To your predecessor:

Thank you very much for your letter of 8/5/51. I have new interest in the sale of the Union Deposit Insurance and would like to talk about the possibility of the government acquiring a majority interest in the company. I understand that the government has taken an interest in the sale of the company and would like to have a discussion about the matter.

Sincerely yours,

[Signature]

[Note: The handwriting is difficult to read and the last part of the document is not clearly visible.]
The Board of Alumni Relations: 1926-27

E. T. Filbey, Chairman
President Mason
Vice-President Woodward
W. A. Payne, Recorder
Miss E. Abbott
Dean C.S. Boucher
Dean H.G. Gale
Dean W.S. Gray
Dean J.P Hall
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Dean S. Mathews
Dean W. H. Spencer

M. C. Coulter
Mrs. E. F. Flint
C.F. Ruth
J.F. Moulds
W.A. Nitze
J.F. Norton
R.M. Tryon
The Board of Alumni Relations

1930-31

H. T. Lippard, Chairman

President Harwood

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Dean C. A. H. Knepper

Dean C. E. Day

Dean A. R. Gray

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Dean R. M. Brown

Dean M. I. Townes

Dean W. R. Spence

M. C. Cooper

W. K. F. Price

C. T. Hilt

J. D. Nix

J. W. Jordan

J. H. Conger
My dear Mr. Mason:

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

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

Very truly yours,

J. P. Mentzer

JPM/MMS
Mr. Max Wein, President
The University of Chicago
Chicago, Illinois

Mr. Wein:

I am writing to you today as a request for your assistance in the recruitment of a person to fill the position of President of the Board of Trustees at [Institution].

I have been working closely with the search committee on this position, and I believe that the ideal candidate for this role will be someone with significant experience in higher education and strong leadership skills.

I look forward to hearing from you soon.

Sincerely,

[Signature]
August 5, 1926

My dear Mr. Mentzer:

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

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

Cordially yours,

Max Mason
President

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

Trotton was grateful inasmuch your long letter of June 8 regarding pleasure of existence of the University.

We have been trying to reach the attention of the President to a consequence imminent and have received a communication that we can accommodate a score of guests. If you can manage a conference we shall be delighted. We have given the utmost consideration to the problem of the time of the event to meet the interests of the University and we feel that we can arrange the meeting to suit Mr. Phipps and Mr. Mencheres.

With much love and respect,

Max Mencheres
President

Mr. J.P. Mencheres
Mencheres Bros. Co.
3150 South Park Avenue
Cincinnati, Ohio
My dear Mr. Mason:

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

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

I am anxious to see the School of Education get behind their graduates in the same way that Columbia does, and I hope that as early as possible a bureau can be established with a go-getter type of man at the head of it with the kind of a personality that will hold the confidence of the graduates along this particular line.
In connection with the Annual Conference of the
University of Chicago, I am pleased to announce your acceptance of the
post of Director of the Division of Education. Your appointment will be
announced in the University Bulletin and will take effect immediately.

I believe you will make a valuable contribution to the development of
higher education in this country. Your experience and knowledge in the
field of education will be an asset to the University.

I look forward to working closely with you in the future.

Sincerely,

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

Very truly yours,

[Signature]

J. P. MENTZER

JPM/1/81
I knew that you will not reply to this note.

I wrote you to give you a note of my presence in New York and to ask you to attend the University of Chicago, which is the main event of the month.

Very truly yours,

L. E. Bennett

March 15th
Mr. A. W. Sherer,
231 S. LaSalle St.,
Chicago, Illinois.

My dear Mr. Sherer:

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

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

(1) Do you approve in general of the form and scope of the report, without reference to any particular detail you might wish to criticize?

(2) Specific criticisms, on sections.

(3) Additions.

(4) General comment.

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

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

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

Sincerely yours,

Earl D. Hostetter,
Chairman,

A. G. Pierrot,
Secretary.

AGP:B
Encl.
The Alumni Council

A Letter to the Members

[Page 6, 1966]

Mr. W. Barger
Chairman, Committee

[Stamp: University-Wingate Alliance] for Alumni and Student Affairs

Dear Mr. Barger:

The Alumni Council committee reports the following information to you: [Information about the council's activities and updates]

The Alumni Council committee gratefully acknowledges your support and encouragement. We are committed to [goals and initiatives].

Yours sincerely,

[Signature]

[Stamp: University-Wingate Alliance] for Alumni and Student Affairs

[Address]

6/6/66
UNIVERSITY - ALUMNI RELATIONS

A SURVEY
and
A SUGGESTED PLAN

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

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

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

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

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

With the passing of a third of a century.

The University has expanded upon a new era.

New laws are being learned and new loopholes

The University. It is a period of new interest or

The University. They have been strong and

enthusiastic and have given evidence of their

support.

The University have now become a factor in

the life of the University. The University

may well continue to be a factor in its

life of the University.

The experience of the past years expresses

an even deeper the value of close and

sustained communication between the

University and the University.

The University Council, consequently, is

prompted to notice a general and suggest

a way to cement these relationships.
PART ONE

A SURVEY

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

A SURVEY

An estimate in outline of what has been and can be done to create, improve and maintain relations between the University and the Alumni.
Premise

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

I

THE UNIVERSITY BODY

The University is composed of:

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

Of these, contacts with Alumni are least developed.
Preamble

A university fulfills a need: public function.

The University of Chicago as such an institution.

If it is now a great university.

If it is still to grow and extend its service.

To meet the obligation the development of its future must cooperate.

I

THE UNIVERSITY BODY

The University is composed of:

1. Trustees

2. The President and Provost

3. Faculty

4. Alumni

Of these, confederate with Alumni the 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) 5,548

Total of Graduates 22,471

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 increasing materially each year.

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

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

After 55 years, the University, on March 1, 1936, has

11,920
A. M. College Graduates

9,550
Graduates from Graduate Schools

7,515
Professors and School Officials

6,395
Rush sized Directory

Total of Graduates

28,427

Former students (non-graduates) 7,127
Most addresses recently obtained 9,877

Grand Total on Alumni Records 35,326

Alumni are interested in the fate of our
1500 a year.
Former students always interested to hear news.

Approximately 25 per cent of the Alumni are in Chicago
and activity. The Alumni are in all parts of the
community with a considerable number in former home.

The Alumni are to be recognized as a part of the
University body. They constitute a group to be culti-
vated and a new source of property. Recent census
showed extensive and growing 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."
II
ALUMNI CHARACTERISTICS

In preparing contributions on the subject of alumni
generally it has been nationally opened and especi-
ally...
"The influence on athleticism and exaggerated fraternity life is not usually deliberate, but is due to the fact that these are the easiest things to talk about . . . but when their minds are prepared, they show great interest in academic matters."

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

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

"In the tradition and the fact of Alumni loyalty colleges have an engine of terrific power."
"The influence on civilization and education of the students' spirit is not merely collegiate, but to some extent that of the college. These are the college minds to talk about when their minds are interested in something other than interest in society matters."

The students have little knowledge of the educational movements of college education. It is not my wish to pursue an interest in this matter but to direct my efforts to the education of college students. That college work is the key to the education of the students, and cooperation of a large part of the students in working out the wealth of mental resources must become of such a task as an efficiency that no.
REASONS FOR ALUMNI CONTACTS

Some reasons for developing contacts with Alumni are:

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

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

REASONS FOR ALUMNI CONTACTS

Some reasons for developing contacts with Alumni are:

From the Academic View of the University:
(a) Alumni are the human product of the University.
(b) Alumni are the academic intellectual leaders in their respective communities, professions, and vocations.
(c) Alumni are influential people in the academic, business, and professional world.
(d) Alumni provide financial assistance to the University.
(e) Alumni are a large and well qualified group of people who can influence the University in various ways.
(f) Alumni have a direct and indirect influence on the future of the University.

From the Alumni Point of View:
(a) Alumni are affiliated with the University and have an interest in its welfare.
(b) Alumni are interested in seeing the University progress and develop.
(c) Alumni are interested in receiving information about the University.
(d) Alumni are interested in maintaining a close relationship with the University.
(e) Alumni are interested in contributing to the University.
(f) Alumni are interested in receiving recognition of their contributions to the University.

From the Point of View of the Alumni:
(a) Alumni are interested in keeping in touch with former classmates and friends.
(b) Alumni are interested in receiving information about the University.
(c) Alumni are interested in receiving recognition of their contributions to the University.
(d) Alumni are interested in maintaining a close relationship with the University.
(e) Alumni are interested in contributing to the University.
(f) Alumni are interested in receiving recognition of their contributions to the University.

From the Alumni Point of View:
(a) Alumni are interested in keeping in touch with former classmates and friends.
(b) Alumni are interested in receiving information about the University.
(c) Alumni are interested in receiving recognition of their contributions to the University.
(d) Alumni are interested in maintaining a close relationship with the University.
(e) Alumni are interested in contributing to the University.
(f) Alumni are interested in receiving recognition of their contributions to 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.
PAST RELATIONS WITH ALUMNI

Up to this time the relations between the University of Chicago and its Alumni have been through the following means:

- Press and Announcements
- The Alumni Organization, as represented by the Alumni Board of Trustees, has been almost the only medium of communication with Alumni, and it alone has been responsible for Alumni meetings, reunions, interests, and activities.

The recent development of the Alumni Corps has influenced the Alumni Board of Trustees to give more direct and increased interest to Alumni relations and general support to the University. The Alumni Corps of today, therefore, is given to the Alumni Board of Trustees as a general representation and a voice in the councils of the University.
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.
BRIEF HISTORICAL SKETCH OF ALUMNI ORGANIZATION

It was long the practice of Alumni of American colleges and universities to organize no part of their alma mater's Activities. Many million of college graduates neither knew the name of an alumnus organization, nor felt any need for its existence. However, during the late 19th and early 20th centuries, a movement began to develop on college campuses. This movement was fueled by a desire to strengthen the bonds between the university and its alumni, and to provide opportunities for alumni to give back to their alma mater.

Soon after the first classes were graduated in 1873, the Alumnae Association was organized, and the Alumnae Directory was compiled. This was the beginning of a formal structure for alumni associations. In 1905, the first Alumni Directory was published, and the Alumni Association was established.

In 1906, to further promote cooperation between the Alumni and the university, the Alumni Association's Board of Directors was organized. This board was made up of alumni with proven leadership skills and a dedication to the well-being of the university. The purpose of the Alumni Association was to promote the interests of the university and its alumni, and to provide a means for alumni to give back to the university.

Since 1906, the Alumni Association has grown significantly. It now includes over 8800 active members in various organizations, and has become an integral part of the university's operations.
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.
In 1934 the Alumni Fund, after a quiet campaign,
was established. It is now over 300,000 strong.
The success of our Association is due to the
enormous support of our Alumni. Today, with over
400,000 Alumni, we are well prepared for the
future of our University. As a matter of fact, we
are the largest Alumni Association in the country.
The University is reformed by the Alumni, and
we are proud of the fact that our Alumni have
been so successful in their efforts to
support the University.

To the Council on the Board, to the
various committees of the Association,
we express our thanks for their
cooperation and support.

We humbly ask for your continued
support, for the future of the University.

The Alumni Association of the University of Chicago

(Alumni Association)
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
ALUMNI ORGANIZATION AND ACTIVITIES

The general organization of our Alumni is somewhat complicated and entails various branches. One of the primary goals of our Alumni is to maintain the organization as follows:

1. **Alumni Council**
2. **Alumni Association**
3. **Alumni Groups**
4. **Affiliate Groups**
5. **Special Groups**

The **Alumni Council** is the central body of the organization and is responsible for overseeing various activities. It aims to ensure that all activities are conducted in accordance with the mission of the organization. The Council is composed of representatives from the various groups, and the positions rotate on a regular basis. Each alumni is expected to participate actively in the organization.

The **Alumni Association** comprises various sections that cater to the interests of the members. These sections include:

- College-Alumni Association
- Drama-Alumni Association
- Doctors of Philosophy Alumni Association
- Law School Alumni Association
- School of Education Alumni Association
- Graduate and Administration Alumni Association
- Alumni and Friends Alumni Association

These sections ensure the effective and efficient functioning of the organization and provide a platform for members to engage in various activities.
(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.
There are now 25 clubs located in
the four corners of the country and several
in other countries. About 30 of these
clubs play some part in continuing activities.
The secretaries are very active and maintain
monthly meetings and other events. The
secretaries are an example of their own
offices. They are always a credit to their
school and often are the leaders of the
class. There are a number of outstanding
participation among these clubs. The
success of these clubs is due to the
activities and the leadership of the
secretaries. Without it, the activities
and the university in general
would be much less effective.

Office Organization at the University

Office organization at the University
is no different from any other organization
in this respect. The office of the
Secretary of the Student Union is
the only office that is used by all
the clubs. The Secretary of the
Student Union is responsible for
the organization and activities of
the clubs. He is also responsible for
the activities of the College Alumni.

Special Groups

In addition to the regular groups of
Alumni, there is a special group of
Alumni who meet at least once
a year to discuss Alumni activities.
These groups are composed of
Alumni from a particular school or
department. They meet to discuss
Alumni activities and to plan
future activities. The Secretary of
the Student Union is responsible
for these groups.

With these

Alumni Officers

Number enlisted:

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

This totals 351

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

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

Chairman, Earl D. Hostetter, '07, J.D., '09
Secretary-Treasurer, Adolph G. Pierrot, '07

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

FROM THE COLLEGE ALUMNI ASSOCIATION, Term expires 1926: Elizabeth Faulkner, '85; Herbert I. Markham, '06; Helen Norris, '07; Raymond J. Daly, '14; Mrs. Charles F. Grimes, '17; Robert M. Cole, '22; Term expires 1927; Herbert P. Zimmermann, '01; Frank McNair, '03; Leo F. Wormser, '04; Earl D. Hostetter, '07; Arthur A. Goes, '08; Lillian Richards, '10; Term expires 1928; John P. Mentzer, '98; Clarence W. Sills, ex-05; Hugo M. Friend, '10, J. D. '08; Harold H. Swift, '10; Mrs. Phyllis Fay Horton, '14; Barbara Miller, '18.

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


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

FROM THE Rush Medical College Alumni Association, Ralph C. Brown, '01, M. D., '03; George H. Coleman, '11, M. D., '13; Dallas B. Phenister, '17, M. D., '04.

FROM THE CHICAGO ALUMNAE CLUB, Grace A. Coulter, '99; Eleanor J. Atkins, '20; Mrs. V. M. Huntington, '15.


Alumni Associations Represented in the Alumni Council

The College Alumni Association: President, Earl D. Hostetter, '07, The Rookery, Chicago; Secretary, Adolph G. Pierrot, '07, University of Chicago.

Association of Doctors of Philosophy: President, W. L. Lewis, Ph.D., '09, 309 S. Wabash Ave., Chicago; Secretary, Herbert E. Slaught, Ph.D., '98, University of Chicago.

Divinity Alumni Association: President, Elijah Hanley, ex, First Baptist Church, Berkeley, Calif.; Secretary, Bruce E. Jackson, D.B., '10, 1151 Wilson Ave., Salt Lake City.


School of Education Alumni Association: President, Carolyn Hoefer, A.M., '13, 348 No. Dearborn St., Chicago; Secretary, Lillian Stevenson, '21, University of Chicago.

Commerce and Administration Alumni Association: President, John A. Logan, '21, 315 S. La Salle St., Chicago; Secretary, Miss Charity Budinger, '20, 6051 Kimbark Ave., Chicago.

Rush Medical College Alumni Association: President, Ralph W. Webster, '95, Ph.D., '02, M.D., '98, 25 E. Washington 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 members in either one of the Associations named above, including subscription to The University of Chicago Magazine, are $2.00 per year. A holder of two or more degrees from the University of Chicago may be a member of more than one Association: in such instances the dues are divided and shared equally by the Associations involved.
OFFICERS OF THE UNIVERSITY OF CHICAGO ALUMNI CLUBS

AMES, la. Sec., Marian E. Daniels, Iowa State College, Ames, la.
ATLANTA and Decatur, Ga. (Georgia Club). Robert P. McClary, Healy Building.
AUSTIN, TEXAS. Pres., J. M. Kuehne, University of Texas.
Baltimore, Md. Sec., Lois Whitney, Goucher College.
Boston (Massachusetts Club). Sec., Pearl Mc Coy, 70 Chase St., Newton Center, Mass.
Cedar Falls and Waterloo (Iowa). Sec., E. Grace Rait, Iowa State Teachers College, Cedar Falls, la.
Cedar Rapids, Iowa. Sec., L. R. Abbott, 113 First Ave. West.
CHARLESTON, ILL. Sec., Miss Blanche Thomas, Eastern Illinois State Teachers College.
CHICAGO Alumni Club. Sec., Roderick MacPherson, 105 So. La Salle St.
CINCINNATI, O. Sec., E. L. Talbert, University of Cincinnati.
CLEVELAND, O. Sec., Erna B. Hahn, 1925 East 105th St.
COLUMBUS, O. Sec., Ward G. Reeder, Ohio State University.
DALLAS, TEX. Sec., Rachel Foote, 725 Exposition Ave.
DAYTON, OHIO. Sec., Ada Rosenthal, 1034 Grand Ave.
DENVER (Colorado Club). Sec., Beatrice Gilbert, 825 Washington St.
DETROIT, MICH. Sec., Mrs. Emma N. Seaton, 12162 Cherrylaw Ave.
GRAND FORKS, N. D. Pres., Dr. John M. Gillenw, University of North Dakota.
GRAND RAPIDS, MICH. Sec., Mrs. Floyd McNaughon, 150 Mayfield Ave., N. E.
HUNTINGTON, W. VA. Sec., Charles E. Hedrick, Marshall College.
INDIANAPOLIS, IND. Sec., Mary E. McPheters, 52 N. Audubon Rd.
IOWA CITY, la. Sec., E. W. Hills, State University of Iowa.
KANSAS CITY, Mo. Sec., Mary S. Wheeler, 3331 Olive Street.
KNOXVILLE, TENN. Sec., Arthur E. Mitchell, 415 Castle St.
LAWRENCE, KAN. Sec., Earl U. Manchester, University of Kansas.
LEXINGTON, KY. Sec., Mrs. Chas. A. Norton, Transylvania College.
LONG BEACH, CAL. Pres., Herbert F. Ahlswede, 2606 E. Second St.
LOUISVILLE, KY. G. T. Ragsdale, 1483 So. 4th St.
MANHATTAN, KAN. Sec., Mrs. E. M. C. Lynch, Kansas State Agr. College.
MEMPHIS, TENN. Sec., Mrs. Elizabeth Williford, 1917 Central Ave.
MILWAUKEE, WIS. Sec., Harold C. Walker, 407 E. Water St.
MONTANA. Sec., Dr. L. G. Dunlap, Anaconda.
MOUNT PLEASANT, MICH. Sec., Miss Gertrude Gill, Central Michigan Normal School.
NEW ORLEANS, LA. Sec., Mrs. Erna Schneider, 4312 South Tonti St.
NEW YORK Alumni Club. Sec., Ruth Reticker, 124 Clarence Ave., N. Y. C.
OMAHA (Nebraska Club). Sec., Juliette Griffin, Central High School.
PEORIA, ILL. Sec., Anna J. LeFevre, Bradley Polytechnic Institute.
PHILADELPHIA, Pa. Sec., Renslow P. Sherer, 42 So. 15th St.
PITTSBURG, KANSAS. Sec., Dr. F. Harold Rush.
Officers of The University of Chicago Alumni Clubs—Continued

PORTLAND, ORE. Sec., Jessie M. Short, Reed College.
RAPID CITY, S. D. Sec., Della M. Haft, 928 Kansas City St.
ST. LOUIS, Mo. Sec., L. R. Felker, 5793 Westminster Place.
SALT LAKE CITY, UTAH. Sec., Hugo B. Anderson, 1021 Kearns Bldg.
SAN ANTONIO, TEX. Sec., Dr. Eldridge Adams, Moore Building.
SAN FRANCISCO, CAL. (Northern California Club). Sec., L. W. Allen, 714 Hobart Bldg.
SIOUX CITY, IA. Sec., C. M. Corbett, 600 Security Bank Bldg.
SOUTH DAKOTA. Sec., Lida Williams, Aberdeen, S. D.
SPRINGFIELD, ILL. Sec., Miss Lucy C. Will­liams, 714 First Nat'l Bank Bldg.
TERRE HAUTE, IND. Sec., Prof. Edwin M. Bruce, Indiana State Normal School.
TOLEDO, OHIO. Sec., Miss Myra H. Hansen, Belvidere Apts.

CLASS SECRETARIES

'93. Herman von Holst, 72 W. Adams St.
'95. Charlotte Foye, 5602 Kenwood Ave.
'96. Harry W. Stone, 10 S. La Salle St.
'97. Stacey Moser, 20 S. La Salle St.
'00. Mrs. Davidia Harper Eaton, 5744 Kimbark Ave.
'01. Marian Fairman, 4744 Kenwood Ave.
'02. Mrs. Ethel Remick McDowell, 1440 E. 66th Pl.
'03. Agnes J. Kaufman, Lewis Institute.
'04. Mrs. Ida C. Merriam, 1164 E. 54th Pl.
'05. Clara H. Taylor, 5925 Indiana Ave.
'06. Herbert I. Marshak, N. Y. Life Bldg.
'07. Helen Norrlin, 72 W. Adams St.
'08. Wellington D. Jones, University of Chicago.
(B) **Activities:**

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

1. Conducting Alumni Office
2. Maintaining Alumni Records
3. Publishing Alumni Magazine
   (a) Editing
   (b) Advertising
   (c) Records and distribution
4. Developing Alumni Clubs
5. Assisting in Development Campaign
6. Compiling, publishing and distributing General Alumni Directory
7. Compiling and distributing minor directories, e.g., Ph. D. Register
8. Conducting June Reunion
9. Conducting Fall Homecoming
10. Sending out Alumni literature
11. Reception of visiting Alumni
12. Alumni and related correspondence
13. Occasional special campaigns -- Membership, Alumni Fund, Manuscripts, Paintings, etc.
14. Handling Alumni organization finances
15. Obtaining memberships and subscriptions
16. Regular and special meetings
17. General and special reports
18. Mailing occasional University literature
19. Encouraging Class Organization
20. Relations with Alumni offices of other institutions
21. General and special Alumni lists and information
The activities of the Alumni Council involve
enabling them to participate in the overall operation
of the entire Alumni Association, consistent with the
provisions of the bylaws. A detailed list of activities
is included in the following section. The Council
will contribute to the work of the Alumni
Council officer as a coordinating agency for general
Alumni Affairs.

- Company Office
- Managing Alumni Relations
- Participating Alumni Meetings
- Developing Alumni Groups
- Assisting in Development Campaign
- Consulting with Alumni Directors
- Attendance and Representation
- Contribute to Alumni Memorials
- Administration of Alumni Affairs
- Promotion of Alumni Activities - Homecoming
- Managing Alumni Organizations - Student Affairs
- Obtaining memoral gifts and contributions
- Reporting and meeting minutes
- Maintaining alumni relations
- Various alumni activities
- Preparation of Alumni Office or other
- Financial reports
- General and special Alumni files and information
(C) Office Personnel:

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

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

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

Income -
(1) 6000 members @ $2.00 a year $12,000
(2) Surplus available from annual Alumni Fund income 2,500
(3) Allowance from University for Records 4,100
(4) Advertising, average 2,000
(5) University Reunion allowance 500
(6) Incidental 400
Total $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.
Secretary and Office Force: $8,000
Management and Administration: $10,000
Association Special: $2,200
General Expense: $1,500

The annual organization fee, as well as the limited expense budget, must be sufficient to meet the necessary income from the operation. The income from the operation must meet the necessary income from the operation. The income from the operation must meet the necessary income from the operation. The income from the operation must meet the necessary income from the operation. The income from the operation must meet the necessary income from the operation.
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 F. 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.
ALUMNI PARTICIPATION IN DEVELOPMENT CAMPAIGN

At the June reunion, President ... Attention is called upon to assist in the task of ... letters.

In the fall of 1954, the Development Committee of the Trustees expressed its appreciation to the Alumni Campaign Committee under the leadership of Mr. ... To fulfill the role of Alumni Campaign Chairman ... carried on in the Alumni Association's affairs.

Letter Building: Circulation

The year portion of great work on the Campaign was carried on with much public display and with huge borrowing on the University. Letters building and circulation were

The success of the Alumni Campaign showed how Alumni were interested in raising funds for the University and in making contributions to the general interest development of the Alumni. If the Alumni were interested in the University, then it was natural that they would contribute funds to its development. In the Alumni.

The success of the Alumni Campaign showed how Alumni were interested in raising funds for the University and in making contributions to the general interest development of the University. In the Alumni.

With a favorable interest in the affairs of the University, there will come an increased participation in the development of the campus. As a result of this increased interest in the University, there will come an increased interest in the Alumni. In the Alumni.
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.
FUTURE RELATIONSHIP WITH ALUMNI

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

The University can comply with the purpose of:

(a) Through a separate Alumni Council as an advisory committee to the President of the Development Committee.

(b) To adapt and expand the work of, and as a function of, the present Alumni organization.

The following are suggested as possible methods of contact:

(1) Improve the Alumni magazine and newsletter.

(2) Make the homecoming attractive and inviting.

(a) Special dinner at Alumni House.

(b) Special receptions by Faculty members.

(c) Faculty attendance at Alumni Reunion
(3) Likewise, making the Fall Homecoming notably successful.

(4) Cooperation in development of Alumni Clubs, which in turn may be of service by exerting a local influence in favor of the University, by providing and recommending scholarships, and by the recruiting and discriminating selection of entrants.

(5) Developing the records department and extending list of known addresses of Alumni.

(6) More frequent publication of an Alumni Directory.

(7) Establishing better methods for the reception and entertainment of visiting Alumni, and extending opportunities for visiting classes, new buildings, and meeting faculty members.

(8) Developing Alumni Council efforts as they may relate to some of the subsequent suggestions.

University Communications

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

(1) A brief annual report on the University signed by the President.

(2) A letter from the President, summarizing the year just past, outlining the more immediate University needs and aims, and announcing gifts.

(3) An invitation from the President to attend Homecoming or to attend June Reunion, or both.

(4) A small illustrated booklet on the University (somewhat on the order of the Summer Quarter circular).
In keeping with the fall homecoming policy and in coordination with development of alumni affairs, we propose to enlarge the role of the university in leadership and development of the alumni association. By developing the faculty department and executive, the life of known graduates of alumni will be improved.

(1) More frequent publication of alumni directory.
(2) More frequent publication of alumni directory.
(3) More frequent publication of alumni directory.
(4) More frequent publication of alumni directory.
(5) More frequent publication of alumni directory.
(6) More frequent publication of alumni directory.

University Communications

A plan which would encourage foreign graduate students to the university of London, of least one communication from the directors of the university in order. For this purpose, the following:

The kinds of communication are suggested:

A partial summary report on the university, the report of the president.
A letter from the president summarizing the
year, the annual report, containing the more important
University needs and times, and summary of the
invitations to the president to attend.
A small illustrated booklet on the University
somewhat on the order of the Summer Quarters
catalogue.
(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.

Alumni Field Secretary

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

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

1. Arrage and set at Alumni Club meetings.
2. Meet Club officers, institutes in participating clubs.
3. Develop inter-club affiliate relationships.
4. Distribute Alumni Association literature.
5. Attend meetings of groups and solicit.
6. Visit clubs in closer contact with the Alumni Council.
7. Develop position and influence of Alumni in all sections of the country, building from interested alumni to contact and volunteer cooperation.
8. Develop alumni funds, Alumni, for use in increasing alumni membership and alumni participation.
9. Establish the University's alumni and student recruitment.
10. College special Alumni materials for the university purpose.
11. Develop "returning" spirit for alumni and for the Alumni Association, as well as alumni visit.
(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.
(10) Reexamination of any given information to
be recommended by Alumni.

(15) Obtaining opinion and suggestions from
Alumni.

(20) Time to time, from Alumni groups and in-
visible.

(25) Introductory level placement assistance in
the University, particularly in the Middle-
West, as introduced by Alumni.

(30) Service to the University.

(35) Involvement in organization work with other
Alumni.

(40) Getting Alumni to join the Alumni Association.

(45) Assistance in any other special concern, du-
be in the right.
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).
Faculty Responsibilities

Many of the faculty are assigned to the AIM (Annual Institutional Meeting) in the fall to help shape the content and direction of the workshops. The faculty members also work closely with the University Affairs office to develop the workshops.

The faculty members are tasked with ensuring that the workshops are relevant and engaging for the students.

Faculty Responsibilities

1. Attend and encourage Alumni at the Annual Meeting.
3. Attend the faculty office hours when possible.
5. Attend the Annual Alumni Office at the Annual Meeting.

As a faculty member, it is important to be present at the Annual Meeting and to engage with the students attending. It is also important to provide feedback and support to the students attending the Annual Meeting.

Faculty Responsibilities

1. Offer specific course outlines to facilitate
   Awarding of Baccalaureate, Graduate, etc.
2. Special course outlines on Harvest Book in
   certain fields.
3. To Alumni in General:
   (a) To Alumni of the Department
   or College
   as Alumnus of the Department
   and Alumni of the University.
   (b) To Alumni of the Department
   and Alumni of the College.
4. Research and preparation of course outlines on Alumni for
   future reference.
5. Some specific training sections of graduate interest
   and continuing importance - take one of the
   OPTIONAL HALL TRAINING.
(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) Symposia

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

Reference

Reference

Reference

Reference

Reference

Reference
Alumni Visiting Committees

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

Alumni Trustees

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

The Publicity Department

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

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

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

The Aumy Veterinary Committee is composed of

AUMY TRUSTEES

In the absence of the Aumy Veterinary Committee,

The Trustees are vested with the powers of the Committee,

THE HUMANITY DEPARTMENT

The Humanity Department may be notified in cases

It might well make allowance for proper cases to come

and office of the Humanity Committee.

Proprietary in some cases may be sent from

The humanity Committee send to proper humanity

for use and office.
Radio Programs

(1) Continue present policy of broadcasting educational talks of general interest.

(2) Provide an occasional program especially arranged for Alumni, and particularly near Homecoming and Reunion occasions.
   (a) "Hello Talks" by the President, well-known faculty members, and popular Alumni or Alumni officers.
   (b) Glee Club, Band, Blackfriars, etc.
   (c) Football games.

(3) Mail to Alumni special notices of the monthly radio program.

(4) Encourage organization of "Alumni Radio Clubs".

Motion Picture Exhibits

(1) Build and preserve a film library for historical, educational and entertainment purposes.
   (a) Secure pictures of all special events at the University.
   (b) Secure pictures of the President, faculty, and students, depicting daily life and activities.
   (c) Secure pictures of each Senior class, of athletic teams in action, of women's activities, of groups of graduate students, of visiting Alumni at Reunions and other times.
   (d) Secure pictures of laboratory experiments and of matters of educational value.

(2) Make the films available for exhibition to Alumni clubs and other groups, and to Alumni teachers or specialists interested in certain phases of education.
Radio Programs

(1) Continue present policy of producing educational.
    (a) Notice of General Interest.
    (b) Provides an occasional program especially arranged
        for Alumni and particularly near Homecoming and
        Reunion celebration.

    (a) "Hello, Kitty" by the President.
        (b) Well-known faculty members, etc.
        (c) Alumni Assoc. or Alumni Officers.

(d) College Sport, Band, Athlete, etc.
    (e) Football Games.

(2) Help to Alumni special notices of the monthly.
(3) Vocations open to Alumni. Radio Clues.

Motion Pictures

(1) Bally and premiere a film Library for photograph.
    (a) Encourage and entertain all purpose.

    (b) Become Aflac of all special events
        of the University.

(2) Become Aflac of the President.

(3) Become Aflac of the students, faculty, and activities.
    (a) Become Aflac of each generation class.
    (b) Become Aflac of special events.
    (c) Become Aflac of the Alumni.

(2) Make the film available for exhibition to Alumni.
    (a) Shows and other groups and to Alumni, Teachers and
        students interested in certain phases of games.
        (b) China.
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.
Student Relations

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

1) The Internship Organization

The Alumni can be helpful in facilitating professional and academic growth and in getting University as well as Internship training.

2) The Women's Guild

3) The Placement of Recommendations

4) The Employment Office

5) The Housing Bureau

6) Student Publications

7) Student Organizations

8) Student Activities

9) Senior Class and other classes

10) Graduate School

- Practice social consciousness and ways of

- Promote the graduate student to the

- Promote through the publicity department

- Create home from home program

- Devise other means of establishing the interest

- Advance as teacher to their future work.
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.
GENERAL FINANCIAL CONSIDERATIONS

The present budget of the Alumni Council expresses possible sources of income for Alumni work and so...

The number of members of Alumni Association...

The number should be increased.

(2) Income from the Alumni Fund

This is now $100,000, but it can be increased.

Any important extension of the work of the Alumni Council on behalf of the University, or the adoption of new or more effective contacts with the Alumni, will necessitate the raising of funds from the Alumni to support these activities.

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

A number of the larger universities, notably Yale, Harvard, Princeton, Columbia, and the others, have been able to raise funds, no doubt more effectively, in contrast to the Alumni who, in the light of their many achievements, may be able to lead the way.

The office with more white paper...
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.
Until some further contract plan is adopted, on some
estimates of the cost can be made. The actual experience,
however, shows that the university's needs are met by
monies received from other sources in addition to the
money in the university's general
and complete return on the capital of the University.

The proposition by the University for
compensation of personnel and one-half of one per cent of the
income generated from the university's contributions to the
University's funds raised properly make possible the performance
expenditures of its pending and future endeavors.

Such an
revenue.
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.
In the foregoing sections an attempt has been made to show

(1) The Need and Problem of Relation Between University and Alumni

(2) The Value of Relation Between University and Alumni

It may seem that the whole matter of University

Alumni Relations might be considered as a question of University Service and Support. It therefore merits

degree and support.
PART TWO

A SUGGESTED PLAN
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
BASIC STATEMENT OF POLICY

Preliminary
Accept asextérieur the generalities of developing the
relationship with the Alumni.

Then
Adopt a permanent plan of program for maintaining such
relationships. 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
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.
I

ORGANIZATION

Annual Reunion Executive Committee

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

A special committee of the Trustees, or a
representative of the President, together with a small
school, or the Council of the Executive committee
will have administrative control of
activities.

The discipline of the Alumni Association
may or may not be improved by a small
committee and much depends on the ability and
perseverance for the carrying on of the work.

Headquarters

If it is regarded as desirable that the Alumni
offices be the centralizing headquarters for all effort
to establish relations with Alumni, let us
segue to some special event.

A Alumni office might be given a more complete
and any necessary function, preferably on the first
floor of some prominent building on the campus.
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.
null

null

null

null
Coordination of Departments and Schools

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

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

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

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

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

In a somewhat wider field, the same specialized relationships should be cultivated, along similar lines, with professional school Alumni by the professional schools of the University.
The coordination of the work of various universities, departments, and schools is an important and potentially complex task. This is particularly true for alumni, who are often spread across different institutions and fields. The alumni network represents a valuable resource for universities, as it can provide mentorship, job opportunities, and support for current students. It is therefore important to develop strategies for keeping alumni engaged and informed about the latest developments at the university.

In this context, the alumni network can play a crucial role in promoting the university's mission and values. By fostering a strong sense of community among alumni, universities can encourage them to contribute to the university's success in various ways. This can include providing financial support, volunteering their time and expertise, and serving as advocates for the university in their respective fields.

In summary, the coordination of alumni activities is a complex but important task for universities. By developing effective strategies for engaging alumni and keeping them informed about the university's latest developments, universities can strengthen their alumni network and enhance their overall impact.
II

PROGRAM

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

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

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

A. **General Alumni Body** -

1. Send to all Alumni, at least once a year, a communication of general interest from the President of the University.
2. Offer lecture, study and reading courses in form designed for Alumni in general.
3. Enlarge the Alumni Magazine and increase its circulation.
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.
II

PROGRAM

Write the policy of general plan to be adopted may
be useful if the program must of necessity be elective
and the work being done within an academic section
Part One. If cannot here be said that the summary
methods to write in in part, many of all times do we-
propriate to geography.

What many, any meaning is to be employed for Alumni
constituents in any particular year, will be subject to it-
tend any other consideration and may be left
to the judgment of the officials or committees in charge
of such matters.

It may be recommended that, however, that the follow-
the following means of stimulating Alumni interest be
shopped and developed:

A General Alumni Book

1. Send to all Alumni, at least once a year,

a communication of General Interest from

the President of the University

2. Offer lectures, such and reading course

in form of evening for Alumni in General

3. Enlarge the Alumni Meetings and Increase

the attendance

4. Implement a new edition of the Alumni Directory

5. Provide for reception of current Alumni

6. Afficits of the campus

7. Make adequate provision for special Alumni

8. etc athletic games

9. Give special休闲 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. Cooperation of publicity department.
- (b) Assistance to Alumni Officers and Committees.
- (c) Assistance to Faculty Members.
- (d) Assistance to a Faculty Secretary or Assistant.
- (e) Assistance to a Faculty Secretary or Assistant.
- (f) Assistance to a Faculty Secretary or Assistant.
- (g) Assistance to a Faculty Secretary or Assistant.
- (h) Assistance to a Faculty Secretary or Assistant.
- (i) Assistance to a Faculty Secretary or Assistant.
- (j) Assistance to a Faculty Secretary or Assistant.
- (k) Assistance to a Faculty Secretary or Assistant.
- (l) Assistance to a Faculty Secretary or Assistant.
- (m) Assistance to a Faculty Secretary or Assistant.
- (n) Assistance to a Faculty Secretary or Assistant.
- (o) Assistance to a Faculty Secretary or Assistant.
- (p) Assistance to a Faculty Secretary or Assistant.
- (q) Assistance to a Faculty Secretary or Assistant.
- (r) Assistance to a Faculty Secretary or Assistant.
- (s) Assistance to a Faculty Secretary or Assistant.
- (t) Assistance to a Faculty Secretary or Assistant.
- (u) Assistance to a Faculty Secretary or Assistant.
- (v) Assistance to a Faculty Secretary or Assistant.
- (w) Assistance to a Faculty Secretary or Assistant.
- (x) Assistance to a Faculty Secretary or Assistant.
- (y) Assistance to a Faculty Secretary or Assistant.
- (z) Assistance to a Faculty Secretary or Assistant.

- (A) Undergraduate (Alumni)
- (B) Graduate and Professional Schools (Alumni)
- (C) Senior to Alumni of Graduate or Professional Schools.
- (D) Senior to Alumni of Graduate or Professional Schools.
- (E) Senior to Alumni of Graduate or Professional Schools.
- (F) Senior to Alumni of Graduate or Professional Schools.
- (G) Senior to Alumni of Graduate or Professional Schools.
- (H) Senior to Alumni of Graduate or Professional Schools.
- (I) Senior to Alumni of Graduate or Professional Schools.
- (J) Senior to Alumni of Graduate or Professional Schools.
- (K) Senior to Alumni of Graduate or Professional Schools.
- (L) Senior to Alumni of Graduate or Professional Schools.
- (M) Senior to Alumni of Graduate or Professional Schools.
- (N) Senior to Alumni of Graduate or Professional Schools.
- (O) Senior to Alumni of Graduate or Professional Schools.
- (P) Senior to Alumni of Graduate or Professional Schools.
- (Q) Senior to Alumni of Graduate or Professional Schools.
- (R) Senior to Alumni of Graduate or Professional Schools.
- (S) Senior to Alumni of Graduate or Professional Schools.
- (T) Senior to Alumni of Graduate or Professional Schools.
- (U) Senior to Alumni of Graduate or Professional Schools.
- (V) Senior to Alumni of Graduate or Professional Schools.
- (W) Senior to Alumni of Graduate or Professional Schools.
- (X) Senior to Alumni of Graduate or Professional Schools.
- (Y) Senior to Alumni of Graduate or Professional Schools.
- (Z) Senior to Alumni of Graduate or Professional Schools.
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.
III

FINANCIAL OUTLINE

A financial outline of Alumni work with estimates

for the future, and as related to development of Alumni

Agricultural Relations

The future estimate is based upon:
1) Transfer policy of students;
2) Potential and native
3) Academic advancement in Alumni;
4) Market improvement in the
5) New development in the
6) A previously policy of extramural professional
7) Continuous service of
8) Transfer policy of

Estimates for the future are based upon:

Agricultural Relations, with the increase of

Materials and further assistance, which may increase,

Proceed no increase experience and ability of our staff.

Somehow here.

The outline, "Graded Assistance" to the development

of University-Agricultural Relations (C) is prepared on a

somewhat theoretical basis.

The financial growth in University-Agricultural Relations

may start the cooperation University-Agricultural Relations

with the purpose of the special work with the

production and animals, with the relations between the

University and Agricultural Relations, the relations between the

University, one mutual relation, and the mutual

to the Agricultural Relations. And on the

field growth in the Agricultural Relations, and the

other animals to the Agricultural Relations will be the

result of a change

Agricultural Relations. The same condition, the newly created

nearest to our final problems.

If any group to be covered in mind of the final group of

the figures of the financial and influence nature, also the

cultural Associated to grow, to examine. this group

may be to be required. These groups to be more difficult to

changed. In effect, work a number of estimates for the

particulars. These groups to be the

Introduction to costs of operation, to insurance, to

necessary course, meaning of government, and estimates

may be far larger, etc.

The outline, "Graded Assistance" (D) ware suggested

might be adopted along in part, as a constructive expansion

of the University Relations. Of course, will

not be to face, to face. The general estimate of costs,

And arguments may appear, in the type and manner to

commencing to Agriculture, etc. As general, whereas plan.

A few outlining and estimating.
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.
The future estimate does not imply a vague, too great
extent estimate, but needs better scope upon its scope on
exact time can be set with certainty. What the rat future
policy today is essentially matter of choice --
just with the development stating formerly since the time
including a fairly booming and competitive order for
suggestion with much prominence of demands and a vary large
income, necesita in various ways for the University's ongoing
unemployment of the existing tenants.
## Financial Outline - Alumni Work

### Present (1925-26)

<table>
<thead>
<tr>
<th>Income</th>
<th>Starting</th>
<th>Future Estimate</th>
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</thead>
<tbody>
<tr>
<td><strong>Dues</strong> 5000 @ $2.00 - $11,600</td>
<td>6800 @ $2.00 - $13,600</td>
<td>12,000 @ $2.00 - $24,000</td>
</tr>
<tr>
<td><strong>Alumni Fund Surplus</strong> 2,800</td>
<td>3,000</td>
<td>3,500</td>
</tr>
<tr>
<td><strong>Advertising</strong> 4,100</td>
<td>5,000</td>
<td>8,500</td>
</tr>
<tr>
<td><strong>Reunions (Tickets - $2.00)</strong></td>
<td>1,000</td>
<td>2,500</td>
</tr>
<tr>
<td><strong>U. of C. (Reunion, B. &amp; G.)</strong></td>
<td>500</td>
<td>600</td>
</tr>
<tr>
<td><strong>U. of C. (Records)</strong> 4,100</td>
<td>6,200</td>
<td>7,500</td>
</tr>
<tr>
<td><strong>Incidental</strong> 50</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$24,150</td>
<td>$29,900</td>
</tr>
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</table>

### B. Expenditures

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>B. Expenditures</th>
<th>B. Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mfg. &amp; Distr. Magazine</strong> 6,500</td>
<td>$7,500</td>
<td>$12,000</td>
</tr>
<tr>
<td><strong>General Expense</strong> 1,300</td>
<td>1,800</td>
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<tr>
<td><strong>Reunion, etc.</strong> 1,500</td>
<td>2,000</td>
<td>3,100</td>
</tr>
<tr>
<td><strong>Associations (special)</strong> 700</td>
<td>1,000</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Incidental items</strong> 50</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td><strong>Secretary-Editor</strong> 4,500</td>
<td>6,000</td>
<td>7,500</td>
</tr>
<tr>
<td><strong>Bus. Ass't. (Adv., etc.)</strong> 1,400</td>
<td>1,800</td>
<td>2,500</td>
</tr>
<tr>
<td><strong>Assoc. Records Assistant</strong> 1,200</td>
<td>1,320</td>
<td>1,400</td>
</tr>
<tr>
<td><strong>Secretary</strong> 1,200</td>
<td>1,320</td>
<td>2 Stenographers</td>
</tr>
<tr>
<td><strong>Files &amp; Mailing Manager</strong> 2,400</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Addressograph Operator</strong> 1,200</td>
<td>1,320</td>
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<tr>
<td><strong>Records Clerks</strong> 2,000</td>
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<tr>
<td><strong>Incidental help</strong> 50</td>
<td>140</td>
<td>200</td>
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<tr>
<td><strong>Total</strong></td>
<td>$24,000</td>
<td>$29,900</td>
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</table>

**Estimated Surplus** - - - - - $150

### C. Desired Assistance

<table>
<thead>
<tr>
<th>(a) Year concluded as per Budget</th>
<th>C. Desired Assistance</th>
<th>C. Desired Assistance</th>
<th>C. Desired Assistance</th>
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<tr>
<td><strong>Ass't. (Field) Sec. 3,500</strong></td>
<td>$4,500</td>
<td>$4,500</td>
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<tr>
<td><strong>Traveling Expenses 1,000</strong></td>
<td>2,500</td>
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<td>2,500</td>
</tr>
<tr>
<td><strong>Annual Communication to Alumni (one)</strong> 1,500</td>
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<td>2,000</td>
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</tr>
<tr>
<td><strong>Assistant Editor (Part time)</strong></td>
<td>500</td>
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<td>500</td>
</tr>
<tr>
<td><strong>Special Reunion Allowance</strong></td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td><strong>Est. Ass'n. Surplus</strong> 900</td>
<td>$7,400</td>
<td>$7,400</td>
<td>$14,000</td>
</tr>
<tr>
<td><strong>Estimated Total Required</strong></td>
<td>$6,000</td>
<td>$6,000</td>
<td>$9,000</td>
</tr>
</tbody>
</table>

*Note: If staff and activities are not augmented, as above, the Estimated Association Surplus would pay most additional needs required of the University set forth in the "starting years".*
<table>
<thead>
<tr>
<th>Income</th>
<th>Expenditure</th>
<th>Income</th>
<th>Expenditure</th>
</tr>
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<tr>
<td>000</td>
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Financial Outline - Annual Work

- Yearly Earnings
- Income
- Expenditure
- Net Earnings
- Total

Budget
- Development Commission
- Annual Budget
- Special Revenues
- Net Budget
- Total

Note: All figures are preliminary and are subject to change.
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.
CONCLUSION

Last year the University announced that
in addition to the then present resources the
money needed for development by 1940 was
expected to be million dollars
In 1941 we will celebrate The Golden
Anniversary of the University. That is to
lend as the goal for the fulfillment 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 finding
a generation of Alumni comparable with those of
any other University or any other Alma Mater.

A systematic planning of the seen will
help us in the successful pursuit of the same.
The devotion of the coming years to the
end of Alumni, therefore, may seem to be not
abruptly but strongly recommended.