

MEMORANDUM FOR JOINT MEETING OF THE TRUSTEES

Committee on Alumni Relations and the Committee on Future Alumni Contributions

December 7, 1928

I Main Problem

Of the Committee on Alumni Relations

- A 1 How may the University be most helpful to the alumni and
how may the alumni be most helpful to the university?

Of the Committee on Future Alumni Contributions

- B 1 How may the University build up the largest, most continuous and friendly giving on the part of the alumni?

II Special Problem - in view of the systematic enquiry now being undertaken by a Committee of the Alumni Council as to the make-up of the undergraduate personnel and conditions of undergraduate life.

Of the Committee on Alumni Relations

- A 2 Is this enquiry, as outlined by the Committee of the Alumni Council likely to get all the essential facts and how may this Trustee Committee be most helpful in getting the essential facts?

Of the Committee on Future Alumni Contributions

- B 2 Should an effort be made now to start a continuous alumni fund as at other colleges and universities in view of
- a) The fact that some but not a majority of the contributors to the Alumni Campaign have completed the payments on their pledges.
 - b) The fact that the enquiry of the Committee of the Alumni Council indicates a present condition of real friendliness but some considerable ignorance and misunderstanding of conditions of undergraduate life at the University and possible dissatisfaction with some of those conditions.

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b) The fact that the enquiry of the Committee of the Alumni Council indicates a present condition of real friendliness but some considerable ignorance and misunderstanding of conditions of undergraduate life at the University and possible dissatisfaction with some of those conditions.

2. How does the quarterly system, non-compulsory chapel attendance, etc., affect the possibilities of class organization and acquaintance?
3. For what type of student is undergraduate life at the University of Chicago best fitted and what methods are being used to attract that type of student at the University of Chicago.

IV. Comparative Scholastic Requirements

Report of Mr. Stevens and Dean Boucher

- V. Further facts to be brought before a later meeting of this Committee
1. Get through the President's Office comparative statements about class life at University of Chicago and six other representative institutions, three in the Middle West and three in the East.
 2. Through President's Office learn from five seniors, five alumni out not over five years and five alumni out between five and ten years and from five representatives of the faculty and administrative officers what in their opinion is the type of student for which University of Chicago is best fitted. Get from Alumni Office and also President's Office a summary of present methods of attracting this type of student to University of Chicago.

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Office and also President's Office a summary of present methods of attracting this type of student to University

of Chicago.

III Considerations for answering question A 2

In broad outline the Alumni Council enquiry covers three points:

1. Comparative scholastic requirements
2. Comparative numbers participating in athletics
3. Comparative numbers participating in fraternity life

It seems that this Trustee Committee through the administrative officers can be helpful in getting information on comparative scholastic requirements but that information on comparative athletic and fraternity conditions can be secured by the Committee of the Alumni Council without special help from the Trustee Committee.

Supplemental questions bearing on the main interest behind the Alumni Council enquiry are:

1. How does student housing at the University of Chicago affect undergraduate life?

Undergraduate Student Housing - Autumn Quarter, 1928

	Men		Women	
	Number	Percent	Number	Percent
Residence Halls	81	5	159	13
Fraternities	417	25.3		0
Rooms near University	249	15	253	21
Furnished apartments	6	.4	11	1
Home	<u>894</u>	<u>54.3</u>	<u>799</u>	<u>66</u>
<u>Total</u>	1647	100.0	1222	100

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JOINT MEETING OF TRUSTEE COMMITTEES ON ALUMNI RELATIONS
AND ALUMNI CONTRIBUTIONS

December 7, 1929

Present: Messrs. C. F. Axelson, Charlton Beck, C. B. Boucher, Emory T. Filbey, Rowland Haynes, Walter L. Hudson, Frank McNair, John F. Moulds, Albert W. Sherer, D. H. Stevens.

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No formal resolutions were adopted but the following was the sense of the meeting:

1. That some clear and decisive statement should be made by some official or Board of the University reaffirming President Burton's statement of the permanence of the undergraduate college as a part of the University. It was suggested that this statement should come from the Board of Trustees since the Senate by its make-up necessarily has only a minority representing the undergraduate college. It was left to Mr. Sherer to talk the matter over with Mr. Swift.
2. That Mr. Stevens and Dean Boucher be asked to confer with Mr. Payne to secure a re-writing of the statement on admissions so as to make clear the emphasis which is put on questions of character and leadership as well as scholastic achievement.
3. That these two Committees of the Trustees should, with the help of the administrative officers, conduct an enquiry parallel to

JOINT MEETING OF TRUSTEE COMMITTEE ON ALIEN RELATIONS

AND ALIEN CONTRIBUTIONS

December 7, 1928

Present: Messrs. C. F. Anderson, Charles Beck, G. E. Boncher, Henry T. Eddy, Howard Hughes, Walter L. Hanson, Frank McLean, John F. Nichols, Albert R. Shaver, D. H. Stevens.

No formal resolutions were adopted but the following was the sense

of the meeting:

1. That some clear and decisive statement should be made by some official or board of the University regarding President Bar- ton's statement of the permanence of the undergraduate college as a part of the University. It was suggested that this state- ment should come from the Board of Trustees since the Senate by its make-up necessarily has only a minority representing the undergraduate college. It was left to Mr. Shaver to take the matter over with Mr. Eddy.

2. That Mr. Stevens and Dean Boncher be asked to confer with Mr. Payne to secure a re-writing of the statement on relations so as to make clear the emphasis which is put on questions of character and leadership as well as academic achievement.

3. That these two Committees of the Trustees should, with the help of the administrative officers, conduct an enquiry parallel to

that outlined by the Committee of the Alumni Council and possibly going beyond it in scope in order that the Committee might have first hand information to be used in cooperation with the material developed by the Committee of the Alumni Council.

4. That a summary be made through the help of Mr. Stevens, Mr. Boucher and others of the methods used in getting students to come to the University of Chicago and the methods employed at other universities and colleges.

Rowland Haynes

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Mr. Boucher and others of the methods used in getting
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methods employed at other universities and colleges.

Howard Hayes

NOTES FOR COMMITTEE ON ALUMNI AFFAIRS

1. That increasingly in the future contacts between University and alumni should be given reality on the basis suggested in President Mason's last letter. The University can well stimulate interest in the intellectual goods with which she is especially concerned, and can respond to demands from alumni for various types of service. Such a program is not easy to put into effect and will inevitably take some years to work out adequately. But it should be possible at Chicago and with the alumni of Chicago if it can be done anywhere.
2. The Alumni Magazine with its nest egg of 6,000 subscribers might well be one of the principle media through which the University exerts its efforts. Why start a new magazine or generate new agencies of contact with alumni when existing ones may be made adequate?
3. That a preliminary investigation be made of other plans for alumni guidance and stimulation. One such scheme has already been tried and may still be operating--this was the Amherst scheme for directing alumni reading. Michigan has recently drawn wide attention to her plan for an "Alumni University." I will undertake to write preliminary letters requesting information on these points to these Universities.
4. Would it be worth considering to appoint a young, energetic, college graduate with ability to write as an assistant to the alumni editor? His special duties to consist in promoting further alumni interest in the intellectual concerns of the University. The University might pay such a man and give him status as assistant to the secretary of the University. His immediate superior officer would, of course, be the alumni secretary.
5. As a tentative idea for work which this man might do under the direction of the alumni secretary, I think of an alumni "Book of the Month" club. A department might be inaugurated in the Magazine which would consider one field, such as Physiology or Anthropology, in each issue of the Magazine. A single book or a list of books might be recommended for reading by alumni during the current month and stimulating reviews of the book or books printed. At the same time an account of research in the department and of its leading contributions in the past might be given. An arrangement might be made with the University of Chicago

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2. The Alumni Magazine with its nest egg of 8,000 subscribers might well be one of the principal media through which the University exerts its efforts. Why start a new magazine or generate new agencies of contact with alumni when existing ones may be made adequate?
3. That a preliminary investigation be made of other plans for alumni guidance and stimulation. One such scheme has already been tried and may still be operating--this was the Lambert scheme for directing alumni reading. Michigan has recently drawn wide attention to her plan for an "Alumni University." I will undertake to write preliminary letters requesting information on these points to these Universities.
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5. As a tentative idea for work which this man might do under the direction of the alumni secretary, I think of an annual "Book of the Month" club. A department might be inaugurated in the Magazine which would consider one field, such as Psychology or Anthropology, in each issue of the Magazine. A single book or a list of books might be recommended for reading by alumni during the current month and stimulating reviews of the book or books printed. At the same time an account of research in the department and of its leading contributions in the past might be given. An arrangement might be made with the University of Chicago

Bookstore to handle the required books. They would in every case be simple and popular in presentation. If there are, as many think, a considerable number of alumni who would appreciate guidance of this sort, tending toward a broader knowledge of the essential work of the University, and improvement of general knowledge and understanding, this might be a valuable feature of the Magazine tending to increase alumni interest in it and to boom its circulation. With an energetic man at work on such a plan many good ideas would certainly come up which could be followed through. This could be inaugurated as a small feature of the Magazine which might presumably increase in importance as popular demand warrants it.

7. It would seem that the matter of directing this type of contact between the University and alumni is a special job for a man specially interested. It can hardly be done in off moments by men busy on other tasks. The employment of such a man need not necessarily be an immediate issue, but in the long run it would probably pay in increased alumni interest and contact with the real University.

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Joint Meeting on University-Alumni Relations

An informal joint meeting of the Committee on University-Alumni Relations, composed of a committee of the Trustees and a committee of the Alumni Council, was held in the Alumni Office, 403 Cobb Hall, on Wednesday, May 26, 1926. Earl D. Hostetter, who was requested to preside, called the meeting to order at 8 P. M.

Present: For the Trustees, Albert W. Sherer. Mr. Sherer explained that Mr. Charles W. Gilkey was called to Washington, and that Mr. Charles F. Axelson was ill, which accounted for the absence of these members of his Trustees committee at this meeting. For the Alumni Council, Earl D. Hostetter, Chairman, Grace A. Coulter, Raymond J. Daly, Paul H. Davis, Frank McNair, John F. Moulds, Herbert E. Slaughter, Mrs. James W. Thompson, Herbert P. Zimmermann, and A. G. Pierrot, Secretary.

Brief Review: Chairman Hostetter briefly reviewed the history of University-Alumni relations in general, and outlined the manner in which the subject of this relationship had been brought to the special consideration of the Alumni Council, with the result that the Council committee had been created and had now reached the stage of working out a tentative report. It was the intention, he stated, to work out a somewhat final report, but this joint meeting had been called, upon request from the Trustees group, to discuss, with the material already at hand for reference, some plan of action that might be adopted in the very near future.

University-Alumni Relations in General: Upon inquiry by the Chairman, it was the unanimous opinion of all present that close and mutually helpful relations with Alumni should be developed by the University as a fundamental and continuing policy.

Trustees' Attitude: Mr. Sherer stated that, especially in the last two years, the Board of Trustees had become conscious of the deep interest, the power and effectiveness of the Alumni for advancing the welfare

Joint Meeting on University-Alumni Relations

The first joint meeting of the Committee on University-Alumni Relations, composed of a committee of the Trustees and a committee of the Alumni Council, was held in the Alumni Office, 403 Gopp Hall, on Wednesday, May 26, 1926. Earl D. Hostetter, who was requested to pre-

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Program: For the Trustees, Albert W. Shorer, Mr. Shorer explained that Mr. Charles F. Gilkey was called to Washington, and that Mr. Charles F. Arnsperg was ill, which accounted for the absence of these members of his Trustee committee at this meeting. For the Alumni Council, Earl D. Hostetter, Chairman, Green A. Conlister, Raymond J. Dely, Paul H. Davis, Frank Kester, John F. Kaula, Herbert E. Blawie, Mrs. James E. Thompson, Herbert J. Blawie, and A. C. Kiersey, Secretary.

Chief Report: Chairman Hostetter briefly reviewed the history of University-Alumni relations in general, and outlined the manner in which the subject of this relationship had been brought to the special consideration of the Alumni Council, with the result that the Council committee had been created and was now reaching the stage of working out a tentative report. It was the intention, he stated, to work out a somewhat final report, but this joint meeting had been called, upon request from the Trustees group, to discuss, with the material already at hand for reference, some plan of action that might be adopted in the very near future.

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Trustees' Attitude: Mr. Shorer stated that, especially in the last two years, the Board of Trustees had become conscious of the deep interest, the power and effectiveness of the Alumni for advancing the welfare

of the University, and that the Board was eager for advice from this Council group on the best way, financial limitations considered, for cultivating the relations and co-operation between the University and its Alumni. For that reason, he pointed out, this special Trustees committee had been appointed, and it was his desire now to obtain information and advice on some methods of procedure which his committee might recommend to the Board. The Trustees, he emphasized, would welcome any suggestions or opinions along this line.

Mr. Sherer then requested discussion and suggestions on the three following points:

(1) The policy of having a paid University official, as an assistant to the President, who would devote his time to developing relations with Alumni.

(2) University communications to Alumni.

(3) Co-operation with Alumni Clubs, particularly in the matter of sending representatives and speakers from the University.

University Official for Alumni Relations: It was the unanimous opinion of those present that such a special officer of the University as an assistant to the President, would be highly desirable. In discussion, it was pointed out that while all primary functions relating to Alumni organization growth and activities should be retained and centralized in the Alumni Office and Executive, such a special officer of the University, working in co-operation with the President of the University on one side and with the Alumni Executive on the other, could create a specialized field of activity and service of great benefit to both the University and the Alumni.

In response to Mr. Sherer's request, suggestions were given as to the type of man best suited for such a position. The prevalent idea for such a man seemed to include: (a) Mature - neither too old nor too

of the University, and that the Board was eager for advice from this Council group on the best way, financial limitations considered, for cultivating the relations and co-operation between the University and its Alumni. For that reason, he pointed out, this special Trustees committee had been appointed, and it was his desire now to obtain information and advice on some methods of procedure which his committee might recommend to the Board. The Trustees, he emphasized, would welcome any suggestions or opinions along this line.

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the type of man best suited for such a position. The prevalent idea

for such a man seemed to include: (a) Nature - neither too old nor too

young; (b) an academic background, preferably from the University faculty; (c) effective in public appearance; (d) considerable organizing capacity; (e) preferably not an alumnus; (f) a man of real understanding and vision, who fully comprehends the nature and purpose of the work.

Several names were suggested of men who met the requirements to a considerable degree, but the personnel phase was left with the Trustees committee as their particular problem.

Communications to Alumni: There was discussion as to the number and kind of communications that might be sent to Alumni from time to time. Suggestions varied from quarterly communications to at least one a year. Communications of different kinds were mentioned. It was felt that, if possible, one communication, possibly Professor Breasted's Lecture at Reunion, might be sent out to all Alumni before July 1st, this year. It was urged that some special communication be sent to all Alumni who subscribed to the Development Fund. As to a single communication a year, it was suggested that a brief report on University yearly progress and more immediate aims would be of major interest to most Alumni.

Speakers for Alumni Clubs: It was generally felt that in the matter of developing relations with Alumni there should be co-operation with Alumni clubs throughout the country. The main plan for such co-operation/^{considered} was that of having University representatives and speakers visit the clubs. For the distant clubs, it was suggested, at least one assured visit a year from a University speaker would be highly desirable; for the nearby clubs, two such visits a year, one in the fall and one in the spring, would be effective. Some rather definite schedule for such visits should be worked out. Co-operation by traveling faculty members could also be worked out more systematically in this connection.

It was also pointed out that, since many of our club members are teachers, much effective co-operation should be developed between the Univer-

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It was also pointed out that, since many of our club members are teachers, much effective co-operation should be developed between the University

sity and the teacher groups through the Bureau of Recommendations.

Later Meeting: Mr. Sherer stated that he would draw up a report, based on the results of this meeting, for consideration by the members of his Trustees committee. At his request, it was arranged that another meeting of this joint committee be held, for consideration of the report of his committee before it is finally submitted, probably within the next month, to the Board of Trustees. This meeting would be called whenever the Trustees committee had its report drawn up.

After some further general discussion on Alumni affairs, the meeting adjourned at 10:20 P. M.

Respectfully submitted,

A. G. Pierrot,
Secretary.

Atty and the Treasurer through the Bureau of Recommendations.
During the meeting Mr. Warner stated that he would draw up a report
based on the results of this meeting, for consideration by the members
of his Executive Committee. At his request, it was suggested that another
meeting of this Joint Committee be held, for consideration of the report
of his committee before it is finally submitted, probably within the
next month, to the Board of Trustees. This meeting would be called upon
over the Executive Committee had its report drawn up.
After some further general discussion on Annual affairs, the meeting
adjourned at 10:30 P. M.

Respectfully submitted,

A. G. Pierrot,
Secretary.

File

1926
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UNIVERSITY - ALUMNI RELATIONS

A SURVEY
and
A SUGGESTED PLAN

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

File

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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.

CONCLUSION

With the passing of a third of a century the University has entered upon a new era. For the least significant of newly developed conditions is the strength and interest of the Alumni. They have been aroused and animated and have given evidence of their support.

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

PART ONE

A SURVEY

An estimate in outline of what
has been and can be done to cre-
ate, increase and maintain Rela-
tions between the University and
its Alumni.

PART ONE

A SURVEY

An estimate in outline of what
has been and can be done to ex-
plore, increase and maintain rela-
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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 co-operate.

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
Total of Graduates		22,271

Premises

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 the development all units must co-operate.

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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 55 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 (Law, Divinity)	8,348
Total of Graduates			25,271

B.	Former students (non-graduates) (most addresses recently obtained)	7,121
C.	Grand Total on Alumni Records	29,392

Graduates are increasing at the
rate of over 1500 a year.
Former Student records are in-
creasing 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 for-
eign lands.

The Alumni are to be recognized as a part of the
University body. They comprise a group to be cul-
tivated and a new force to be properly directed to-
ward strengthening and advancing the University.

B. Former students (non-graduates)
(most addresses recently
obtained) 7,181

C. Grand Total on Alumni Records 29,398

Graduates are increasing at the
rate of over 1000 a year.
Former student records are in-
creasing materially each year.

Approximately 38 per cent of the Alumni are in
Chicago and vicinity. The others are in all parts
of the country, with a considerable number in for-
eign lands.

The Alumni are to be recognized as a part of the
University body. They comprise a group to be cul-
tivated and a new force to be properly directed to-
ward strengthening and advancing the University.

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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"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 progress, 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."

"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."

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

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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 co-operate 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.

XII

REASONS FOR ALIEN CONTACTS

Some reasons for developing contacts with Aliens are:

1. From the viewpoint of the University -

- (a) Aliens are the human product of the University.
- (b) Aliens are becoming influential factors in their respective communities, professions and vocations, as reflected in their University training.
- (c) Aliens are increasingly reliable sources of financial assistance to the University.
- (d) Directly, from themselves.
- (e) Indirectly, from contacts with prospective alien donors.
- (f) Aliens are a far flung line of representatives in spreading the good name of the University and in extending its influence.
- (g) The University can profit as time from Aliens' opinions and suggestions as to education and allied subjects, and the Aliens must know the problems of today and what the University is trying to do.
- (h) A cordial and loyal relation between any university and its Aliens is always of general and increasing advantage to the institution.

2. From the Alien's point of view -

- (a) University contacts afford expanded intellectual and cultural horizons.
- (b) Aliens appreciate the honor and privilege of so-called kinship with a great and growing educational institution.
- (c) Aliens are kept in touch with one another to their personal, social, professional and business advantage.
- (d) A large and growing number of Aliens are glad for the opportunity to co-operate with the University financially and otherwise.
- (e) Such contacts strengthen educational and other ideals fostered and taught by the University.
- (f) Aliens 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.

IV

RELATIONS WITH ALMA MATER

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

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

V

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 purposed to serve.

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

VI

(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 of- ficers each,	216
About 25 classes, for Reunion, etc., with an average of two officers each	50
Several special Committees, about	12
	<hr/>
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.

Alumni Statistics

Number enlisted:

48	Alumni Council
	The seven associations, with
	an average of four officers
28	each.
	Sons of War Alumni Clubs, with
	an average of three of-
216	ficers each.
	About 25 classes, for
	Remount, etc., with an
	average of two officers
80	each.
	Several special committees,
12	about
352	This totals

It can be conservatively said that, in any normal year, our Alumni organizations and activities en-
list the services of around 500 Alumni, as active
officers and assistants.

Attached hereto is the list of the main of-
ficers 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, HERBERT P. ZIMMERMANN, '01

Secretary-Treasurer, ADOLPH G. PIERROT, '07

The Council for 1926-27 is composed of the following Delegates:

FROM THE COLLEGE ALUMNI ASSOCIATION, *Term expires* 1927: Frank McNair, '03; Leo F. Wormser, '04; Earl D. Hostetter, '07; Arthur A. Goes, '08; Harry R. Swanson, '17; 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; *Term expires* 1929: Elizabeth Faulkner, '85; Harry N. Gottlieb, '00; Herbert P. Zimmermann, '01; Paul H. Davis, '11; William H. Kuh, '11; Mrs. Marguerite H. MacDaniel, '17.

FROM THE ASSOCIATION OF DOCTORS OF PHILOSOPHY, A. W. Moore, Ph.D., '98; Herbert E. Slaughter, Ph.D., '98; D. H. Stevens, Ph.D., '14; D. J. Fisher, Ph.D., '22.

FROM THE DIVINITY ALUMNI ASSOCIATION, E. J. Goodspeed, D. B., '97, Ph.D., '98; P. J. Stackhouse, D. B., '04; W. D. Whan, A. M., '09, D. B., '10.

FROM THE LAW SCHOOL ALUMNI ASSOCIATION, Urban A. Lavery, J. D., '10; Charles F. McElroy, A. M., '06, J. D., '15; Harold W. Norman, '19, J. D., '20.

FROM THE SCHOOL OF EDUCATION ALUMNI ASSOCIATION, Mrs. Scott V. Eaton, '09, A. M., '13; William C. Reavis, A. M., '11, Ph. D. '25; Logan M. Anderson, A. M., '23.

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; Fredrick B. Moorehead, M. D. '06.

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; Helen Canfield Wells, '24; Mrs. V. M. Huntington, '13.

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

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ASSOCIATION OF DOCTORS OF PHILOSOPHY: *President*, A. W. Moore, Ph.D., '98, University of Chicago; *Secretary*, Herbert E. Slaughter, Ph.D., '98, University of Chicago.

DIVINITY ALUMNI ASSOCIATION: *President*, Mark Sanborn, First Baptist Church, Detroit, Mich.; *Secretary*, R. B. Davidson, D. B., '97, First Baptist Church, Ames, Iowa.

LAW SCHOOL ASSOCIATION: *President*, Urban A. Lavery, J. D., '10, 76 W. Monroe St., Chicago; *Secretary*, Charles F.

McElroy, A.M., '06, J.D., '15, 1609 Westminster Bldg., Chicago.

SCHOOL OF EDUCATION ALUMNI ASSOCIATION: *President*, W. C. Reavis, Ph. D., '25, University of Chicago; *Secretary*, Mrs. R. W. Bixler, A. M., '25, University of Chicago.

COMMERCE AND ADMINISTRATION ALUMNI ASSOCIATION: *President*, John A. Logan, '21, 231 So. La Salle St., Chicago; *Secretary*, Miss Charity Budinger, '20, 6031 Kimbark Ave., Chicago.

RUSH MEDICAL COLLEGE ALUMNI ASSOCIATION: *President*, Nathan P. Colwell, M. D., '00, 535 No. Dearborn St., Chicago; *Secretary*, 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.

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NO. 9

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JULY, 1926

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'94. Horace G. Losier, 175 W. Jackson Blvd.	'11. William H. Kuh, 2001 Elston Ave.
'95. Charlotte Faye, 1125 Kenwood Ave.	'12. Elizabeth A. Keenan, 739 W. 54th Place.
'96. Harry W. Stone, 19 S. La Salle St.	'13. James A. Donovan, 209 S. La Salle St.
'97. Donald Trumbull, 293 S. La Salle St.	'14. John B. Perlee, 5512 University Ave.
'98. John F. Magey, First National Bank.	'15. Mrs. Phyllis Fay Horton, 1229 E. 56th St.
'99. Josephine T. Allen, 2405 Dorchester Ave.	'16. Mrs. Dorothy D. Cummings, 7314 Yates Ave.
'00. Mrs. Davida Harper Eason, 3744 Kimbark Ave.	'17. Lyndon H. Leach, 330 S. Clark St.
'01. Marion Fairman, 4742 Kenwood Ave.	'18. Barbara Miller, 5520 Woodlawn Ave.
'02. Mrs. Ethel Remick McDowell, 1440 E. 55th Pl.	'19. Mrs. Carroll Mason Russell, 1039 E. 49th St.
'03. Agnes J. Kaufman, Lewis Institute.	'20. Roland Holloway, University of Chicago.
'04. Mrs. M. C. Merriam, 2164 E. 54th Pl.	'21. Edith Townley, 5516 Blackstone Ave.
'05. Clara H. Taylor, 5933 Indiana Ave.	'22. Mina Morrison, 5600 Dorchester Ave.
'06. Herbert I. Markham, N. Y. Life Bldg.	'23. Egil Krogh (Treas.), 5312 Ellis Ave.
'07. Helen Norris, 72 W. Adams St.	'24. Arthur Cody (Pres.), 1249 E. 56th St.
'08. Wellington D. Jones, University of Chicago.	'25. Mrs. Ruth Stagg Lauren, 3159 Cornell Ave.
'09. Mary E. Courtensy, 1538 E. Marquette Rd.	

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SAN FRANCISCO, CAL. (Northern California Club). Sec., Dr. Fred B. Firestone, 1325 Octavia St.	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, 509 Second Bank Bldg.	MANILA, P. I. C. Benitez, Philippine Herald.
SOUTH DAKOTA. Sec., Lida Williams, Aberdeen, S. D.	SOUTH INDIA. A. J. Saunders, American College, Madura, S. I.
SPRINGFIELD, ILL. Sec., Miss Lucy C. Williams, 714 First Nat'l Bank Bldg.	SHANGHAI, CHINA. Sec., Mrs. Eleanor Whipple Peter, 90 Route de Say Zoong.
TERRE HAUTE, IND. Sec., Prof. Edwin M. Bruce, Indiana State Normal School.	TOKYO, JAPAN. E. W. Clement, First Higher School.
TOLEDO, OHIO. Sec., Miss Myra H. Hanson, Belvidere Apts.	

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'93. Herman von Holst, 72 W. Adams St.	'10. Bradford Gill, 208 S. La Salle St.
'94. Horace G. Lozier, 175 W. Jackson Blvd.	'11. William H. Kuh, 2001 Elston Ave.
'95. Charlotte Foye, 5602 Kenwood Ave.	'12. Elizabeth A. Keenan, 739 W. 54th Place.
'96. Harry W. Stone, 10 S. La Salle St.	'13. James A. Donovan, 209 S. La Salle St.
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'00. Mrs. Davida Harper Eaton, 5744 Kimbark Ave.	'17. Lyndon H. Lesch, 230 S. Clark St.
'01. Marian Fairman, 4744 Kenwood Ave.	'18. Barbara Miller, 5520 Woodlawn Ave.
'02. Mrs. Ethel Remick McDowell, 1440 E. 66th Pl.	'19. Mrs. Carroll Mason Russell, 1039 E. 49th St.
'03. Agness J. Kaufman, Lewis Institute.	'20. Roland Holloway, University of Chicago.
'04. Mrs. Ida C. Merriam, 1164 E. 54th Pl.	'21. Enid Townley, 5546 Blackstone Ave.
'05. Clara H. Taylor, 5925 Indiana Ave.	'22. Mina Morrison, 5600 Dorchester Ave.
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'08. Wellington D. Jones, University of Chicago.	'25. Mrs. Ruth Staggs Lauren, 8159 Cornell Ave.
'09. Mary E. Courtenay, 1538 E. Marquette Rd.	

(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) Mailing occasional University literature
- (18) General and special reports
- (19) Encouraging Class Organization
- (20) Relations with Alumni Offices of other institutions
- (21) General and special Alumni lists and information.

(B) Activities:

The activities of the Alumni Council since 1940 from the activities of the other organizations in the whole Alumni movement, 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 working agency for general Alumni affairs.

- (1) Contacting 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) Counseling, publishing and distributing
 - (a) General Alumni Literature
 - (b) Counseling and distributing literature
 - (c) Literature, e. g., P. D. Newsletter
 - (d) Developing Alumni Journals
 - (e) Developing Fall Homecoming
 - (f) Publishing and Alumni Literature
 - (g) Publishing and Alumni Literature
 - (h) Publishing and Alumni Literature
 - (i) Publishing and Alumni Literature
 - (j) Publishing and Alumni Literature
 - (k) Publishing and Alumni Literature
 - (l) Publishing and Alumni Literature
 - (m) Publishing and Alumni Literature
 - (n) Publishing and Alumni Literature
 - (o) Publishing and Alumni Literature
 - (p) Publishing and Alumni Literature
 - (q) Publishing and Alumni Literature
 - (r) Publishing and Alumni Literature
 - (s) Publishing and Alumni Literature
 - (t) Publishing and Alumni Literature
 - (u) Publishing and Alumni Literature
 - (v) Publishing and Alumni Literature
 - (w) Publishing and Alumni Literature
 - (x) Publishing and Alumni Literature
 - (y) Publishing and Alumni Literature
 - (z) Publishing and Alumni Literature
- (7) Counseling and distributing literature
- (8) Literature, e. g., P. D. Newsletter
- (9) Developing Alumni Journals
- (10) Developing Fall Homecoming
- (11) Publishing and Alumni Literature
- (12) Publishing and Alumni Literature
- (13) Publishing and Alumni Literature
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- (96) Publishing and Alumni Literature
- (97) Publishing and Alumni Literature
- (98) Publishing and Alumni Literature
- (99) Publishing and Alumni Literature
- (100) Publishing and Alumni Literature

(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	\$21,500

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	\$21,500

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.

(c) **ALUMNI EXPENSES:**

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
 Secretary
 Business Manager
 Administrative Assistant
 Two clerical-typist assistants
 Incidentals, as required for special heavy mailing.

(d) **EXPENSES:** (Fiscal Year, October 1, 1953)

Income -	
(1) 6000 members @ \$2.00 a year	\$12,000
(2) Dues available from alumni	2,500
(3) Alumni fund income	4,200
(4) Allowance from University for records	2,000
(5) Advertising, average	200
(6) University reunion allowance	200
(7) Incidentals	200
Total	\$21,500

Expenditures -	
(1) Secretary and office forces	\$12,500
(2) Maintaining and distribution of Magazine	8,000
(3) Reunion, etc.	1,000
(4) Association, special	700
(5) General expenses	1,300
Total	\$23,500

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 expansion 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 aid, then, the organization activities might well be developed to include many of the suggestions mentioned on page 17.

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.

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.

VIII

RELATIONS WITH ALMA MATER

It is desired to continue and develop regular contact with the Alma Mater, some possible methods are listed hereafter.

The University could accomplish the purpose -

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

or

- (b) Through such special work as, and as a function of, the present Alma Mater organization.

The following are suggested 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

Actually forwarding the present methods developed and now employed by the Alma Mater Council:

- (1) Forwarding the Alma Mater Magazine and securing the widest possible Alma Mater circulation. It is to be noted that the Alma Mater Magazine reaches only about 20% of the Alma Mater, and by not having universal distribution much of its value is lost.

- (2) Making the Alma Mater attractive and enjoyable and securing a larger attendance. Active participation by the University in Alma Mater affairs, such as:

- (a) Special dinner to Senior Group, by the University;
- (b) Special reception by Faculty members;
- (c) Faculty attendance at General Alma Mater events.

- (3) Likewise, making the Fall Homecoming notably successful.
- (4) Co-operation 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).

- (3) Likewise, making the Fall Homecoming notably successful.
- (4) Co-operation in development of Alumni Circle, 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.

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- (3) An invitation from the President to attend Homecoming or to attend June Reunion, or both.
- (4) A small illustrated booklet on the University (emphasizing 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.

- (6) A special edition of the Alumni Magazine, financed by the University, sent to all Alumni.
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- (19) A special edition of the Daily News.

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 co-operation.
- (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 co-operation 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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- (12) Attend educational and other meetings, state and national, where Alumni may be present in some numbers, and assist in holding some special Chicago affairs at such times.
- (13) Distributing University literature, views, etc., in co-operation 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.

- (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.

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

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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- (5) Some special printed lecture of general interest and outstanding importance - (like one of the Oratorical Hall lectures).

- (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.

- (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, as shown at the department or school.
- (8) Annual list of books printed by the University Press.
- (9) Provide names may be virtually a University list of books.

LECTURE TIME

Consider an annual lecture time, for Annual and under auspices of Annual, this recent condensed lecture.

A speaker, chosen might be provided and a complete register submitted of the speaking engagements of the Faculty.

Arrangements might be made, through Annual and other, for address before leading local clubs and organizations, the local organization paying the expenses of the speaker, and a meeting with the Annual Club being held incidentally.

QUESTIONS

- Provide for meetings of Annual, particularly those of a subject or department, for a discussion of public, scientific and educational questions.
- (1) Lectures by the President and Faculty members to acquaint Annual with the progress of the various branches and the development of the department.
 - (2) Address by Annual and its leaders in their field and an interchange of ideas.
 - (3) Symposium

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

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, 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.

I 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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I might well undertake in proper cases to arrange publicity for individual Alumni who have accomplished some noteworthy achievement.

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

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, or 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.

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.

It would seem that the whole matter of University-Alumni Relations ought to be considered as a definite branch of University administration. It involves mutual service and support.

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PART TWO

A SUGGESTED PLAN

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PART TWO

A SUGGESTED PLAN

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.

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.

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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 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 cooperation 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.

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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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5. Provide for reception of casual Alumni visitors at the campus.
6. Make adequate provision for seating Alumni at athletic games.
7. Give special notice programs for Alumni.

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. Co-operation of publicity department.

6. Assists in the work of Alumni Clubs and groups:

- (a) Visitation by faculty members.
- (b) Visitation by a field secretary or

Alumni officers.

- (c) Personal motion picture films.

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 - (b) Graduates.
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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.

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>	
A. <u>Income</u>		A. <u>Income</u>		A. <u>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
(b) Extra - Campaign Expend. (Development Committee)	Traveling Expenses 1,000	x2nd Ass't. (woman) 2,500
	Annual Communication to Alumni (one) 1,500	xTraveling Expenses 2,000
	Assistant Editor (Part time) 900	Annual Communication 2,000
	Special Reunion Allowance 500	xFaculty Tours 500
		Assistant Editor 1,500
		Reunion (Special) 1,000
	Est. Ass'n. Surplus 900	Est. Ass'n. Surplus 5,000
	Estimated Total Required \$ 6,500	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".

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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