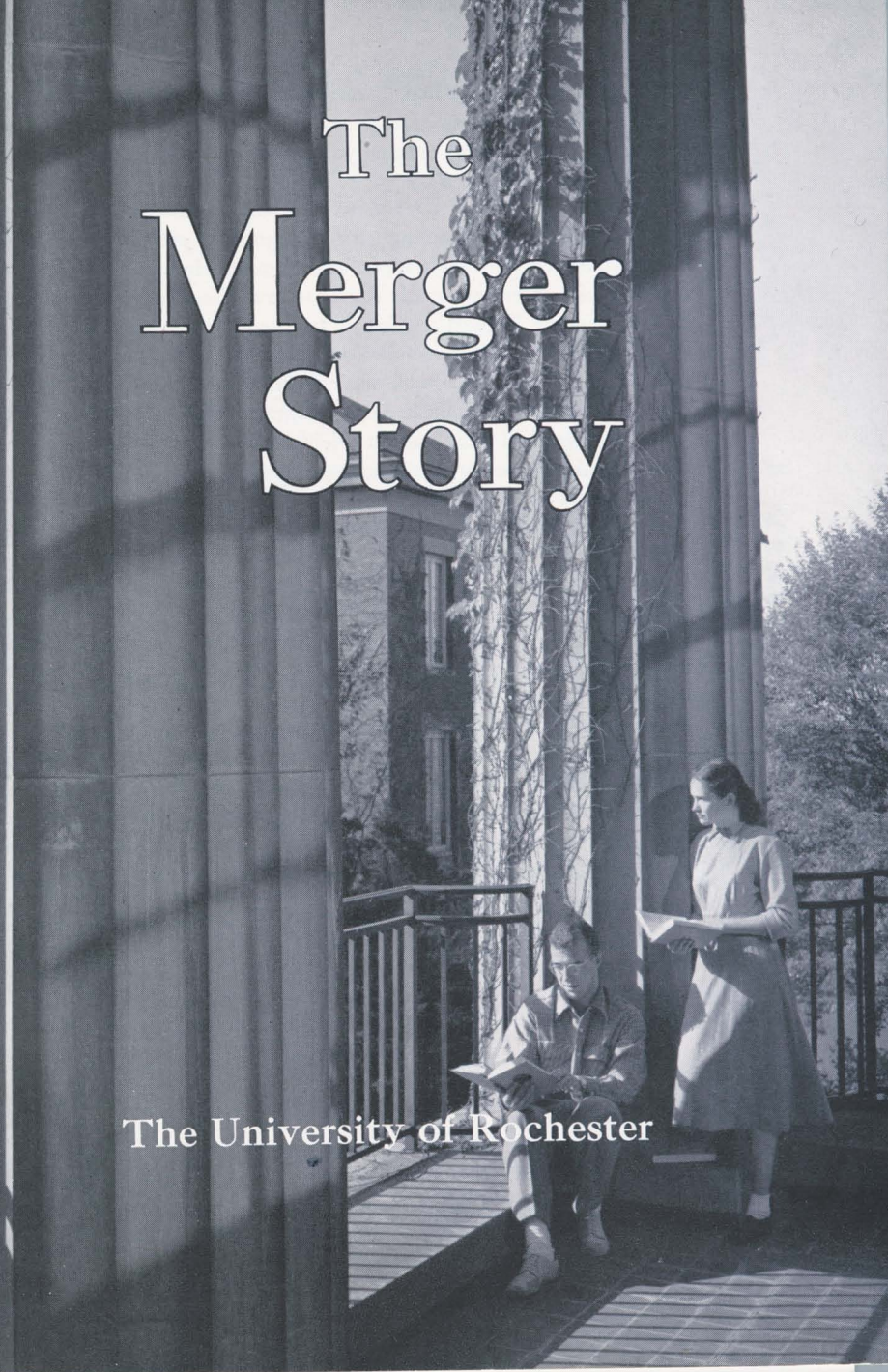


*Office of University Development
15 Prince Street • Rochester 3, New York*

The Merger Story



The University of Rochester

ACCORDING to the prophet Joel, "Your old men shall dream dreams, your young men shall see visions." Dreams of the past and visions of the future may be equally futile unless old and young join hands to make them come true in the present.

Imagination made this University. Anderson's imagination made a good small college. Rhee's imagination and energy enlarged and liberalized that college. The imaginations of Eastman, Hanson, Whipple, and their many colleagues have made Rochester a musical and medical center. Now President de Kiewiet's vision is to integrate our scattered schools, bringing to the River Campus new comrades, new ideas, new cooperation of theory and practice, in liberal arts as well as sciences.

The imaginations of Schiller and Beethoven made the thrilling Ode to Joy which we shall hear tonight. Neither Schiller nor Beethoven ever heard that jubilant song, as sound-waves in the key of D. They only imagined it, before they left a world of revolution for a world of peace. That was long ago, yet joy and human brotherhood are still the hope of us all.

Our Rochester goal is not so far away. It is already within reach, if to imagination are added audacity, unity, and courage.

Each generation must build its own new highways to explore unconquered countries of the mind. To you, the new pioneers, we who are of the past wish hearty Godspeed.

In this stately hall we are surrounded by greatness: knowledge on the shelves, famous names above them, wise words of all the ages high up on the walls. Here, in this year of crisis, on this campus dedicated to the advancement of learning, and to the dignity, the duty, and the daring of all the young men and women who shall pass across it on their way from the known to the unknown, we inaugurate a great design. For its success we must all stand together.

JOHN R. SLATER
March 19, 1953

The Merger Story

A Story of Vision

Prepared for the Alumni Federation • E. Willard Dennis, '10, President

"ONLY IN AMERICA, and perhaps only in the City of Rochester, could it happen!" might well be the comment from anyone who hears the story of the University of Rochester . . . a story of a golf course, men of vision, a spectacular rise to educational eminence, but, most of all, of constant planning and solid, educational progress.

If you haven't heard of the new plans of the University, you will be thrilled by the prospects of the beautiful River Campus. Exciting things will soon be happening on those 85 acres which make up the Men's Campus of the University. There, along the tree-lined, placid Genesee, new construction will enhance the already staunch and simple beauty of the red-brick architecture. The Rush Rhee Library tower, serenely topping the trees, will watch over University women, as well as men.

For on the spacious knob called "Old Gibraltar" which used to be the 16th hole of Oak Hill Country Club, the University will build a Women's Center and gymnasium, the brick and mortar evidence of a great new step in its history—the move to merge the

College for Women and the College for Men.

Four miles from the River Campus, the old Prince Street Campus, home of the Women's College and former campus for the whole University, is still valiantly resisting the inevitable encroachment of an urban community. However, everyone realizes that the battle is being lost.

As early as 1938, when a study was made by Dr. Lee A. Du Bridge, Dean of the faculty, the Prince Street problem was recognized. The problems of wasted time and energy by both faculty and students, loss of educational opportunity for women (and men, too, for the faculty has to serve two campuses), frustration through efforts to administrate efficiently from non-central offices, and the added expense of dual administration were already being sorely felt.

But the economics of the situation carried the day. Somewhat unwillingly, it was decided that the commitments at Women's Campus were too great . . . that too much capital was invested to withdraw from Prince Street.

For 12 years longer the College for

Women continued to thrive in spite of its problems—in fact, increased its prestige. In the meantime, the University had won national recognition when, in 1941, it was selected a member of the Association of American Universities, a group of 37 of the nation's leading institutions.

But the die was cast. Early in 1950, at an historic meeting in the University's Administration Building at 15 Prince Street, a group of University officials met to consider the dilemma. The Committee included Dean Janet Howell Clark of the College for Women, Raymond L. Thompson, Vice-president and Treasurer of the University, Dr. Donald W. Gilbert, then Provost, Miss Ruth A. Merrill, Director of Cutler Union, and Dr. Kathrine Koller, Chairman of the Department of English. The consensus was that it would cost \$4 million to rejuvenate the Women's College and an additional \$10 million in endowment to assure an adequate educational program.

The question was asked, "If, in some way, we could make the investment of \$14 million at Prince Street, would we assure an institution of competitive quality for 25 years?" All agreed that no such assurance could be given, and the idea was shelved. It was clear, however, that major decisions would inevitably have to be made at the earliest opportunity on the future of women's education at the University.

Such was the situation when Dr. Cornelis W. de Kiewiet became president of the University in June, 1951. He announced his intention of studying the University's problems for a year or two before recommending a change.

But by October of 1951, the new

president could no longer remain silent. The old problems had increased to the point where immediate action was necessary and, oddly enough, the same financial considerations which had deterred action in 1938 had become the trigger strain in 1951. The University endowment, which in 1941 covered 50 percent of its operating expenses, was paying only 20 percent in 1951; the luxury of separate campuses could no longer be afforded.

In terms of the future, Dr. de Kiewiet had a growing realization that the merger would strengthen the whole University, including the Medical School, Eastman School of Music, and University School. At the Board of Trustees' meeting on December 21, the president suggested the study "of the many problems that might be involved in the transfer of the women's education program to the River Campus," and the Board recommended a detailed study.

The unanimity of approval and agreement which resulted from the studies could mean only one thing—action! The faculty, student leaders, the Board of Managers of the Associated Alumni, the Board of Directors and Class Chairmen of the Alumnae Association, alumni and alumnae both in Rochester and outside of Rochester, were consulted. An all-university assembly was called in the Eastman Theater and students and faculties of the Women's College, Men's College, University School, and the Eastman School heard and discussed the possibilities for integration. Other key groups, including leaders in national education and many persons long interested in the University voiced general approval for consolidation.

In January, the president presented detailed financial figures illustrating the arrangements that would be involved. The crux of the matter was that the overall plant needs of the University for the next five years would be \$5 million if the merger was not undertaken and approximately \$8.5 million if the colleges were consolidated. The answer was obvious . . . for a difference of less than \$4 million, the University could accomplish what it could not accomplish in 1950 for \$14 million!

The first newspaper release concerning the merger came on January 30. "Alumni, alumnae, students, and friends of the University in the community and elsewhere may submit ideas for consideration," it read. "All will be carefully studied before final recommendations are made by the president to the Board of Trustees."

The community began to respond . . . just as it had in 1924-25 when 12,059 citizens not connected with the University and 1,602 alumni subscribed more than \$10 million to a fund to set up a separate men's college on the site of the most beautiful golf course in Rochester. Then, sprinkled throughout the city, campaign billboard copy read, "Dad! Give for Me! A Greater University For A Greater Rochester," and most Rochesterians think this copy still makes sense.

Studies continued. No less than eight faculty committees were hard at work, attacking the problems from all angles. From these exhaustive studies came the faculty conclusion which President de Kiewiet reported to the Executive Committee of the Board of Trustees on April 18 . . . "The faculty of the College of Arts and Sciences had its meeting on April 17, 1952, and

unanimously passed a motion requesting the president to recommend the consolidation of the two campuses to the trustees of the University."

In the meantime, the future Dean of the College for Women, Miss Margaret Habein, made her first visit to the University and indicated she was interested in joining the University family only if the plans for consolidation were approved. Later, she said, "I heard about the dreams and the visions of what the University was going to do . . . I liked what I heard."

There were other strong arguments for consolidation besides those peculiar to the University of Rochester. President de Kiewiet called attention to the national manpower and educational crisis with its accompanying demand for skilled personnel.

"Women's education is moving to a new period, and women represent an important source of skilled personnel," he said.

While no one would argue that co-education was "good" or "right" for all colleges and universities, a definite trend toward coeducation was noted. Harvard and Radcliffe had actually merged, and other coordinate institutions were considering the step. After visiting many women's colleges in the East, Mrs. C. Luther Fry, a member of the Board of Trustees, confirmed the trend.

If any further conclusive proof of the wisdom of the merger was needed, it came from the fact that sufficient existing classroom and laboratory space for the merger was available, and in the almost unanimous belief that President de Kiewiet had been right in his original conviction—that everyone would benefit from the merger . . . men, wom-

en, faculty, administration, all the schools, and the Community as a whole ... that the merger would result in economy and a general strengthening of the University.

On April 26, the University of Rochester Trustees faced the history-making decision—one that would attract national attention.

A motion was made by Mr. Raymond N. Ball and seconded by Mrs. Fry, "that the Trustees endorse by vote the recommendation of the administration that the Colleges for Men and for Women be consolidated at the earliest possible moment and that associated improvements be made in the program of the University." The motion was unanimously carried.

Chairman of the Board Mr. M. Herbert Eisenhart praised President de Kiewiet for his courage and skill in handling such a difficult problem so effectively.

Mr. Ball, who is now Chairman of the Board, said, "I fought twenty or so years ago for the separation of the colleges, and I will fight as strenuously now for co-education."

The Chairman of the Finance Committee, Trustee Bernard E. Finucane, said, "I hope the move can be made immediately so that the women who enter in September will spend part of their University career on the River Campus."

Once the decision was made, it was agreed that the merger should be accomplished as quickly as possible to reduce the indefiniteness of the transition and to avoid any interim confusion and the resultant lowering of student and faculty morale.

In succeeding months, under the direction of Dr. Gilbert, newly ap-

pointed Vice-president in charge of University Development, the plans for the merger and allied development began to mature. By the time the front pages of the Rochester papers carried the announcement of the University's campaign for \$10,700,000 late in December, the blueprint had been drawn and preliminary architects' plans were in hand.

Briefly, the plans call for \$4 million in new funds to help cover the cost of construction on the River Campus, including a Women's Center for 600 women, a gymnasium, a dining hall for men, remodeling of Todd Union, a headquarters for University School, and an administration building. The income on a total of \$6,700,000 of new endowment will be used for faculty and student projects, including new professorships, increases in faculty salaries, new scholarships, an extended admissions program, a program of student stabilization to assure maximum student achievement, and a program of placement and career guidance to effectively test and advise students.

But the merger and its associated development means far more than just a 600-student Women's Center commanding a view of the city skyline ... more than just an end to faculty and student frustration caused by the strain of educational resources split by campuses four miles apart. It will mark the beginning of a new era of educational effectiveness.

At a meeting of top-flight community leaders in the reading room of Rush Rhees Library last March, Dr. John R. Slater, beloved professor of English from 1905-1942, thrilled his audience with a description of the University's "new vision."

"Imagination made this University," he said. "Anderson's imagination made a good small college. Rhees's imagination and energy enlarged and liberalized that college. The imaginations of Eastman, Hanson, Whipple, and their many colleagues have made Rochester a musical and medical center. Now President de Kiewiet's vision is to integrate our scattered schools, bringing to the River Campus new comrades, new ideas, new cooperation of theory and practice, in liberal arts as well as sciences."*

As for the Prince Street Campus, the Eastman School of Music will benefit from the consolidation by receiving Munro Hall as a dormitory for men—a long-needed facility. Cutler Union also will be available for use by the Eastman School. The Memorial Art Gallery and adjacent land will not be affected. In any event, the final disposition of the old campus will be one which lends dignity to the Prince Street area and is in keeping with sound economic policy.

Committee studies are continuing as the campaign is unfolding, and at this writing the Advance Gifts phase of the campaign is being conducted. Alumni and alumnae all over the nation are being organized to tie in with the Public and Alumni Phase of the

Campaign which will be conducted in the Fall.

What has happened in the last few months has been noted by many as the greatest surge of community thinking on a major community problem in the history of Rochester, long noted for giving major thought to all community problems.

A recent article in the University of Rochester student newspaper, *Tower Times*, noted the "overwhelming vote of confidence given to the forthcoming integration of the Men's and Women's Colleges."

Present plans call for the first spadeful of earth to be dug from "Old Gibraltar" in the latter half of 1953, and the women should begin to "spend part of their careers on the River Campus" by the Fall of 1955.

President de Kiewiet apparently summed up the feeling of the University family, alumni and alumnae, the hundreds of campaign workers, and the Rochester Community when he said recently, "The merger of the two colleges, and of University School, has to be done for the health and welfare of this institution. If not, there is no guarantee that the University of Rochester can achieve the coherence and prestige 25 years from now that is historically its due."

**For complete speech, see inside front cover.*