

HERBERT F. ZIMMERMAN  
111 N. WABASH COURT  
CHICAGO

MAY 4, 1937

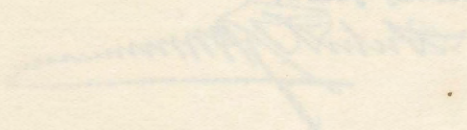
My dear Mr. Stevens:

Thank you very much for your letter of May 2nd. With regard to Russell Brown, I am referring the matter to Mr. Nelson who is the Chairman of the Council of the National Council to select a permanent secretary.

Your suggestion that the Alumni and the Ex-Salutian Office begin to co-operate is of course extremely interesting, and I assume it is due to your initiative that the magazine has a reference to it in its last issue. I shall be glad to bring the matter up at the next meeting of the Council, and in order to do so effectively I will try to get some concrete suggestions as to how the Alumni Bureau can best work a reorganization.

May I ask in this connection that you give me your own suggestion of how it could best be done? Will you also be so good as to let me know whether or not Mr. Wiley is discussing this matter with the various Alumni Clubs he is visiting at the present time?

Sincerely yours,



Mr. David H. Stevens  
Assistant to the President  
The University of Chicago  
Chicago, Illinois



# The University of Chicago

Office of the Recorder and Examiner

October 22, 1926.

## The Board of Alumni Relations: 1926-27

E. T. Filbey, Chairman  
President Mason  
Vice-President Woodward  
W. A. Payne, Recorder  
Miss E. Abbott  
Dean C.S. Boucher  
Dean H.G. Gale  
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W. R. Jenkins  
G.J. Laing, Dean  
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M. C. Coulter  
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Chicago, August 6, 1926.

al 2

Mr. Max Mason, President,  
The University of Chicago,  
Chicago, Illinois.

My dear Mr. Mason:

Thanks for your letter of the 5th regarding  
placement of graduates of the Department of  
Education.

I am glad you have chosen Mr. Filbey because  
his personality is such that he ought to work  
out all the various problems very successfully.

Very truly yours,

  
J. P. MENTZER

JPM/MMS



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NEW YORK 31 EAST 10th ST. 1307 PACIFIC AVE. DALLAS  
2210 SOUTH PARK AVENUE CHICAGO

Chicago, August 8, 1926.

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J. P. MENTZER

JPM/ms



August 5, 1926

My dear Mr. Mentzer:

Pardon my delay in answering your good letter of June 8 regarding placement of graduates of the University.

We have been trying to study the situation in regard to a placement bureau, and have reached the conclusion that we can accomplish a great deal through having Mr. Filbey devote a considerable portion of his time to this and to all alumni relations in general. We have developed certain ideas in regard to the type of relationship which we think would be very useful between the alumni and the University and we feel sure that Mr. Filbey will work this out successfully.

Cordially yours,

Max Mason

President

Mr. J.P. Mentzer,  
Mentzer Bush & Co.,  
2210 South Park Avenue,  
Chicago, Illinois.



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Excuse my delay in answering your good letter of June 8 regarding placement of graduates of the University.

We have been trying to study the situation in regard to a placement bureau, and have reached the conclusion that we can accomplish a great deal through having Mr. Rippey devote a considerable portion of his time to this and to all alumni relations in general. We have developed certain ideas in regard to the type of relationship which we think would be very useful between the alumni and the University and we feel sure that Mr. Rippey will work this out successfully.

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Chicago, June 8, 1926.

Mr. Max Mason, President,  
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My dear Mr. Mason:

In connection with the Alumni Campaign we ran across a large number of graduates of the School of Education who refused to contribute because they said there was no co-operation on the part of the university in helping place them in suitable positions. They all cited numerous instances of the activity of Columbia University in this respect and stated that wherever a Columbia man was after the job there was not much use in trying for it themselves.

One of the men who made this statement to me is James H. Smith, Supt. of Schools at West Aurora, Illinois. He happens to be one of our authors and is regarded as one of the best superintendents in this part of the country. I think he took his master's degree at the U. of C. and then was employed in the Elementary School as an instructor in mathematics. From there he went to the Whitewater, Wisconsin, Normal, then to Belvidere, Illinois, as Supt., and from there to West Aurora. He is now applying for the position of City Supt. of the Decatur, Illinois, schools and feels that he should have the proper kind of a recommendation from Mr. Judd. Not just any old kind of a letter but an enthusiastic recommendation because that is what Smith deserves.

I am anxious to see the School of Education get behind their graduates in the same way that Columbia does, and I hope that as early as possible a bureau can be established with a go-getter type of man at the head of it with the kind of a personality that will hold the confidence of the graduates along this particular line.



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-2-  
M.M.

I know that you will not think me presumptuous to write you in this kind of a way because I am not by nature critical; I just want to see the University of Chicago doing the best it possibly can in every field of endeavor.

Very truly yours,

*J P Mentzer*  
J. P. MENTZER

JPM/MMS







# The Alumni Council

OF

The University of Chicago

OFFICE OF THE SECRETARY

April 8, 1926.

Mr. A. W. Sherer,  
231 S. LaSalle St.,  
Chicago, Illinois.

My dear Mr. Sherer:

An Alumni Council committee respectfully submits herewith, for your attention, a preliminary draft of a report to the University on University-Alumni Relations. In accordance with the committee plan, this report is being submitted to some 30 Alumni and Alumnae, in and out of Chicago, prominent and actively interested in University-Alumni affairs, for study and suggestions.

The committee will deeply appreciate your early suggestions on this report, in the main along the following lines:

- (1) Do you approve in general of the form and scope of the report, without reference to any particular detail you might wish to criticize?
- (2) Specific criticisms, on sections.
- (3) Additions.
- (4) General comment.

Kindly either return this tentative report with your suggestions noted on it, if more convenient, and your signature; or keep the report and send in your suggestions listed with direct reference to parts and sections.

After the suggestions and criticisms herein sought have been received, another meeting of the committee will be called for further consideration of the report. If you care to attend the meeting, to which you and other representative Alumni are invited, kindly advise us.

On behalf of the committee we thank you for your early response and helpful cooperation.

Sincerely yours,

*Earl D. Hostetter*

Earl D. Hostetter,  
Chairman,

*A. G. Pierrot*

A. G. Pierrot,  
Secretary.

AGP:B  
Encl.



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THE  
UNIVERSITY OF CHICAGO

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UNIVERSITY - ALUMNI RELATIONS



THE  
UNIVERSITY OF CHICAGO

---

UNIVERSITY - ALUMNI RELATIONS



UNIVERSITY - ALUMNI RELATIONS

A SURVEY  
and  
A SUGGESTED PLAN

Prepared and Sketched  
by  
A Special Committee Created by  
The Alumni Council



FOREWORD

With the passing of a third of a century the University has entered upon a new era. Not the least significant of newly developed conditions is the strength and interest of the Alumni. They have been aroused and enthused and have given evidence of their support.

The Alumni have now become a factor in the life of the University. The University may well continue to be a factor in the life of the Alumnus.

The experience of the past year emphasizes as never before the value of close and sustained communication between the University and its Alumni.

The Alumni Council, consequently, is prompted to voice a desire and suggest a way to cement this relationship.



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PART ONE

A SURVEY

An estimate in outline of what has been  
and can be done to create, increase and  
maintain Relations between the University  
and its Alumni.







Premise

A University fulfills a needed public function.  
The University of Chicago is such an institution.  
It is now a great University.  
It is still to grow and extend its service.  
To best accomplish its development all units must cooperate.

I

THE UNIVERSITY BODY

The University is composed of:

1. Trustees
2. The President and Faculties
3. Students
4. Alumni

Of these, contacts with Alumni are least developed.

---







Alumni Records

After 33 years the University, on March 1, 1926, has on its Alumni address records:

A.	1. College Graduates	11,990
	2. Graduates from Graduate Schools (Ph. D. and A. M.)	4,933
	3. Professional School Graduates (Rush, Law, Divinity)	5,348
		<hr/>
	Total of Graduates	22,271
B.	Former students (non-graduates) (most addresses recently obtained)	7,121
		<hr/>
C.	Grand Total on Alumni Records	29,392

Graduates are increasing at the rate of over 1500 a year.

Former Student records are increasing materially each year.

Approximately 32 per cent of the Alumni are in Chicago and vicinity. The others are in all parts of the country, with a considerable number in foreign lands.

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The Alumni are to be recognized as a part of the University body. They comprize a group to be cultivated and a new force to be properly directed toward strengthening and advancing the University.



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II

ALUMNI CHARACTERISTICS

In published contributions on the subject of alumni generally it has been variously observed and stated that:-

"There is too great confinement of interest among the alumni to the college of their undergraduate days . . . Many a man feels his loyalty solely upon sentimental reverence for the past."

"The graduate never comes back to visit a classroom, but he does come back to be a boy again."

"The dominant preoccupations of the body of the alumni are not of an intellectual order. They love profoundly their university, they interest themselves in its prosperity and sustain it materially with a mighty generosity, but in the memories of youth which attach them to it, the intellectual side plays but a minor part."

"It is the joyous sporting and worldly side of college life whose traditions the alumni are anxious to maintain."



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"The influence on athleticism and exaggerated fraternity life is not usually deliberate, but is due to the fact that these are the easiest things to talk about . . . but when their minds are prepared, they show great interest in academic matters."

"The alumni have little knowledge of educational movements or college responsibilities on which to base any interest they might be disposed to give to the evolution of college thought."

"Any college which could have the really intelligent interest and cooperation of a large part of its alumni body in working out its destiny to major usefulness would become of such striking serviceability as to be beyond comparison."

"In the tradition and the fact of Alumni loyalty colleges have an engine of terrific power."







III

REASONS FOR ALUMNI CONTACTS

Some reasons for developing contacts with Alumni are:

1. From the viewpoint of the University -

- (a) Alumni are the human product of the University.
- (b) Alumni are becoming influential factors in their respective communities, professions and vocations, as reflecting their University training.
- (c) Alumni are increasingly reliable sources of financial assistance to the University
  - (1) Directly, from themselves;
  - (2) Indirectly, from contact with prospective citizen donors.
- (d) Alumni are a far flung line of representatives in upholding the good name of the University and in extending its influence.
- (e) The University can profit at times from Alumni opinions and suggestions as to education and allied subjects, but the Alumni must know the problems of today and what the University is trying to do.
- (f) A cordial and loyal relation between any university and its alumni is always of general and increasing advantage to the institution.

2. From the Alumni point of view -

- (a) University contact affords continued intellectual and cultural inspiration.
- (b) Alumni appreciate the honor and privilege of recognized kinship with a great and growing educational institution.
- (c) Alumni are kept in touch with one another to their personal, social, professional and business advantage.
- (d) A large and growing number of Alumni are glad for the opportunity to cooperate with the University financially and otherwise.
- (e) Such contacts strengthen educational and other ideals fostered and taught by the University.
- (f) Alumni desire recognition of their cherished sentiments and efforts for the University.







IV

PAST RELATIONS WITH ALUMNI

Up to this time the relations between the University of Chicago and its Alumni have been through the following phases and channels -

1. The Alumni organization, as hereinafter outlined, has been until 1925 almost the only medium of communication with Alumni, and it alone has been responsible for Alumni meetings, reunions, interests, and activities.
2. The recent Development Campaign witnessed the first deliberate and forceful effort on the part of the University to directly reach and interest its Alumni.
3. The election of worthy Alumni to the Board of Trustees has given the general body of Alumni representation and a voice in the councils of the University.



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### BRIEF HISTORICAL SKETCH OF ALUMNI ORGANIZATION

It has long been characteristic of alumni of American colleges and universities to organize on behalf of their institutions. Many millions of dollars for higher education have resulted. American alumni seem to appreciate and cherish their institutions instinctively. Old University of Chicago Alumni, for instance, maintained some organization even after the institution disappeared; they assisted in the creation of the new University; and they assisted in the Development Campaign. When Rush was merged with the University, the Rush Alumni had to be reassured that their attachments to "Rush" could continue. This same spirit, so characteristic of American alumni everywhere, has been expressed by Alumni of the new University of Chicago from the beginning.

Soon after the first class was graduated in 1892 they organized an informal Alumni Association. For a while it functioned mainly as a College Alumni Association. Then, in turn, Divinity, Doctors of Philosophy, and Law associations were formed.

In 1907, while our Alumni were small in numbers and quite young, an Alumni Magazine was started, with assistance from the University. For several years, later, it was combined with the University Record. In 1914 this arrangement was abandoned; the Alumni organization took complete charge of the Magazine, and has sustained it ever since. In 1907, also, the University employed an Alumni Secretary and assisted in establishing and financing an Alumni Office.

In 1909, to obtain closer cooperation between the several associations, the Alumni Council was organized, with proportionate delegates from the College, Divinity, Doctors of Philosophy, and Law associations, and delegates from the Chicago Alumni and Alumnae clubs. In recent years School of Education, Commerce and Administration, and Rush Medical alumni associations have joined the Council.

The Quarter Centennial Celebration in 1916 revealed most effectively the developed attention of the Alumni through proper stimulation. The first great and representative gathering of Alumni, on this occasion, indicated their possibilities for organized interest on behalf of the University. This interest increased, to the extent that, since 1920 the Alumni Council, for all general purposes, has been largely self-supporting. There are now over 5800 active members in our Alumni organization.



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(History of Alumni Organization)

In 1919 the Alumni Fund, after a brief campaign, was established. As a result there are now over 900 Life Members of our Association: almost \$115,000 has been subscribed to this special Fund, with over \$101,000 paid in and invested. Besides putting Alumni activities on a firmer basis, the raising of this Fund revealed the possibilities of our Alumni for financial assistance to the University itself. In a sense, it prepared the way for the large Campaign recently conducted--just as that Campaign has well prepared the way for a still larger Alumni effort later.

In recent years, also, minor campaigns--for memberships, Manuscripts, portraits--have been conducted, either by the Council or by the separate Associations, with considerable success.

In 1924, through the cooperation of the Council, the Alumni Clubs, and the University, the lecture tour of Professor Edgar J. Goodspeed, lecturing on his American Translation of the New Testament, was conducted, bringing Alumni and the public throughout the country in much closer touch with intellectual activities at the University and gaining wide publicity for the institution.

Aside from such special activities, the Alumni organization, as represented in the Alumni Council, has carried on its general and regular purposes. Its contribution to the recent Campaign, directly and indirectly, is later briefly outlined. It employs the Alumni Secretary, publishes the Alumni Magazine, finances the Alumni Office, with some special assistance from the University for Alumni records, fosters Alumni Club and Class activities, conducts reunions, and carries on the general activities of the Alumni.

The Alumni organization of the University of Chicago has in many ways justified its creation and existence. As the years have passed, though its history is still comparatively brief and its means limited, it has obtained high rank among the larger alumni associations of the country; and its activities, growing slowly but steadily in number, importance and significance, have added materially to the general welfare and progress of the University it is proposed to serve.



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VI

ALUMNI ORGANIZATION AND ACTIVITIES

(A) Organization:

The general organization of our Alumni is somewhat complicated and enlists annually several hundred Alumni in active work of varying degrees of importance. In the main, the organization is as follows:

- (1) Alumni Council
- (2) Alumni Associations
- (3) Alumni Clubs
- (4) Classes
- (5) Special Groups

(1) The Alumni Council

The Alumni Council is the central governing body. It guides and maintains all activities that relate to Alumni in general, regardless of special interests. As outlined in the historical sketch, the Council is composed of a proportionate number of delegates from the associations and the Chicago clubs, a certain percentage of whom are elected each year.

(2) Alumni Associations

There are at present 7 Alumni associations, as listed below. These associations carry on matters of special interest to their own Alumni and provide channels of special contact. Although separate organizations -- electing their own officers, their Council delegates, and maintaining their own organization -- they are created and function under the By-laws of the Alumni Council, which By-laws delegate to the Council all general Alumni matters, such as publication of the Magazine, general reunions, etc. The present associations are:

College Alumni Association  
Divinity Alumni Association  
Doctors of Philosophy Association  
Law School Association  
School of Education Association  
Commerce and Administration Association  
Rush Medical College Association



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- Rush Medical College Association



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(3) Alumni Clubs

There are now 72 clubs, located in all parts of the country, and several in foreign countries. About 50 of these clubs give promise of continued organization and reasonable activity. The general aim is to have them hold at least one annual meeting and another meeting during the year. They elect their own officers and, so far as possible, conduct and finance their own meetings and affairs. A number of our clubs, particularly those in several of the larger cities, are now very well organized and conduct a series of meetings during the year with considerable success. These clubs form helpful units in maintaining close relations between Alumni and the University in club localities.

(4) Classes

Class organization at the University of Chicago has never been as successful as obtains at most Eastern universities where class organization has long been the basis of Alumni activity. However, class interest is not, by any means, entirely dormant among Chicago Alumni. It has been sufficient in a number of cases to maintain a fairly creditable form of class organization and to bring about class meetings and activities to a considerable extent, particularly at reunions and general Alumni gatherings. The class unit, as a part of the general machinery, serves best for some purposes, especially among the College Alumni.

(5) Special Groups

In addition to the units above outlined, there are special groups of Alumni, such as "C" Men, honor societies, fraternities, women's clubs, and other organizations which at times form the basis for some valuable Alumni contact. In the main, these take care of themselves, but there is room for special activity in connection with them.



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Alumni Officers

Number enlisted:

Alumni Council,	45
The seven Associations,	
with an average of four	
officers each,	28
Some 72 Alumni Clubs, with	
an average of three officers	
each,	216
About 25 classes, for	
Reunion, etc., with an	
average of two officers	
each,	50
Several special Committees,	
about	12
	—
This totals	351

It can be conservatively said that, in any normal year, our Alumni organizations and activities enlist the services of around 300 Alumni, as active officers and assistants.

Attached hereto is the list of the main officers of the Alumni Council, the associations, the Alumni Clubs and the Classes, as taken from the current issues of the Alumni Magazine. This indicates, in a personnel way, our present Alumni organization as outlined previously.







## THE ALUMNI COUNCIL OF THE UNIVERSITY OF CHICAGO

*Chairman*, EARL D. HOSTETTER, '07, J.D., '09

*Secretary-Treasurer*, ADOLPH G. PIERROT, '07

The Council for 1925-26 is composed of the following Delegates:

FROM THE COLLEGE ALUMNI ASSOCIATION, *Term expires 1926*: Elizabeth Faulkner, '85; Herbert I. Markham, '06; Helen Norris, '07; Raymond J. Daly, '12; Mrs. Charles F. Grimes, '17; Robert M. Cole, '22; *Term expires 1927*: Herbert P. Zimmermann, '01; Frank McNair, '03; Leo F. Wormser, '04; Earl D. Hostetter, '07; Arthur A. Goes, '08; Lillian Richards, '19; *Term expires 1928*: John P. Mentzer, '98; Clarence W. Sills, ex-'05; Hugo M. Friend, '06, J. D. '08; Harold H. Swift, '07; Mrs. Phyllis Fay Horton, '15; Barbara Miller, '18.

FROM THE ASSOCIATION OF DOCTORS OF PHILOSOPHY, Herbert E. Slaught, Ph.D., '98; W. L. Lewis, Ph.D., '09; C. A. Shull, '05, Ph.D., '09.

FROM THE DIVINITY ALUMNI ASSOCIATION, E. J. Goodspeed, D. B., '97, Ph.D., '98; Guy C. Crippen, '07, A. M., '12, D. B., '12; A. G. Baker, Ph.D., '21.

FROM THE LAW SCHOOL ALUMNI ASSOCIATION, Albert B. Enoch, '07, J.D., '08; Charles F. McElroy, A. M., '06, J. D., '15; Francis L. Boutell, J. D., '15.

FROM THE SCHOOL OF EDUCATION ALUMNI ASSOCIATION, Mrs. Scott V. Eaton, '09, A. M., '13; Butler Laughlin, Ex. '22; William C. Reavis, A. M., '11.

FROM THE COMMERCE AND ADMINISTRATION ALUMNI ASSOCIATION, Frank E. Weakly, '14; Donald P. Bean, '17; John A. Logan, '21.

FROM THE RUSH MEDICAL COLLEGE ALUMNI ASSOCIATION, Ralph C. Brown, '01, M. D., '03; George H. Coleman, '11, M. D., '13; Dallas B. Phemister, '17, M. D., '04.

FROM THE CHICAGO ALUMNI CLUB, William H. Lyman, '14; Sam A. Rothermel, '17; Roderick MacPherson, ex-'16.

FROM THE CHICAGO ALUMNAE CLUB, Grace A. Coulter, '99; Eleanor J. Atkins, '20; Mrs. V. M. Huntington, '13.

FROM THE UNIVERSITY, Henry Gordon Gale, '96, Ph.D., '99.

### Alumni Associations Represented in the Alumni Council

THE COLLEGE ALUMNI ASSOCIATION: <i>President</i> , Earl D. Hostetter, '07, The Rookery, Chicago; <i>Secretary</i> , Adolph G. Pierrot, '07, University of Chicago.	McElroy, A.M., '06, J.D., '15, 1609 Westminster Bldg., Chicago.
ASSOCIATION OF DOCTORS OF PHILOSOPHY: <i>President</i> , W. L. Lewis, Ph.D., '09, 509 S. Wabash Ave., Chicago; <i>Secretary</i> , Herbert E. Slaught, Ph.D., '98, University of Chicago.	SCHOOL OF EDUCATION ALUMNI ASSOCIATION: <i>President</i> , Carolyn Hofer, A.M., '18, 848 No. Dearborn St., Chicago; <i>Secretary</i> , Lillian Stevenson, '21, University of Chicago.
DIVINITY ALUMNI ASSOCIATION: <i>President</i> , Elijah Hanley, ex., First Baptist Church, Berkeley, Calif.; <i>Secretary</i> , Bruce E. Jackson, D.B., '10, 1131 Wilson Ave., Salt Lake City.	COMMERCE AND ADMINISTRATION ALUMNI ASSOCIATION: <i>President</i> , John A. Logan, '21, 231 So. La Salle St., Chicago; <i>Secretary</i> , Miss Charity Budinger, '20, 6031 Kimbark Ave., Chicago.
LAW SCHOOL ASSOCIATION: <i>President</i> , Albert B. Enoch, '07, J.D., '08, C. R. I. & P. Ry., Chicago; <i>Secretary</i> , Charles F.	RUSH MEDICAL COLLEGE ALUMNI ASSOCIATION: <i>President</i> , Ralph W. Webster, '95, Ph.D., '02, M.D., '98, 25 E. Washington St., Chicago; <i>Secretary</i> , Charles A. Parker, M.D., '91, 7 W. Madison St., Chicago.

All communications should be sent to the Secretary of the proper Association or to the Alumni Council, Faculty Exchange, University of Chicago. The dues for membership in either one of the Associations named above, including subscription to The University of Chicago Magazine, are \$2.00 per year. A holder of two or more degrees from the University of Chicago may be a member of more than one Association; in such instances the dues are divided and shared equally by the Associations involved.







## OFFICERS OF THE UNIVERSITY OF CHICAGO ALUMNI CLUBS

- AMES, IA. Sec., Marian E. Daniels, Iowa State College, Ames, Ia.
- ATLANTA and DECATUR, GA. (Georgia Club). Robert P. McLarty, Healy Building.
- AUSTIN, TEXAS. Pres., J. M. Kuehne, University of Texas.
- BALTIMORE, MD. Sec., Lois Whitney, Goucher College.
- BOISE VALLEY, IDAHO. Sec., Mrs. J. P. Pope, 702 Brumback St., Boise.
- BOSTON (Massachusetts Club). Sec., Pearl McCoy, 70 Chase St., Newton Center, Mass.
- BOWLING GREEN, KY. Pres., Ella Jeffries, West, Ky. State Teachers College.
- CEDAR FALLS and WATERLOO (IOWA). Sec., E. Grace Rait, Iowa State Teachers College, Cedar Falls, Ia.
- CEDAR RAPIDS, IOWA. Sec., L. R. Abbott, 113 First Ave. West.
- CHARLESTON, ILL. Sec., Miss Blanche Thomas, Eastern Illinois State Teachers College.
- CHICAGO Alumnae Club. Sec., Mrs. H. B. Horton, 1229 E. 56th St.
- CHICAGO Alumni Club. Sec., Roderick MacPherson, 105 So. La Salle St.
- CINCINNATI, O. Sec., E. L. Talbert, University of Cincinnati.
- CLEVELAND, O. Sec., Erna B. Hahn, 1925 East 105th St.
- COLUMBUS, O. Sec., Ward G. Reeder, Ohio State University.
- DALLAS, TEX. Sec., Rachel Foote, 725 Exposition Ave.
- DAYTON, OHIO. Sec., Ada Rosenthal, 1034 Grand Ave.
- DENVER (Colorado Club). Sec., Beatrice Gilbert, 825 Washington St.
- DES MOINES, IA. Sec., Ida T. Jacobs, Theodore Roosevelt High School.
- DETROIT, MICH. Sec., Mrs. Emma N. Seaton, 12162 Cherrylawn Ave.
- EMPORIA, KAN. Pres., Pelagius Williams, State Normal School.
- GRAND FORKS, N. D. Pres., Dr. John M. Gillette, University of North Dakota.
- GRAND RAPIDS, MICH. Sec., Mrs. Floyd McNaughton, 130 Mayfield Ave., N. E.
- HUNTINGTON, W. VA. Sec., Charles E. Hedrick, Marshall College.
- HONOLULU, T. H. H. R. Jordan, First Judicial Circuit.
- INDIANAPOLIS, IND. Sec., Mary E. McPheeters, 52 N. Audubon Rd.
- IOWA CITY, IA. Sec., E. W. Hills, State University of Iowa.
- KALAMAZOO, MICH. Sec., James B. Fleugel, Peck Building.
- KANSAS CITY, MO. Sec., Mary S. Wheeler, 3331 Olive Street.
- KNOXVILLE, TENN. Sec., Arthur E. Mitchell, 415 Castle St.
- LANSING, MICH. (Central Michigan Club). Sec., Ruth M. Cowan, Mich. Agr. College.
- LAWRENCE, KAN. Sec., Earl U. Manchester, University of Kansas.
- LEXINGTON, KY. Sec., Mrs. Chas. A. Norton, Transylvania College.
- LONG BEACH, CAL. Pres., Herbert F. Ahlsweide, 2606 E. Second St.
- LOS ANGELES, CAL. (So. Cal. Club). Sec., Mrs. Louise A. Burt, 303 Higgins Bldg.
- LOUISVILLE, KY. G. T. Ragsdale, 1483 So. 4th St.
- MANHATTAN, KAS. Sec., Mrs. E. M. C. Lynch, Kansas State Agr. College.
- MEMPHIS, TENN. Sec., Miss Elizabeth Williford, 1917 Central Ave.
- MILWAUKEE, WIS. Sec., Harold C. Walker, 407 E. Water St.
- MINNEAPOLIS-ST. PAUL, MINN. (Twin Cities Club). Sec., Mrs. Dorothy Augur Siverling, 2910 James Ave. So., Minneapolis.
- MONTANA. Sec., Dr. L. G. Dunlap, Anaconda.
- MOUNT PLEASANT, MICH. Sec., Miss Gertrude Gill, Central Michigan Normal School.
- NEW ORLEANS, LA. Sec., Mrs. Erna Schneider, 4312 South Tonti St.
- NEW YORK, N. Y. (Alumni Club). Sec., A. H. Hruda, 427 W. 14th St.
- NEW YORK Alumnae Club. Sec., Ruth Reticker, 126 Claremont Ave., N. Y. C.
- OMAHA (Nebraska Club). Sec., Juliette Griffin, Central High School.
- PEORIA, ILL. Sec., Anna J. LeFevre, Bradley Polytechnic Institute.
- PHILADELPHIA, PA. Sec., Renslow P. Sherer, 20 So. 15th St.
- PITTSBURG, KANSAS. Sec., Dr. F. Harold Rush.







Officers of The University of Chicago Alumni Clubs—Continued

PITTSBURGH, PA. Sec., Rheinhardt Thiesen, U. S. Bureau of Mines.	TOPEKA, KAN. Sec., Anna M. Hulse, Topeka High School.
PORTLAND, ORE. Sec., Jessie M. Short, Reed College.	TRI CITIES (Davenport, Ia., Rock Island and Moline, Ill.). Sec., Bernice Le Claire, c/o Lend-A-Hand Club, Davenport.
RAPID CITY, S. D. Sec., Della M. Haft, 928 Kansas City St.	TUCSON, ARIZONA. Pres., J. W. Clarson, Jr., University of Arizona.
ST. LOUIS, MO. Sec., L. R. Felker, 5793 Westminster Place.	URBANA, ILL. Sec., Gail F. Moulton, State Geological Survey.
SALT LAKE CITY, UTAH. Sec., Hugo B. Anderson, 1021 Kearns Bldg.	VERMONT. Pres., E. G. Ham, Springfield, Vt.
SAN ANTONIO, TEX. Sec., Dr. Eldridge Adams, Moore Building.	WASHINGTON, D. C. Sec., Mrs. Jessie Nelson Barber, The Kenesaw, 16th & Irving St., N. W.
SAN FRANCISCO, CAL. (Northern California Club). Sec., L. W. Allen, 714 Hobart Bldg.	WEST SUBURBAN ALUMNAE (Branch of Chicago Alumnae Club). Clarissa Schuyler, Oak Park High School.
SEATTLE, WASH. Pres., Robert F. Sandall, 612 Alaska Bldg.	WICHITA, KAN. Pres., A. F. Styles, Kansas State Bank.
SIOUX CITY, IA. Sec., C. M. Corbett, 600 Security Bank Bldg.	MANILA, P. I. C. Benitez, Philippine Herald.
SOUTH DAKOTA. Sec., Lida Williams, Aberdeen, S. D.	SHANGHAI, CHINA. Sec., Mrs. Eleanor Whipple Peter, 90 Route de Say Zoong.
SPRINGFIELD, ILL. Sec., Miss Lucy C. Williams, 714 First Nat'l Bank Bldg.	TOKYO, JAPAN. E. W. Clement, First High School.
TERRE HAUTE, IND. Sec., Prof. Edwin M. Bruce, Indiana State Normal School.	
TOLEDO, OHIO. Sec., Miss Myra H. Hanson, Belvidere Apts.	

CLASS SECRETARIES

'93. Herman von Holst, 72 W. Adams St.	'09. Mary E. Courtenay, 1538 E. Marquette Rd.
'94. Horace G. Lozier, 175 W. Jackson Blvd.	'10. Bradford Gill, 208 S. La Salle St.
'95. Charlotte Foye, 5602 Kenwood Ave.	'11. William H. Kuh, 2001 Elston Ave.
'96. Harry W. Stone, 10 S. La Salle St.	'12. Elizabeth A. Keenan, 739 W. 54th Place.
'97. Stacy Mosser, 29 S. La Salle St.	'13. James A. Donovan, 209 S. La Salle St.
'98. John F. Hagey, First National Bank.	'14. John B. Perlee, 5512 University Ave.
'99. Josephine T. Allin, 4805 Dorchester Ave.	'15. Mrs. Phyllis Fay Horton, 1229 E. 56th St.
'00. Mrs. Davida Harper Eaton, 5744 Kimbark Ave.	'16. Mrs. Dorothy D. Cummings, 7214 Yates Ave.
'01. Marian Fairman, 4744 Kenwood Ave.	'17. Lyndon H. Lesch, 230 S. Clark St.
'02. Mrs. Ethel Remick McDowell, 1440 E. 66th Pl.	'18. Barbara Miller, 5520 Woodlawn Ave.
'03. Agness J. Kaufman, Lewis Institute.	'19. Mrs. Carroll Mason Russell, 5202 Woodlawn Ave.
'04. Mrs. Ida C. Merriam, 1164 E. 54th Pl.	'20. Roland Holloway, University of Chicago.
'05. Clara H. Taylor, 5925 Indiana Ave.	'21. Elizabeth Williford, Memphis, Tenn.
'06. Herbert I. Markham, N. Y. Life Bldg.	'22. Mina Morrison, 5600 Dorchester Ave.
'07. Helen Norris, 72 W. Adams St.	'23. Egil Krogh (Treas.), 5312 Ellis Ave.
'08. Wellington D. Jones, University of Chicago.	'24. Julia Rhodus, 5535 Kenwood Ave.
	'25. Mrs. Ruth Staggs Lauren, 8159 Cornell Ave.







(B) Activities:

The activities of the Alumni Council alone, aside from the activities of the other organizations in the whole Alumni machinery, cannot be presented in minute detail. They have already been suggested. The following outline, however, gives a fairly full indication of the type of work done in the Alumni Council office as a centering agency for general Alumni affairs.

- (1) Conducting Alumni Office
- (2) Maintaining Alumni Records
- (3) Publishing Alumni Magazine
  - (a) Editing
  - (b) Advertising
  - (c) Records and distribution
- (4) Developing Alumni Clubs
- (5) Assisting in Development Campaign
- (6) Compiling, publishing and distributing General Alumni Directory
- (7) Compiling and distributing minor directories, e. g., Ph. D. Register
- (8) Conducting June Reunion
- (9) Conducting Fall Homecoming
- (10) Sending out Alumni literature
- (11) Reception of visiting Alumni
- (12) Alumni and related correspondence
- (13) Occasional special campaigns -- Membership, Alumni Fund, Manuscripts, Paintings, etc.
- (14) Handling Alumni organization finances
- (15) Obtaining memberships and subscriptions
- (16) Regular and special meetings
- (17) General and special reports
- (18) Mailing occasional University literature
- (19) Encouraging Class Organization
- (20) Relations with Alumni offices of other institutions
- (21) General and special Alumni lists and information







(C) Office Personnel:

Alumni Secretary. General executive in charge of Alumni matters under direction of the Alumni Council. Serves also as Editor and Business Manager of the Magazine.

Part-time Advertising Assistant  
Association Records Assistant  
Stenographer  
Files Manager  
Addressograph Operator  
Two clerical-files assistants  
Incidental help, as required for special heavy mailing.

(D) Finances: (Starting year, October 1, 1925)

Income -

(1)	6000 members @ \$2.00 a year	\$12,000
(2)	Surplus available from annual Alumni Fund income	2,500
(3)	Allowance from University for Records	4,100
(4)	Advertising, average	2,000
(5)	University Reunion allowance	500
(6)	Incidental	400
	Total	<u>\$21,500</u>

Expenditures -

(1)	Secretary and Office force	\$12,600
(2)	Manufacturing and distribution of Magazine	6,000
(3)	Reunion, etc.	1,000
(4)	Associations, special	700
(5)	General Expense	1,200
	Total	<u>\$21,500</u>

The Alumni organization has been and is functioning about as well as the limited means permit. Office, Magazine, supplies, mailing, and incidental expenses, as against somewhat fixed and limited income, do not permit desirable extensions and activities. Deficits have been avoided, and a slight surplus maintained. The above general statement indicates how, thus far, average income just about meets average expenses for the necessary and fundamental functions.

With increased resources or financial assistance, the organization activities might well be developed to include many of the suggestions hereinafter set forth.



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(4)	Allowance from University for
(5)	Records
(6)	Advertising, average
(7)	University Reunion allowance
(8)	Incidental
Total	
	\$21,500

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VII

ALUMNI PARTICIPATION IN DEVELOPMENT CAMPAIGN

At the 1924 June Reunion, President Burton announced that plans for greatly increasing the buildings and resources of the University were being formulated and that the Alumni would soon be called upon to assist in the task of their realization.

In the fall of 1924 the Development Committee of the Trustees caused to be organized an Alumni Campaign as the first step in its endeavors. An Alumni Executive Committee, under the leadership of Herbert P. Zimmermann, '01, was formed to head this Alumni Campaign. The work was carried on in Campaign Headquarters established in the Lytton Building, Chicago.

Practically all of the Campaign leaders, and many of the workers, have been or are officers in the Alumni organizations. Most all of the present Alumni organization officers took some part in the Campaign, and in various ways the Alumni machinery and personnel already in existence cooperated to an important extent. In addition the Alumni organizations had provided considerable groundwork on which the structure of the Campaign was erected.

The major portion of direct work on the Campaign was carried on by those in charge of the special office created for that purpose and with funds provided by the University.

Many printed pamphlets and communications were addressed to Alumni in rapid succession. Numerous meetings of Alumni were held at strategic points all over the country; speaking tours were arranged; and thousands of personal calls were made.

The sudden and startling attention bestowed upon Alumni was unprecedented, and in marked contrast to any evident interest theretofore displayed by the University in its Alumni.

This Campaign was successfully conducted. New methods of contact with Alumni were employed, Alumni interest was aroused and wide-spread enthusiasm was created.

As a result, far-reaching financial relationships and Alumni support for the University have been inaugurated. Over 11,000 Alumni subscriptions were secured and the Alumni quota of \$2,000,000, for endowment, will probably soon be completed, or at least practically obtained.

With a financial interest in the affairs of the University there will come an increasing personal interest on the part of thousands of Alumni -- and thus, in some ways, a more valuable result than the funds contributed.



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VIII

FUTURE RELATIONS WITH ALUMNI

If it is desired to continue and develop regular contacts with the Alumni, some possible methods are listed hereinafter.

The University could accomplish the purpose -

- (a) Through a separately organized agency, as was adopted for the Development Campaign;

or

- (b) Transfer such special work to, and as a function of, the present Alumni organization.

The following are submitted as possible methods of contact. Any of them might be adopted as a beginning, and as funds become available, more of them may be employed and eventually worked into one large comprehensive plan.

Established Methods

Materially furthering the present methods developed and now employed by the Alumni Council;

- (1) Improving the Alumni Magazine and securing the widest possible Alumni circulation. It is to be here noted that the Alumni Magazine reaches only about 20% of the Alumni, and by not having universal distribution much of its value is lost.
- (2) Making the June Reunions attractive and impressive and securing a larger attendance. Active participation by the University in Reunion affairs, such as:
  - (a) Special dinner to Shanty group, by the University;
  - (b) Special receptions by Faculty members;
  - (c) Faculty attendance at general Reunion events.



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(b) Special receptions by Faculty members;

(c) Faculty attendance at General Reunion events.



- (3) Likewise, making the Fall Homecoming notably successful.
- (4) Cooperation in development of Alumni Clubs, which in turn may be of service by exerting a local influence in favor of the University, by providing and recommending scholarships, and by the recruiting and discriminating selection of entrants.
- (5) Developing the records department and extending list of known addresses of Alumni.
- (6) More frequent publication of an Alumni Directory.
- (7) Establishing better methods for the reception and entertainment of visiting Alumni, and extending opportunities for visiting classes, new buildings, and meeting faculty members.
- (8) Developing Alumni Council efforts as they may relate to some of the subsequent suggestions.

#### University Communications

A plan whereby every graduate and former student on the records will receive at least one communication from the University each year. For this purpose, the following kinds of communications are suggested:

- (1) A brief annual report on the University signed by the President.
- (2) A letter from the President, summarizing the year just past, outlining the more immediate University needs and aims, and announcing gifts.
- (3) An invitation from the President to attend Homecoming or to attend June Reunion, or both.
- (4) A small illustrated booklet on the University (somewhat on the order of the Summer Quarter circular).







- (5) A special edition of the Alumni Magazine, financed by the University, sent to all Alumni.
- (6) A special illustrated booklet on the annual progress of buildings at the University.
- (7) Annual report on progress of Alumni and other campaign endeavors, from the Committee on Development.
- (8) Special bulletins announcing important research discoveries at the University and their significance.
- (9) A letter from some well known dean or other Faculty leader.
- (10) A Christmas and New Year greeting.
- (11) Special letters, perhaps:
  - (a) To Alumni from some man Dean.
  - (b) To Alumnae, from some woman Faculty member.
- (12) A questionnaire, asking Alumni opinions on value of their education, or of particular courses, etc., inviting suggestions.
- (13) Special school and departmental news -- to Alumni of Law School, Rush, Education, Doctors, and others.
- (14) Mailing of applications for football tickets with a cordial assurance that Alumni orders will be filled.
- (15) Airplane view of University -- for office or home framing.
- (16) A double letter -- from President of the University and Chairman of the Alumni Council.
- (17) A photograph of the President for framing.
- (18) A special edition of the Daily Maroon.







Alumni Field Secretary

A special employee engaged to organize, develop, and carry out direct contacts with and through the Alumni. Some possible functions of such an officer are:

- (1) Visit and assist at Alumni Club meetings.
- (2) Meet Club officers, assisting in building up their local clubs and local club influence.
- (3) Develop inter-club district relationships where clubs are close together.
- (4) Perhaps develop a National Association of Chicago Alumni Clubs.
- (5) Assist in meetings of district and national Club groups and associations.
- (6) Bring all Clubs in closer contact with the Alumni Council.
- (7) Meet prominent and influential Alumni in all sections of the country, keeping them interested and developing their constant cooperation.
- (8) Developing contacts, through Alumni, for increased local University and Club publicity; assisting the University's Publicity Bureau.
- (9) Collect first-hand information about Alumni, for Alumni Office records and for special University purposes.
- (10) Collect special Alumni material for the Magazine.
- (11) Develop "returning" spirit for Homecoming and for the June Reunion, as well as individual visits during the year.
- (12) Attend educational and other meetings, state and national, where Alumni may be present in some numbers, and assist in holding some special Chicago affair at such times.
- (13) Distributing University literature, views, etc., in cooperation with local Clubs, to libraries, high schools, etc.
- (14) Routing through and presenting annual motion pictures of the University, for Clubs and local communities, as arranged.



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- (15) Interviewing and giving information to prospective students as introduced and recommended by Alumni.
- (16) Obtaining opinions and suggestions from Alumni.
- (17) Obtaining funds for the University, from time to time, from Alumni groups and individuals.
- (18) Interesting local prominent citizens in the University, particularly in the Middle-West, as introduced by Alumni; possibly obtaining financial assistance or "leads" for the University.
- (19) Some possible organization work with class officers.
- (20) Getting Alumni to join the Alumni Association.
- (21) Assisting in any other special contact purposes in the field.



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### Faculty Representatives

Many of the faculty are strangers to the Alumni of former years. The cultivation of a mutual acquaintance should be encouraged and opportunities for such acquaintance created when Alumni visit the University, and when faculty members are invited to Alumni gatherings. Faculty members might well

- (1) Attend and address Alumni Club meetings.
- (2) Meet prominent local Alumni and, through them, leading local citizens, when possible.
- (3) Address semi-public or public gatherings, as arranged by local Alumni or Clubs.
- (4) Obtain from Alumni opinions and views on the University and on departments.

As to meeting and addressing local Alumni Clubs and groups, some plan might be worked out so as to assure each Alumni Club at least one speaker from the Faculty every year, preferably for the Club's Annual Meeting.

### Lecture, Study and Reading Courses

- (1) Offer special outline courses to individual Alumni on selected subjects in Business, Literature, Science, etc.
- (2) Special reading outlines on latest books in certain fields:
  - (a) To Alumni in general;
  - (b) To Alumni of departments, as offered by the department.
- (3) Reading and discussion courses to groups of Alumni, organized by themselves for that purpose.
- (4) Reading and discussion courses for Alumni Clubs.
- (5) Some special printed lecture of general interest and outstanding importance - (like one of the Orchestra Hall lectures).



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- (6) Annual list of books published by the Faculty.
- (7) Departmental or School list of books published by members of the department or school during the year, to Alumni of the department or school.
- (8) Annual list of books printed by the University Press.
- (9) Provide what may be virtually a University Extension among Alumni.

### Lecture Tours

Conduct an annual lecture tour, for Alumni and under auspices of Alumni, like recent Goodspeed Lecture.

A Speakers' Bureau might be provided and a complete register maintained of the speaking engagements of the faculty.

Arrangements might be made, through Alumni club members, for addresses before leading local clubs and organizations, the local organization paying the expenses of the speaker, and a meeting with the Alumni Club being held incidentally.

### Conferences

Provide for meetings of Alumni, particularly those of a school or department, for a discussion of public, academic and educational questions.

- (1) Addresses by the President and faculty members to acquaint Alumni with the progress of educational thought and the development of the department.
- (2) Addresses by Alumni who are leaders in their field and an interchange of ideas.
- (3) Symposiums

These meetings to place emphasis on educational aspects rather than on the social and entertainment features usually provided at Alumni Reunions.







### Alumni Visiting Committees

Establish Alumni visiting committees composed of qualified and selected Alumni and grouped by schools and departments, the function of which might be to visit the University, examine into its work and condition, and prepare and submit findings and helpful recommendations and reports to the President, faculties and Alumni Council. In line with this suggestion was the move about five years ago for the establishment of fourteen "University Commissions" at the University of Chicago.

### Alumni Trustees

In the absence of direct Alumni elective representation on the Board of Trustees, a continuation of the past and present policy of occasionally selecting for vacancies suitable Alumni when available will maintain a cordial relationship and receive the commendation of the Alumni body.

### The Publicity Department

The Publicity Department may be utilized in many self-evident ways to attract the attention of Alumni to the University.

It might well undertake in proper cases to create publicity for individual Alumni who have accomplished some note-worthy achievement.

Publicity in towns and cities about students from the "home town" who have won some distinction at the University would assist the local Alumni Clubs of those towns and cities.



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Radio Programs

- (1) Continue present policy of broadcasting educational talks of general interest.
- (2) Provide an occasional program especially arranged for Alumni, and particularly near Homecoming and Reunion occasions.
  - (a) "Hello Talks" by the President, well-known faculty members, and popular Alumni or Alumni officers.
  - (b) Glee Club, Band, Blackfriars, etc.
  - (c) Football games.
- (3) Mail to Alumni special notices of the monthly radio program.
- (4) Encourage organization of "Alumni Radio Clubs".

Motion Picture Exhibits

- (1) Build and preserve a film library for historical, educational and entertainment purposes.
  - (a) Secure pictures of all special events at the University.
  - (b) Secure pictures of the President, faculty, and students, depicting daily life and activities.
  - (c) Secure pictures of each Senior class, of athletic teams in action, of women's activities, of groups of graduate students, of visiting Alumni at Reunions and other times.
  - (d) Secure pictures of laboratory experiments and of matters of educational value.
- (2) Make the films available for exhibition to Alumni clubs and other groups, and to Alumni teachers or specialists interested in certain phases of education.



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### Student Relations

Students are the future Alumni, and some preparation of students in the way of developing their future Alumni consciousness would be helpful. Such preparation might be accomplished in part through -

(1) The fraternity organizations.

The Alumni can be helpful in establishing scholarship and student aid funds, and in directing University as well as fraternity loyalty.

(2) The women's Clubs.

(3) The Bureau of Recommendations

(4) The Employment Office

(5) The Housing Bureau

(6) Student publications

(7) Student organizations

Alumni might be invited to address the students in charge of publications and organizations on experiences in college days and since, thus tying up past student experiences and aims with each present generation.

Vocational guidance talks by Alumni and citizens.

(8) Student activities

(9) Senior Class, and other classes

(a) Foster class spirit

(b) Secure subscriptions to the Alumni Magazine

(c) Secure pledges of future financial contributions to the University.

(10) Graduate schools

(a) Provide social contacts and ways of interesting the graduate students in the University as a whole. Provide a general graduate club with facilities for social contact.

(b) Provide through the publicity department for write-ups of exceptional students in their home town papers.

(c) Devise other means of evidencing the interest of the University in its leading graduate students as related to their future work.



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IX

GENERAL FINANCIAL CONSIDERATIONS

The present budget of the Alumni Council appears earlier in the report.

Possible sources of income for Alumni work and activities are

(1) Dues from members of Alumni associations.

We now have 5800 members at \$2.00. This includes Life Members who subscribed to the Alumni Fund.

The number should be increased.

(2) Alumni Magazine Advertising.

This could be increased. However, an occasional objection is made to the policy of carrying any advertising at all.

(3) Income from the Alumni Fund.

The fund is now \$101,000, paid in and invested, and yields an annual income of approximately \$4600; after deducting some \$1800 for annual dues chargeable against some 900 memberships, an annual income of about \$2800 is available for Alumni and other purposes.

(4) Appropriations from the University.

Any important extension of the work of the Alumni Council on behalf of the University, or the adoption of any new methods of maintaining contact with the Alumni, whether accomplished through the machinery of the Council or otherwise, will necessarily require additional or special funds for such purposes.

It will require some increase in personnel as well as some additional equipment, supplies, and contact-material.

At a number of the larger universities, notably Yale, Harvard, Princeton, Cornell, Michigan, some such work has been carried on with success. At those universities assistant secretaries are employed, usually under the direction of the general or executive secretary, enabling them to follow through the work in the field, handle the publications and publicity, and attend to the business of the office with worth-while results.



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Until some larger contact-plan is adopted, no sound estimate of its cost can be made. The actual expense, however, should not be unreasonably large, while it would really be quite small as commensurate with the advantages and concrete returns received by the University.

The appropriation by the University for Alumni development purposes of perhaps one-half of one per cent of the income derived from paid up Alumni contributions to the Endowment Fund would probably make possible the performance of a large part of the program above outlined. Such an expenditure could well be justified as a development basis for further returns for endowment and other University needs.



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CONCLUSION

In the foregoing sections an attempt has been made to show

- (1) What has heretofore been done to maintain University-Alumni relations.
- (2) What additional methods might be employed for the development of relations. The design was to make the suggestions inclusive rather than to select at this place the means most appropriate for the purposes of the University of Chicago. Any means adopted should be based on special conditions as they obtain at the University and among its Alumni.

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PART TWO

A SUGGESTED PLAN



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BASIC STATEMENT OF POLICY

First

Accept as axiomatic the desirability of developing relations with the Alumni.

Then

Adopt a permanent plan or program for maintaining such relations.

Make the Alumni Office the headquarters and main medium for such work and provide the necessary funds.

FORMULATION AND EXECUTION OF A PLAN

A plan can be formulated and carried out by

1. The President of the University and a committee of trustees acting with
2. A committee of the Alumni Council.



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I

ORGANIZATION

Alumni Relations Executive Committee

The responsibility for the direction of Alumni work may well be assumed in part by the University in conjunction with the Alumni Council as now organized.

A special committee of the Trustees, or a representative of the President, acting with a small group of the Council, might compose an Executive committee which would have administrative control of activities.

The structure of the Alumni Associations and of the Alumni Council need not be changed, but consideration should be given to the machinery and personnel for the carrying on of the work.

Headquarters

1. It is regarded as desirable that the Alumni Office be the centralized headquarters for all effort to establish relations with Alumni rather than some separate or special agency.
2. The Alumni Office should be given a more conspicuous and accessible location, preferably on the first floor of some prominent building on the campus.



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3. The office should be equipped with all the facilities of an up-to-date business office.
4. Alumni records and address lists should be kept up to date, and designed to fit various needs as nearly as possible.

#### Personnel

1. The Alumni Secretary should be the general executive and director of the Alumni Office and work, as well as the editor of all alumni publications. He should be engaged by and act in accordance with the authority given him by the Executive Committee, or by the Alumni Council with the approval of the Trustees.
2. Assistant Secretaries should be employed as required.

The services of an Assistant Editor are necessary.

The services of an Advertising or Business Manager are necessary.

The services of a Field or Traveling Secretary are highly desirable.
3. General Office Assistants -

Records, files and mailing manager, clerical help, stenographers and operators.







Coordination of Departments and Schools

The coordination of the work of various University Departments and Schools, in so far as it may relate to the Alumni, should be accomplished. This is largely a matter of administrative detail.

Particularly for Alumni of the Graduate Schools, departmental contacts and service should be developed. This could be done either by adopting some basic plan for use by every department of the Graduate Schools, or by having each department adopt some special method best fitted for its own purposes, yet in harmony with the general University plan and objectives.

Conferences between department heads or representatives, discussing and co-relating methods on such special Alumni contacts, could be held from time to time.

Graduate School Alumni, while considerably interested in the University as a whole, are primarily attached to the departments in which they studied and from which they obtained their degrees. They can usually best be reached, and their interest and co-operation stimulated, through departmental affairs, communications, and relations.

Their interest in the University as a whole could, of course, be developed in addition, as opportunity afforded.

In a somewhat wider field, the same specialized relationships should be cultivated, along similar lines, with professional school Alumni by the professional schools of the University.







II

PROGRAM

While the policy or general plan to be adopted may be definite, the program must of necessity be elastic, and of the many suggestions offered in Section VIII of Part One, it cannot here be said that the enumerated methods, in whole or in part, would at all times be appropriate or desirable.

What ways and means are to be employed for Alumni contacts in any particular year, will be subject to financial and other considerations and may best be left to the judgment of the officials or committee in charge of such matters.

It may be recommended here, however, that the following recognized means of stimulating Alumni interest be adopted and developed:

A. General Alumni Body -

1. Send to all Alumni, at least once a year, a communication of general interest from the President of the University.
2. Offer lecture, study and reading courses in form designed for Alumni in general.
3. Enlarge the Alumni Magazine and increase its circulation.
4. Publish a new edition of the Alumni Directory.
5. Provide for reception of casual Alumni visitors at the campus.
6. Make adequate provision for seating Alumni at athletic games.
7. Give special radio programs for Alumni.



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8. Assist in the work of Alumni Clubs and groups:

- (a) Visitation by faculty members.
- (b) Visitation by a Field Secretary or Alumni officers.
- (c) Furnish motion picture films.

B. College (Undergraduate) Alumni -

- 1. An occasional special communication of college interest.
- 2. Promote and improve the June Reunion.
- 3. Promote and improve the Fall Homecoming.
- 4. Add a special Class file to Alumni Records.

C. Graduate and Professional School Alumni -

- 1. Send to Alumni of departments or schools, at least once a year, special news or departmental letters.
- 2. Offer lecture, study and reading courses in form specially designed for Alumni of particular schools, or departments.
- 3. Promote educational conferences for Alumni of schools or departments.
- 4. Provide motion pictures on leading University experiments, discoveries, and achievements.
- 5. Cultivate some interest in Reunion, Homecoming, and general University affairs.

D. Student Body -

- 1. Deliberate cultivation of students for their continued interest later as Alumni:
  - (a) Undergraduates;
  - (b) Graduates.
- 2. Cooperation of publicity department.



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III

FINANCIAL OUTLINE

A financial outline of Alumni work, with estimates for the future, and as related to development of University-Alumni relations.

The future estimate is based upon (1) rather rapid increase in Association members; (2) steady and large increase in records; (3) attendant increase in clerical forces, for best results; (4) marked improvement in the Magazine; (5) a presumed policy of enlarged advertising program in the Magazine; and (6) continued service of clerical and other assistants, with pay increase, as based on increased experience and ability, to an arbitrary limit.

The outlined "desired assistance", for development of University-Alumni relations (C), is presented on a somewhat graduated basis.

The indicated growth in Association affairs depends much upon the cooperative University-Alumni relations assistance. While the prime purpose of this special activity is to develop and stimulate, with both tangible and intangible results, the relations between the University and its Alumni, one natural reaction should be more rapid growth in the Alumni Association. And, on the other hand, the more numerous and stronger the organized Alumni are, the more effective will be the results achieved for the University. The two, therefore, are closely connected in growth and results.

It should be borne in mind, of course, that most of the figures in the starting and future years are estimates. Alumni Association growth, for example, may turn out to be either less rapid or far more rapid than anticipated. In either case, a number of estimates along the line are directly affected. There may, too, be distinct variations in costs of operation, in salaries, in Magazine costs, upward or downward. Reunion attendance may be far larger, etc.

The outlined "desired Assistance" (C), here suggested, might be adopted either in part, as a tentative experiment, or at once, in toto. The general results, of course, will be directly related to the extent of the program adopted. And variations may appear, for instance, in the extent of any Faculty Tours attempted, or in the type and number of communications to Alumni, etc. A general, average plan is here outlined and estimated.



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It should be borne in mind, of course, that most of the figures in the starting and future years are estimates. Alumni Association growth, for example, may turn out to be either less rapid or far more rapid than anticipated. In either case, a number of estimates along the line are directly affected. There may, too, be distinct variations in costs of operation, in salaries, in Magazine costs, upward or downward. Reunion attendance may be far larger, etc.

The outlined "desired assistance" (C), here suggested, might be adopted either in part, as a tentative experiment, or at once, in toto. The general results, of course, will be directly related to the extent of the program adopted. And variations may appear, for instance, in the extent of any Faculty Tours attempted, or in the type and number of communications to Alumni, etc. A general, average plan is here outlined and estimated.



The future estimate does not imply a vague, too distant future, but years rather close upon us, though no exact time can be set with certainty. What the far future holds forth is, naturally, merely a matter of guess -- yet, with the development carried forward along the lines suggested, a truly powerful and constantly helpful organization, with many thousands of members and a very large income, usable in various ways for the University, should undoubtedly be the eventual result.



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Financial Outline - Alumni Work

<u>Present (1925-26)</u>			<u>Starting Years</u>			<u>Future Estimate</u>		
<u>A. Income</u>			<u>A. Income</u>			<u>A. Income</u>		
Dues - 5800 @ \$2.00	-	\$11,600	6800 @ \$2.00	-	\$13,600	12,000 @ \$2.00	-	\$24,000
Alumni Fund Surplus		2,800			3,000			3,500
Advertising		4,100			5,000			8,500
Reunions (Tickets - \$2.00)		1,000			1,500			2,500
U. of C. (Reunion, B. & G.)		500			500			600
U. of C. (Records)		4,100			6,200			7,500
Incidental		50			100			200
		<u>\$24,150</u>			<u>\$29,900</u>			<u>\$46,800</u>

<u>B. Expenditures</u>			<u>B. Expenditures</u>			<u>B. Expenditures</u>		
Mfg. & Distr. Magazine	\$	6,500		\$	7,500		\$	12,000
General Expense		1,300			1,800			2,500
Reunion, etc.		1,500			2,000			3,100
Associations (special)		700			1,000			2,000
Incidental items		50			100			200
Secretary-Editor		4,500			6,000			7,500
Bus. Ass't. (Adv., etc.)		1,400			1,800			2,500
Ass'n. Records Assistant		1,200			1,320			1,400
Stenographer		1,200			1,320	2 Stenographers		2,400
Files & Mailing Manager		2,400			2,500			3,000
Addressograph Operator		1,200			1,320			1,500
2 Records Clerks		2,000			2,200	3 Records Clerks		3,500
Incidental help		50			140			200
		<u>\$24,000</u>			<u>\$29,000</u>			<u>\$41,800</u>

Estimated Surplus - - - - - \$150 Estimated Surplus - \$900 Estimated Surplus - \$5000

University-Alumni Relations

<u>C. Desired Assistance</u>			<u>C. Desired Assistance</u>			<u>C. Desired Assistance</u>		
(a) Year concluded as per Budget	Ass't. (Field) Sec.	\$ 3,500	Ass't. (Field) Sec.	\$ 4,500		Ass't. (Field) Sec.	\$ 4,500	
	Traveling Expenses	1,000	x2nd Ass't. (woman)	2,500		x2nd Ass't. (woman)	2,500	
(b) Extra - Campaign Expend. (Development Committee)	Annual Communication to Alumni (one)	1,500	xTraveling Expenses	2,000		xTraveling Expenses	2,000	
	Assistant Editor (Part time)	900	Annual Communication	2,000		Annual Communication	2,000	
	Special Reunion Allowance	500	xFaculty Tours	500		xFaculty Tours	500	
		<u>\$ 7,400</u>	Assistant Editor	1,500		Assistant Editor	1,500	
	Est. Ass'n. Surplus	900	Reunion (Special)	1,000		Reunion (Special)	1,000	
	Estimated Total Required	\$ 6,500		<u>\$14,000</u>			<u>\$14,000</u>	
			Est. Ass'n. Surplus	5,000		Est. Ass'n. Surplus	5,000	
			Estimated Total Required	\$ 9,000		Estimated Total Required	\$ 9,000	

xNote: If staff and activities are not augmented, as above, the Estimated Association Surplus would pay most additional needs required of the University set forth in the "starting years".



Financial Outline - Alumni Work

<u>Present (1925-26)</u>			<u>Starting Years</u>			<u>Future Estimate</u>		
<u>A. Income</u>			<u>A. Income</u>			<u>A. Income</u>		
Incidental	50		Incidental	100		Incidental	200	
U. of C. (Records)	4,100		U. of C. (Records)	6,200		U. of C. (Records)	7,500	
U. of C. (Reunion, B. & C.)	500		U. of C. (Reunion, B. & C.)	500		U. of C. (Reunion, B. & C.)	600	
Reunions (Tickets - \$2.00)	1,000		Reunions (Tickets - \$2.00)	1,500		Reunions (Tickets - \$2.00)	2,500	
Advertising	4,100		Advertising	5,000		Advertising	8,500	
Alumni Fund Surplus	2,800		Alumni Fund Surplus	3,000		Alumni Fund Surplus	3,500	
Dues - 2800 @ \$2.00	\$11,600		Dues - 2800 @ \$2.00	\$13,600		Dues - 2800 @ \$2.00	\$24,000	
	\$24,150			\$29,900			\$46,800	
<u>B. Expenditures</u>			<u>B. Expenditures</u>			<u>B. Expenditures</u>		
Incidental help	50		Incidental help	140		Incidental help	200	
Records Clerks	2,000		Records Clerks	2,300		Records Clerks	3,500	
Addressograph Operator	1,300		Addressograph Operator	1,320		Addressograph Operator	1,500	
Files & Mailing Manager	2,400		Files & Mailing Manager	2,500		Files & Mailing Manager	3,000	
Stenographer	1,300		Stenographer	1,320		Stenographer	2,400	
Ass'n. Records Assistant	1,300		Ass'n. Records Assistant	1,320		Ass'n. Records Assistant	1,400	
Bus. Ass't. (Adv., etc.)	1,400		Bus. Ass't. (Adv., etc.)	1,800		Bus. Ass't. (Adv., etc.)	2,500	
Secretary-Editor	4,500		Secretary-Editor	6,000		Secretary-Editor	7,500	
Incidental items	50		Incidental items	100		Incidental items	200	
Associations (special)	700		Associations (special)	1,000		Associations (special)	2,000	
Reunion, etc.	1,500		Reunion, etc.	2,000		Reunion, etc.	3,100	
General Expense	1,300		General Expense	1,800		General Expense	2,500	
Mfr. & Distr. Magazine	6,500		Mfr. & Distr. Magazine	7,500		Mfr. & Distr. Magazine	13,000	
	\$24,000			\$29,000			\$41,800	

Estimated Surplus - \$150 Estimated Surplus - \$300 Estimated Surplus - \$2000

University-Alumni Relations

<u>C. Desired Assistance</u>			<u>C. Desired Assistance</u>			<u>C. Desired Assistance</u>		
(a) Year concluded as per Budget			Ass't. (Field) Sec.	\$ 3,500		Ass't. (Field) Sec.	\$ 4,500	
(b) Extra - Campaign Expend. (Development Committee) to Alumni (one)	1,500		Traveling Expenses	1,000		2nd Ass't. (woman)	2,500	
Assistant Editor	900		Annual Communication	1,500		Traveling Expenses	2,000	
(Part time)			Faculty Tours	500		Annual Communication	2,000	
Special Reunion			Assistant Editor	900		Faculty Tours	500	
Allowance	500		Reunion (Special)	1,000		Assistant Editor	1,500	
Est. Ass'n. Surplus	900		Est. Ass'n. Surplus	900		Reunion (Special)	1,000	
Estimated Total			Estimated Total			Estimated Total		
Required	\$ 6,500		Required	\$ 6,500		Required	\$ 9,000	

Note: If staff and activities are not augmented, as above, the Estimated Association Surplus would pay most additional needs required of the University set forth in the "starting years".



IV

CONCLUSION

Last year the University announced that in addition to its then present resources the money needed for development by 1940 was about sixty-two million dollars.

In 1941 we will celebrate The Golden Anniversary of the University. That time is fixed as the goal for the fulfilment of present and anticipated needs.

With the passing of the next fifteen years, the Alumni body will have grown in numbers, wealth and influence. There will then be living generations of Alumni comparable with those of any other university of hundreds of years of history.

A systematic sowing of the seed will yield an impressive harvest when the time comes. The devotion of the coming years to the cultivation of Alumni, therefore, would seem to be advisable and is strongly recommended.



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