and unwanted size. But we found that it was compatible and indeed had many advantages. Except for dormitories, the facilities of the College were generally adequate. When the College grew in 1949-50 to 912 undergraduate students, however, it was evident that the point of diminishing educational returns had been exceeded. By trial and error, therefore, the optimum number of undergraduate students for the present facilities of the College seems to be about 850. For the past two years, consequently, the target had been a student body of about 850 students, with 80% resident on the campus. In spite of this, it appears that the College will be larger this fall with perhaps as many as 925 undergraduate students. In the month of May, fearing the effects of selective service on the upper classes in college, we admitted 290 men to the freshman class this fall instead of the normal 225.

In the past six years it has been my privilege to award degrees to over a third of all living Trinity graduates! The following table shows the striking growth of Trinity's enrollment over the past three decades.

	<i>Enrollment</i>		<i>Enrollment</i>
1920-21	215	46-47	826
30-31	351	47-48	881
40-41	568	48-49	901
44-45	330	49-50	950
45-46	360	50-51	887

During the years of my administration the College has retained its solicitous "in loco parentis" attitude toward the students. Perhaps we are behind the times in this regard, but I do not think so. Rules of student conduct are comparatively strict but are enforced fairly and with understanding.

The Fraternities have been cooperative in this regard as they also were in deferring rushing until the Sophomore year, a plan which had proved to be beneficial in all respects. I am enthusiastic about the contribution which the Fraternities make to the social life of the College, so much so that I would like to see the fraternity system extended. Two new fraternities have been added recently. We need three or four more but they should be added

gradually over the next few years. Most fraternities need new houses which if built now would help solve the College's dormitory problem. There appears to be no real drive toward building new houses, however, so that the College must plan to build an additional dormitory for 140 men as soon as possible.

AIR FORCE R.O.T.C.

Three and a half years ago the College was awarded an Air Force Reserve Officer Training Corps. Long before Korea unmasked the immediacy of our national peril, the College wished to play its full part in the defense of our country and offer its young men an opportunity to earn an officer's commission if they wished to do so. The program has fitted into the college curriculum very well and during the past year had been especially sought after. Three hundred sixteen enrolled last semester and this fall there will be over 500. It is good to know that our College is able to play such an active part in helping our young men and the Air Force to become militarily prepared. Without doubt the addition of this program to the Trinity curriculum had been one of the greatest gains made by the College in the period under review.

REDUCED ACADEMIC MORTALITY

Required withdrawals for scholastic reasons have always been very high at Trinity. I was shocked to discover that about half of our Alumni were non-graduates whose interest in the college understandably was often negligible. Analysis showed that most of the mortality occurred at the end of the first term in the freshman year, about 10% of the class being asked to withdraw. In some circles, this fact seemed to be almost a source of pride as an indication of high academic standing. After some investigation, we found that even the best of our sister colleges expected no such early and exacting performance on the part of its freshmen as Trinity did. Once the facts were known the Faculty tightened its probation rules but made it almost impossible for a student to be required to withdraw unless he had been on probation for a semester. In addition, Albert E. Holland inaugurated an outstanding Freshman Advisory system. I am told by headmasters everywhere that Trinity's Freshman Advisory program is unsurpassed in any American College or University. (This is the third time in this report that I have referred with enthusiasm to

the work in separate fields of Bert Holland, '34. Trinity is fortunate to have the services of this loyal and versatile son.) Under the new system freshman mortality has been reduced to reasonable proportion—three men or less than one percent in 1950, and ten men or less than two percent in 1951. This instead of 10%! It is a great gain to the college and especially to the many men involved that they are able to surmount initial difficulties and go on to graduation.

"SMALL TIME" INTERCOLLEGIATE ATHLETICS

The problem of intercollegiate athletics and its proper place in the modern college or university is a knotty one for a college president. That it is too much for many is apparent from the numerous athletic scandals that have been disclosed during the past year. Greed for gate receipts and a yen for publicity is of course the root of the difficulty. So far even the most tottering of steps to solve the problem have failed. It was a disgrace of national importance which somehow escaped general disapprobation when the National Collegiate Athletic Association (N.C.A.A.) voted to rescind the agreement to abide by its exceptionally lenient "Sanity Code." What is "sane" about a plan that allows spring football practice, "suiing up" of prospective students for athletic tryout, etc. escaped me; but nevertheless even these latitudes do not appear to offer sufficient scope for the athletic ambitions of some institutions. The complete failure of such reasonable restrictions as have been attempted in the past may indicate that only a major operation—such as the elimination of gate receipts and of all radio and television fees, can save intercollegiate athletics for the students. Such a plan would not have a catastrophic effect at Trinity since our total income from football and basketball in a good year approximates \$22,000 or less than 2% of the college annual income. Not even our intercollegiate program is supported by gate receipts. After paying its out-of-pocket expenses, football contributes about \$2000 toward the payment of coaches. Basketball barely covers out-of-pocket expense. As regular members of the faculty all coaches are paid out of the regular educational budget at regular faculty salary scales which is consistent with our belief that intercollegiate athletics are only one facet of a physical education program planned for all our students.

Fortunately Trinity and its competitors in intercollegiate athletics have never gone "big time." The Faculty controls the number of games each intercollegiate team may play and the number of trips that may be taken. There is no out-of-season practice, nor are there any fake jobs. Football players are primarily students who have fun with the sport during three fall months and who develop character and leadership through clean sportsmanship. Almost half the student body play on a varsity or freshman squad. About a quarter of the student body each year earns a varsity or a freshman "letter." During the past few years Trinity's physical education program—both intercollegiate and intramural has been aided immeasurably by the construction of the Field House and several new playing fields. Both the intramural and the individual physical education programs have been revised and improved. Last year, organized intramural teams engaged in over three hundred contests—more than twice the number of intercollegiate games.

The enlarged size of the student body has helped to produce Trinity's "golden era" of intercollegiate sport. For example—since the war, the Blue and Gold football team has won 32 and lost only 5 games. Other teams have been equally, if not quite so spectacularly, successful. Athletes are not assisted unduly in scholarship aid; nor are they discriminated against. I have made it my business to know, through a regularly established program, what the Alumni are doing in assisting athletes. The ostrich attitude affected in this connection at some institutions seems to me to be hypocritical and to lead only to trouble. In all, I believe we have found at Trinity a satisfactory balance in providing assistance to needy students who also play on the intercollegiate teams.

BUILDING PROGRAM

During the past five years four new buildings have been constructed, a major addition made to the power plant, and three properties purchased on Vernon Street. \$2,340,000 has been raised and invested in these projects, which represents an increase of almost sixty percent over the stated value of the college plant at the beginning of my administration. Buildings are important of course only in so far as they further a part of the program for teaching young men. Hallden Engineering Laboratory has made it possible to provide excellent pre-professional engineering train-

ing. Memorial Field House enables the College to play its intercollegiate games on its own campus and has made possible a great improvement in the intercollegiate and intramural physical education programs. Elton Hall, housing one hundred and six men, and the purchase of two Vernon Street houses now leased to fraternities furthered the program of increasing the number of resident students. The apartment building on Vernon Street permits the College to offer housing to a dozen faculty families.

It is impossible to describe in a few words the full extent of the improvement in the educational program which will result from the construction of the new Library and the transfer of the 130,000 priceless volumes of the Watkinson Library to the College. The Trinity library will be one of the richest and most efficiently housed college libraries in the nation. Under the guidance of able Donald Engley it should enrich the teaching and scholarship of the entire College. The acquisition of the Watkinson books represented good fortune with few parallels in American educational or library history. Their transfer to Trinity and the new library building constitutes an achievement of which the Trinity family may well be proud. As one learned and nationally known scholar has remarked, "It marks the rebirth of Trinity College."

As a result of hard use and a lack of manpower and materials, the college buildings were not in good condition at the end of the war. The campus had never been adequately landscaped or maintained. It became almost an obsession with me, therefore, to improve the physical appearance and usefulness of the college buildings and grounds so that they would be a credit to Trinity's academic reputation rather than a detraction. All college buildings, inside and out, have been painted at least once. Exterior repairs have been made so that the plant is now in good general condition. In addition to this, over four hundred thousand dollars have been spent in definite improvements—campus landscaping, improving fire protection, classroom facilities, etc. Many of the improvements are unseen by the casual observer,—such as new classrooms in Boardman, more efficient oil burners, sprinklers in the dormitories, a new laboratory in the Chemistry Building,—but they are all playing an important part in making Trinity a better college. All practicable efforts have been and are being taken to protect our notable elms from the dread Dutch Elm disease. To date only six of our trees have been lost. One of the collateral benefits of

the rehabilitation and improvement program just mentioned is that the College maintenance staff under the excellent leadership of Norman A. Walker now takes a real pride in the external appearance of the College. I hope that good grooming has become a habit.

FINANCES

Trinity's tradition of a balanced budget had been maintained. Each year there has been a surplus. Expenses have been controlled carefully and the running rate of college expense has not been permitted to exceed income from sources which could be counted on from year to year. No source of income had been overlooked. Tuition fees have been increased 50% from \$400 to \$600 per year, and are now on a par with the strongest of the New England institutions. Application, laboratory, and diploma fees have been added. Gifts for current use have been sought widely from alumni, parents, churches, corporations, and friends. As a result of the G.I. Bill, our Evening Extension Division and Summer School for several years brought in sizeable income without an offsetting increase in overhead costs. This excess income was applied to rehabilitating the college plant and making necessary improvements. This year the Extension Division and Summer School have shrunk to normal size and no longer provided a source of excess income which could be used for these purposes. Despite recent and sizeable salary increases, it should be possible, however, to continue to balance the budget—at least as long as the Alumni Fund remains at a high level. The following tables on Page 30 indicate clearly the post-war growth in the financial record of the College as well as some earlier figures for comparison.

In the past six years, endowed funds have increased from \$3,800,000 to \$5,023,000. (Present market value is a million dollars higher.) Trusteed funds controlled by banks and corporations for the benefit of the College increased from \$442,000 to \$1,672,000 so that the endowed assets of the College increased \$2,250,000 or 50%. In addition the College received, subject to a life interest, a bequest of a million dollars from Mr. Mather. Excluding this latter item, the total assets of the College including buildings have risen by \$4,400,000 or 52%. Including it, they have increased 63%.

In one area substantial improvement has not been made, compared with the situation prior to the war. Then, 40% of the Trinity

TRINITY COLLEGE

	<i>Total Assets</i>	<i>Total Plant</i>	<i>Endowment</i>	<i>Trusted Funds</i> (Non-Controlled Endowment Funds)
1920-21	\$3,132,000	\$1,376,000	\$1,679,000	\$98,000
1930-31	5,714,000	1,444,000	3,075,000	98,000
1940-41	7,704,000	3,917,000	3,601,000	442,000
1944-45	8,103,000	4,034,000	3,798,000	442,000
1945-46	8,226,000	4,034,000	3,849,000	442,000
1946-47	8,631,000	4,100,000	4,098,000	642,000
1947-48	9,123,000	4,105,000	4,158,000	742,000
1948-49	10,003,000	5,013,000	4,361,000	742,000
1949-50	10,411,000	5,013,000	4,678,000	772,000
1950-51	\$11,466,000	\$6,132,000	\$5,023,000	\$1,472,000

	<i>Total Income</i>	<i>Annual Surplus</i>	<i>Gifts Recd.</i>	<i>Alumni Fund</i>
	(Excl. Alumni Fund)			
1920-21	\$171,000	d.41,858	\$20,080	None
1930-31	323,000	1,540	15,476	2,865
1940-41	405,000	542	228,661	4,102
1944-45	506,000	—	39,615	15,410
1945-46	565,000	1,355	55,670	32,869
1946-47	909,000	1,500	{ 1,601,673	None
1947-48	1,128,000	1,076		None
1948-49	1,094,000	861	153,624	19,689
1949-50	1,223,000	24,477	218,297	30,956
1950-51	\$1,236,000	\$4,269	\$880,089	\$36,995

student body received scholarship assistance. Today only 18% are so aided. Endowments for scholarships have more than doubled, but the rise of salaries and other costs have made it impossible in recent years to direct as large a proportion of general college funds to scholarships. The establishment of Scholarships for Illinois Residents, Inc. which sends young men from Illinois to Trinity has been a great gain. Now that the assets have been increased to \$800,000 a great many additional youths from Illinois should find financial assistance at Trinity.

During the past few years, Trinity has been fortunate in securing many generous and sizeable gifts. They started with the

125th Anniversary Development Program which was completely successful in raising \$1,500,000 on schedule in 1947-8 when many similar campaigns at other colleges were foundering. The past few years have been banner years in charitable giving. Even so, published figures indicate that Trinity College has fared better in this regard than most others. The progress the College has made since the war is based upon the financial bed-rock of these gifts. Adequate funds cannot of themselves create or maintain a good college, but they are productive tools which in the hands of a capable college faculty and administration can build and maintain a top notch educational institution. It is vital for Trinity's future that the present substantial flow of gifts be maintained.

THE MAINSTREAM FUND

In an effort to focus attention on Trinity's need, the College inaugurated two years ago a long term, not intensive, drive for funds from Alumni and friends of the College. Called descriptively "The Mainstream Fund," its purpose is to keep Trinity in the mainstream of American higher education by providing resources (a) to fortify the College's present position (b) to provide for present deficiencies, and (c) to improve its present services. Seven and one half million dollars is required by 1960 through gifts and bequests to double Trinity's endowment and to construct dormitories and a student center building. To date \$2,000,000, not including Mr. Mather's bequests, have been credited to the program which gives encouragement that the final goal may be successfully achieved and the time table advanced.

A GLANCE AHEAD

During the past decade, the College has shown an ability not only to weather problems and uncertainty but also to gain strength in the process. Such adaptability speaks well for Trinity's future. It is impossible to predict all the difficulties that will arise, let alone venture to prescribe how they may be solved. Certainly the obtaining of adequate financial support will be a continuing and difficult task. Our present type of education, which emphasizes small classes and personal attention, is expensive since it requires one staff member for every five or six students. It is well worth the price, however, and must be preserved.

Through all history, educational enterprises which provide an

important service have managed to attract the support necessary to maintain them. I am confident this will also be true in Trinity's case. The outlook for Trinity's future is brighter now than it was six years ago, perhaps brighter than it has ever been.

I leave the full time employ of the College, therefore, without disquiet and with the conviction that the future of Trinity College will overshadow her past. I am happy to have played a part in the College's rapid development during the past few years. It has been a rewarding experience for me and my family. This training of young leaders, this building of an institution is inspiring work which gets into the blood. I am grateful for the loyal support which the Board of Trustees has always given me, and for the wholehearted cooperation of the Faculty, Administrative and Maintenance staff, Alumni, and the Community of Hartford. I look forward to showing that appreciation through continued voluntary service to our beloved Alma Mater.

G. KEITH FUNSTON
President

July 1, 1951

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