ALUMNI COUNCIL - FIRST QUARTERLY MEETING

October 17, 1929

The first quarterly meeting of the Alumni Council for 1929-30 was held at 8 P.M., Thursday, October 17, 1929, in the Alumni Office, Chairman Hudson presiding.


MINUTES: The minutes of the preceding meeting, July 15, 1929, were approved, as mailed to members, and ordered filed.

REPORT OF SECRETARY: The Secretary gave a detailed report of the work of the past year. Brief extracts from his report are presented herewith:

COMPARATIVE MEMBERSHIP FIGURES 1927-28 and 1928-29

<table>
<thead>
<tr>
<th></th>
<th>Sept. 30, 1928</th>
<th>Sept. 30, 1929</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual</td>
<td>4223</td>
<td>5305</td>
</tr>
<tr>
<td>Rush Medical Life</td>
<td>222</td>
<td>222</td>
</tr>
<tr>
<td>Alumni Fund Subscribers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Sustaining</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td>Life</td>
<td>5405</td>
<td>6554</td>
</tr>
</tbody>
</table>

Membership by Associations as of Oct. 1, 1929, with percentage of degree holders represented in each group.

<table>
<thead>
<tr>
<th></th>
<th>Annual</th>
<th>Life</th>
<th>Total</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>College</td>
<td>2860</td>
<td>850</td>
<td>3710</td>
<td>24 1/2</td>
</tr>
<tr>
<td>Doctors of Philosophy</td>
<td>452</td>
<td>76</td>
<td>528</td>
<td>22</td>
</tr>
<tr>
<td>Divinity</td>
<td>93</td>
<td>12</td>
<td>105</td>
<td>9 3/4</td>
</tr>
<tr>
<td>Law</td>
<td>179</td>
<td>37</td>
<td>216</td>
<td>13 1/2</td>
</tr>
<tr>
<td>Education</td>
<td>600</td>
<td>17</td>
<td>617</td>
<td>31 1/2</td>
</tr>
<tr>
<td>C. &amp; A.</td>
<td>154</td>
<td>3</td>
<td>157</td>
<td>14</td>
</tr>
<tr>
<td>Rush</td>
<td>920</td>
<td>247</td>
<td>1167</td>
<td>22 3/4</td>
</tr>
<tr>
<td>Social Service</td>
<td>47</td>
<td>7</td>
<td>54</td>
<td>31</td>
</tr>
<tr>
<td>Trustees and faculty</td>
<td>5305</td>
<td>1249</td>
<td>6554</td>
<td></td>
</tr>
</tbody>
</table>
ALUMNI COUNCIL - FIRST QUARTERLY MEETING

October 19, 1989

The first quarterly meeting of the Alumni Council for 1989-90 was held at 8:00 a.m. Thursday, October 19, 1989, in the Alumni Office. Chairperson Hudson presented

THOSE PRESENT WERE: Robert A. Anderson, Treasurer; E. P. Pomp.

W. D. G. Cooper, Secretary. E. P. Pomp.

Those present: Robert A. Anderson, Treasurer; E. P. Pomp.

MINUTES: The minutes of the preceding meeting, July 16, 1989, were approved, as well as members' and officers' lists.

REPORT OF SECRETARY: The secretary now a general report of the work of the past year. Recruit members the next year.

COMPARATIVE MEMBERSHIP P R O U X: 1989-80 and 1989-90


<table>
<thead>
<tr>
<th></th>
<th>1989-90</th>
<th>1989-90</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>4,163</td>
<td>4,163</td>
</tr>
<tr>
<td>Total</td>
<td>4,163</td>
<td>4,163</td>
</tr>
<tr>
<td>Mail to Recent</td>
<td>4,163</td>
<td>4,163</td>
</tr>
<tr>
<td>Mail to Non-Participants</td>
<td>1,263</td>
<td>1,263</td>
</tr>
<tr>
<td>Mail to Redemptions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4,163</td>
<td>4,163</td>
</tr>
</tbody>
</table>

Percentage of active members as of Oct. 1, 1989, was

<table>
<thead>
<tr>
<th></th>
<th>1989-90</th>
<th>1989-90</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>4,163</td>
<td>4,163</td>
</tr>
<tr>
<td>Total</td>
<td>4,163</td>
<td>4,163</td>
</tr>
<tr>
<td>College</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Doctorate of Philosophy</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Diploma</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>International</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Law</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Medicine</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Ph.D.</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Society Figures</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>4,163</td>
<td>4,163</td>
</tr>
</tbody>
</table>
Advertising Revenue in 1927-28 and in 1928-29

<table>
<thead>
<tr>
<th></th>
<th>1928</th>
<th>1929</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Income</td>
<td>$3980.25</td>
<td>$5535.83</td>
</tr>
<tr>
<td>Advertising</td>
<td>$1050.01</td>
<td>$371.00</td>
</tr>
<tr>
<td>Commission</td>
<td>$2930.24</td>
<td>$5164.83</td>
</tr>
</tbody>
</table>

Among his recommendations and plans for the coming year the Secretary listed a somewhat more intensive campaign for life memberships, the appointment of a special committee on Magazine advertising to function under the direction of the Chairman of the Editorial Board, the careful study of plans for the Spring Reunion and the early appointment of Reunion Committees, the advisability of an alumni gathering in the late fall or early winter, the providing of moving pictures of the University and life on the campus for the use of alumni clubs, the increased cooperation of the alumni in providing scholarships for honor students and their continued recommendation of candidates for such scholarships, the sponsoring by the Council of the movement already under way for a continuing endowment for the University from alumni. He reported the finest spirit of cooperation on the part of the executive officers of the University and announced plans for an Alumni Reception to be tendered by the Board of Trustees at the time of the formal inauguration of President Hutchins. These statements were reviewed, approved and ordered filed.

REPORT OF THE TREASURER: The Treasurer presented the Alumni Council statement for the year ending September 30 and an Alumni Fund statement to the same date, both of which had been mailed to all Council members. These statements were reviewed, approved and ordered filed.

REPORTS OF STANDING COMMITTEES:

(a) Finance: In the absence of Chairman Slaught, Mr. Hudson presented on his behalf the Financial Budget for 1929-30, copy of which is appended to these minutes. After a review and discussion of the budget estimates it was moved, seconded and carried that the Financial Budget for 1929-30, as submitted by the Finance Committee, be approved and adopted.

(B) Publications: In the absence of Chairman Wentzor, the Secretary reported that, in accordance with the authority given by the Council to the Editorial Board, the contract for printing the Magazine for the coming year had been given to the R. R. Donnelley & Sons Company. He also reported that the Board had decided to change the cover design for the Magazine.

(c) Alumni Fund: Mr. McFarr reported new subscriptions to the Alumni Fund during the past year to the amount of $3350 and the cancellation of $400 on a total subscription of $500 made by a subscriber who has suffered financial reverses and is unable to pay the balance at the present time. The net increase in subscriptions for the year is $2950. The net cash receipts for the year were $2827.50.
Academic Revenues in 1967-68 and 1968-69

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Income</th>
<th>Academic Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1968</td>
<td>$2.380.00</td>
<td>$3.510.00</td>
</tr>
<tr>
<td>1969</td>
<td>$2.320.00</td>
<td>$3.680.00</td>
</tr>
</tbody>
</table>

Net Income

Amend the recommendation and place for the committee, a tentative $2.5 million bond. The Academic Committee, upon recommendation of the Committee on Budget, for the fiscal year, 1968-69, with the committee's recommendation, the Adoption of the Academic Committee's recommendation.

The report of the committee, the Academic Committee, is submitted to the Board of Regents, the Board of Regents.

The report of the committee, Academic Committee, is submitted to the Board of Regents for the fiscal year, 1968-69, as submitted by the Finance Committee.

Return of the President: The Treasurer presented the financial statement for the fiscal year, 1968-69, to the Board of Regents. The Treasurer presented the financial statement for the fiscal year, 1968-69, to the Board of Regents.

Return of the President: The Treasurer presented the financial statement for the fiscal year, 1968-69, to the Board of Regents.

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Return of the President: The Treasurer presented the financial statement for the fiscal year, 1968-69, to the Board of Regents.
(d) Alumni Reunion: It was moved, seconded and carried that the Chairman of the Council be empowered to appoint a committee with power to select a vice-chairman for the 1930 Reunion to act in cooperation with Arthur C. Cody, the Reunion Chairman.

APPOINTMENT OF AUDITOR:

It was moved, seconded and carried that William H. Lyman be elected Auditor for the year 1929-30.

FACULTY MEMBERSHIP IN ALUMNI ORGANIZATION:

Upon the recommendation of the Secretary it was moved, seconded, and carried that the Chairman be authorized to appoint a committee to investigate the possibility and advisability of electing permanent members of the University faculties to honorary membership in the alumni organization.

RUSH ALUMNI MAGAZINE SUBSCRIPTIONS:

The Secretary reported upon the desire of the administrative officers of Rush Medical College to arouse the interest of Rush alumni previous to 1924 in the new Rush Medical College and its affiliation with the University of Chicago. In the opinion of Dean Irons of Rush this could best be accomplished by having the old Rush graduates, not at present members of their Alumni Association, receive the University of Chicago Magazine for one year. The Secretary reported that there were 2908 such Rush alumni, exclusive of those who were holders of degrees from the University. He stated that the Magazine could be sent to the 2908 Rush graduates for one year at an added cost of $2000 over the present budget allowance for the Magazine, and recommended that the Council authorize him to advise Dean Irons of their willingness to furnish the Magazine to the 2908 Rush alumni for one year upon the payment of the sum of $2000.

It was moved, seconded and carried that the Alumni Council would provide the University of Chicago Magazine to some 2900 Rush alumni for the nine issues of the present fiscal year for the sum of $2000, it being understood that such an offer was to be in no way considered as a precedent for the continuance of such a policy.

REPORT OF SPECIAL COMMITTEE ON PETITION:

Mr. Lyman, as a special committee on review and acceptance of the petition for membership in the Council of the Alumni Association of the Graduate School of Social Service Administration, reported that the Association had met all the requirements as outlined in the admission rules of the Council and had been notified that their petition for membership had been granted and that they were an integral part of the Council.

Upon motion the meeting was adjourned.

Respectfully submitted,

[Signature]

Secretary, The Alumni Council.
Report of Special Committee on Retention

The Council of the Alumni Association appointed a special committee to review and recommend a policy for retention of the students who are in the School of Social Service Administration. This committee, consisting of representatives from the various schools and departments, was appointed to examine the practices of retention in order to develop a policy that would be fair and consistent throughout the University.

The committee presented the following recommendations:

1. A clear policy on retention should be established.
2. The criteria for retention should be uniform across all schools.
3. Students who are on probation should be given a clear plan for improvement.
4. The retention policy should be communicated to students at the beginning of their studies.
5. The University should provide resources to support students who are at risk of retention.

The recommendations were unanimously approved by the Council of the Alumni Association.

Sincerely,
[Signature]
Secretary, The Alumni Council
Mr. Rowland Haynes,
University of Chicago,
Chicago, Illinois.

Dear Mr. Haynes:

Since the first of January representatives of the University have met with alumni groups as shown below:

**ALUMNI CLUB**
- Florida Alumni Club (Tampa)
- Cleveland
- Grand Rapids
- Ames, Iowa
- St. Louis
- Kansas City
- Massachusetts Club (Boston)
- Tri City Club (Davenport-Rock Island-Moline)
- Detroit
- Omaha
- Oklahoma Alumni (Stillwater)
- Dallas

**REPRESENTATIVE**
- Mr. A. A. Stagg
- Mr. Charles S. Judd
- Mr. C. S. Boucher
- Mr. Henry C. Cowles
- Mr. A. A. Stagg
- Mr. A. A. Stagg
- Mr. Harold H. Swift
- Mr. David H. Stevens
- Mr. A. A. Stagg
- Acting Pres. Woodward
- Mr. Bertram G. Nelson
- Mr. T. V. Smith

Five alumni meetings with University speakers have been arranged for the coming month.

**ALUMNI CLUB**
- Minneapolis-St. Paul Club
- Dayton, Ohio
- Washington, D. C.
- Springfield, Ill.
- Denver, Colorado

**REPRESENTATIVE**
- Acting Pres. Woodward
- Mr. David H. Stevens
- Mr. Charles W. Gilkey

Sincerely yours,

Charlton T. Beck,
Secretary, The Alumni Council.
April 5, 1929.

Mr. Rowland Haynes,
Faculty Exchange,
University of Chicago.

Dear Mr. Haynes:

The regular quarterly meeting of the Alumni Council will be held at 8 P.M. on Monday evening, April 15, at the Alumni Office, 403 Cobb Hall. At this meeting we will have a preliminary report of the Reunion Committee Chairman giving an outline of the work that has been done and the plans as they have been formulated. It is hoped that all members of the Council can be present.

About the end of April the members of the Council will be invited to meet with representatives of the University for a discussion of the report of the special committee making a study of the Undergraduate Colleges. Definite information regarding this meeting will be sent all members at an early date.

Sincerely yours,

Charlton T. Beck,
Secretary, The Alumni Council.
April 6, 1950

To the Members of the University of Chicago:

The regular quarterly meeting of the
Academic Council will be held at 8:30 a.m. on May 13 in Stock Hall. At this meeting a
final report of the Committee on Reorganization will be presented. The report will outline
the work that has been done and the plans as they now appear.

The Council can again be pleased with the progress of the Academy.

About the end of April, the members of the Council will be invited to meet with
some representatives of the University for a discussion of the report of the Special Committee
on the Teaching of the Graduate Colloquium. It is planned to discuss the implications of the
final report and the future of the Colloquium.

I hope that all members will be present at the meeting.

Sincerely yours,

Chancellor T. B. Beck
Secretary, The Academic Council

 certo
The second quarterly meeting of the Alumni Council for 1928-29 was held at 8 P. M., Monday, January 21, in the Alumni Office, Chairman Hudson presiding.


MINUTES: The minutes of the preceding meeting, October 22, 1928, were approved, as mailed to members, and ordered filed.

REPORT OF TREASURER: The Treasurer presented an Alumni Council financial statement for the period October 1, 1928, to January 1, 1929, and an Alumni Fund statement to date. These statements were reviewed and approved.

REPORT OF AUDITOR: William H. Lyman, Chairman of the Auditing Committee, presented his report on the books of the Alumni Council for the year 1927-28. This report was adopted and ordered filed and the Council extended its thanks to Chairman Lyman for his generous service.

Upon motion the Secretary of the Council was instructed to refer all recommendations of the Auditing Committee to the Finance Committee for consideration and final acceptance or rejection.

REPORTS OF STANDING COMMITTEES:

(a) Publications: Secretary Beck made a report upon the Magazine discussing in some detail various campaigns for new member-subscribers that had been initiated during the past three months and reporting upon an occupational survey of the membership list that had recently been made by the office, showing that approximately 6300 active members were divided as follows among the professions and occupations: Teaching 37%, Medicine 20%, Business 16%, Home keeping 14%, Law 6%, Science, (non teaching) 2%, Ministry and allied occupations 2%, Miscellaneous 2%.

He then discussed the advertising policy of the Magazine as it was influenced by the attitude of the Council relative to the use of our membership lists in circularizing for advertisers and requested the Council to adopt definite rules and regulations by which the Alumni Office should be guided in the use of our address lists of alumni, not only with Magazine advertisers but with other non-commercial organizations.

After considerable discussion it was Moved, Seconded and Carried that the existing policy of the Council relative to the providing of Alumni mailing lists to advertisers be reaffirmed and that no such lists shall be sent from the Alumni Office for commercial purposes. It is agreed, however, that there is no objection on the part of the
The second quarterly meeting of the Alumni Council for 1959-60
was held at 8 P.M. on Monday, January 20, in the Alumni Office, Grant:
Hall.

THE PRESENCE WAS: Melvin Beaver, President; Roy A. Hudson, Vice-
President; T. Gordon Nevins, Secretary; William H. James, Treasurer;
William J. Hackett, Jr., Assistant Treasurer; Lawrence S. Hackett, Record-
Keeper; and Ernest W. Mabon, Student Representative.

MINUTES: The minutes of the preceding meeting, October 22, 1958,
were read and approved as a matter of record and as a matter of fact.

REPORT OF TREASURER: The Treasurer presented an Alumni Council
financial statement for the period October 1, 1959, to January 1, 1960,
and an Alumni Fund statement for the period October 1, 1959, to January
1, 1960, which will be read and approved at the next meeting.

REPORT OF AUDITORS: William H. James, Chairman of the Alumni
Committee, presented the report on the proper conduct of the Alumni Council
session. The report was adopted and ordered filed and for the
time being.

REPORTS OF STANDING COMMITTEES:

(a) Nominating Committee: Robert Monk reported a report upon the measure
presented at the last meeting of the Council at the request of
members of the Council. The report was referred to the
Committee on Nominations for study and recommendation.

(b) Finance Committee: John A. Hudson reported upon the financial
condition of the Alumni Council and recommended the
adoption of a resolution to the effect that the Alumni
Council appropriate $500 for the purchase of a typewriter.

(c) Appropriations: The Appropriations Committee reported favorably
on the following:

(1) $200 for the purchase of a typewriter.

The report was adopted and ordered filed.

RESOLUTION: The resolution of the Council to appropriate $500 for the
purchase of a typewriter was adopted and ordered filed.

It is hereby ordered, that there be no opposition on the part of the
Alumni Council to the purchase of the typewriter.
Council to the direct mailing to our alumni, from the Alumni Office, of printed matter provided by magazine advertisers, provided such printed matter has been approved by the Secretary of the Council, that all expense in connection with the addressing and mailing of the advertising matter be paid by the advertiser, and that sufficient advertising space in the Magazine be contracted for by the advertiser to make it profitable for the Council.

It was Moved, Seconded and Carried that it be left to the discretion of the Secretary to accept for mailing any announcements or other matter from other than commercial organizations provided that the Alumni Office is reimbursed for any expense connected with such distribution.

It was Moved, Seconded and Carried that the Editorial Board of the Magazine be empowered, at its discretion, to employ an Advertising Manager for the Magazine and determine his basis of remuneration.

(b) Finance: Mr. Slaught gave a report of the Group Insurance Plan that has been adopted by the University to go into effect about March 1, 1929, and informed the Council that full time employees of the Alumni Office would be allowed to take out insurance as members of the Group. He stated that the individual employee would be charged at the rate of sixty cents per month for each $1000 of insurance, and that it was still undetermined whether the University would assume the payment of the balance of the premium upon policies taken out by employees of the Alumni Office or whether the Alumni Council would be expected to assume the employer's portion of such premium.

Pending such decision on the part of the University authorities, it was Moved, Seconded and Carried that the Alumni Council accept the recommendation of the Finance Committee and grant its full time employees the privilege of taking out insurance under the Group Insurance plan about to be inaugurated by the University, it being understood that each employee so insured is to be charged at the rate of sixty cents per month per $1000 of insurance, such charge to be deducted from salary of employee, and that the Council agrees to pay such balance of the premiums covering Council employees as is not assumed by the University.

(c) Clubs: Mr. Sulcer made a report regarding the work of the Alumni Clubs, stating that questionnaires had been sent to all Clubs in the hope of getting information regarding their present status and activities. The returns have been incomplete, and there is evidence that a good many of our listed clubs are decidedly inactive. There is, however, a fine and loyal interest shown in many cities and the Committee on Clubs is fostering this interest in every way possible.

Since October first Club meetings have been reported in fourteen cities and speakers have been provided for the New York, Milwaukee, Peoria, Massachusetts, South Dakota and Tampa Clubs.

(d) Funds: The Secretary called to the attention of the Council the fact that twenty-one subscribers to the Alumni Fund had made no payments upon their pledges although they had been receiving the Magazine, without charge, for the past eight years.

It was Moved, Seconded and Carried that the names of all subscribers to the Alumni Fund who had made no payments on their subscriptions be referred to the Alumni Fund Committee with the request that the Committee determine what future action shall be taken in each case.
UNIVERSITY-ALUMNI RELATIONS:

Mr. John A. Logan as Chairman made an informal report of the work of the special committee which had been appointed by Chairman Hudson to make a study of the Undergraduate Colleges, preparatory to a joint meeting of representatives of the University and of the Alumni Council. His report was supplemented by informal reports of Phyllis Fay Horton and Frank Whiting acting as chairman of the Committee. It was decided that a meeting with representatives of the University should be requested upon the completion of the work of this committee.

ALUMNI REUNION:

It was Moved, Seconded and Carried that the Chairman of the Council be authorized to appoint a committee of three, on which he shall sit as a member, to select a Chairman and Vice Chairman for the 1929 Alumni Reunion, it being understood that the Vice Chairman for 1929 shall act as Chairman in 1930.

CHICAGO ALUMNI DIRECTORY:

Mr. Swanson called attention to the fact that the publisher of the Directory of University of Chicago alumni in Chicago and vicinity had complained about the inaccuracy of the local address records of the Alumni Office and upon motion duly carried, the Secretary of the Council was instructed to get in touch with the publisher of the Directory, ascertain the basis for his complaint, and see if his troubles can be alleviated.

ADDRESSOGRAPH AND PLATES:

The Secretary reported that the Football Tickets Committee desired to obtain duplicate addressograph plates covering all individuals to whom football ticket reservations were sent, numbering approximately 13,000. It was their contention that these plates and the cabinets to hold them should be provided by the Alumni Council, without cost to the Football Tickets Committee, since the addressograph together with cabinets and some 13,000 plates had been originally purchased by the Department of Physical Culture and Athletics and later turned over to the Alumni Office at no cost to the Alumni Council. After much discussion it was Moved, Seconded and Carried that a Committee be appointed by the Chairman and instructed to ascertain from the proper University authorities the present status of ownership of the addressograph, the cabinets and plates now installed in the Alumni Office and, if possible, effect an arrangement whereby all present addressograph equipment be recognized as permanently a part of the Alumni Office equipment--or as an alternative to arrange with the University to replace without cost to the Alumni Council such addressograph equipment as may be determined to belong to the Athletic or other department.
UNIVERSITY ALUMNI RELATIONS

Mr. John A. Long as President makes an integral part of the work of the Alumni Association and the University. He also serves on the Board of Directors of the Alumni Association and the University. He is a member of the Alumni Association and the University. He also serves on the Board of Directors of the Alumni Association and the University.

ALUMNI RELATIONS

It is the policy of this University to support the efforts of the Alumni Association and the University. It is the policy of this University to support the efforts of the Alumni Association and the University. It is the policy of this University to support the efforts of the Alumni Association and the University.

CHICAGO ALUMNI OFFICE

The Chicago Alumni Office, under the direction of the Director of the University, is charged with the responsibility of promoting the University's activities and interests. It is the policy of the University to support the efforts of the Alumni Association and the University. It is the policy of the University to support the efforts of the Alumni Association and the University.

ADDRESS EXAMINATIONS AND PUBLICATIONS

The University Alumni office, under the direction of the Director of the University, is charged with the responsibility of promoting the University's activities and interests. It is the policy of the University to support the efforts of the Alumni Association and the University. It is the policy of the University to support the efforts of the Alumni Association and the University.

ALUMNI OFFICE, OFFICE OF THE UNIVERSITY RELATIONS

It is the policy of the University to support the efforts of the Alumni Association and the University. It is the policy of the University to support the efforts of the Alumni Association and the University. It is the policy of the University to support the efforts of the Alumni Association and the University.
Office of the President

Referred to Mr. Haynes

11-27-29

102

Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President's stationery for him to sign.
5. Return
   a) With information called for in writing.
   b) With suggestion of answer in writing.
   c) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
10. Send to __________________________ with covering letter.
11. File under __________________________
12. Make __________________________ copies.
    Send to

Mr. D. H. Stevens,
Assistant to the President,
The University of Chicago,
58th and Ellis Avenue,
Chicago.

Dear Dave:

I am returning herewith the carbon copy of the article which Mr. Geo. R. Moon is writing.

I suggest that this might well be turned over to Mr. Haynes for his information.

Yours sincerely,

[Signature]

AWS-FHJ
Dear [Name],

I am reporting pursuant to the section 12, section 14, and section 15 of the Code of Civil Procedure of the State of [State].

I request that this report be filed with the appropriate court.

Yours sincerely,
[Signature]
Mr. Stevens: What do you think of such an article or this to be sent out to the alumni—either in their magazine or in a leaflet? Mr. Payne, who has the original, has suggested that Mr. Swift might be interested.

George P. Moon
arrange in advance with appointments for re-
 official and semi-official
 the Program of Freshman
 ed to you on or before
 sed to read this Program
 the list of courses open
 to your adviser, if
 definite suggestions as
 osen. Kindly note that
 at the general assembly
 on Monday, September 26,
Prior to 1923, the admission requirements of the University of Chicago were as follows: (1) graduation from an accredited high school; (2) an average grade in academic subjects higher than the passing mark of the school by 25% of the difference between the passing mark and 100; (3) fifteen units of acceptable credit, a unit being defined as not less than 120 sixty-minute hours of prepared work; (4) a principal sequence of three or more units in one field of academic work (except English); (5) a secondary sequence of two or more units in a second academic field; (6) three units of English. This system was largely automatic; anyone who met the prescribed conditions was admitted, while anyone who failed to meet them was rejected. Entrance examinations were sometimes given to low-graders or to students who for any other reason could not enter on certificate.

Studies made of these students revealed what appeared to be an excessively large number of failures, especially during the first year. A typical example showed that 36.7% of the class entering in the autumn of 1919 were below the required average of "C" at the close of the first three quarters. Other studies had been made which only emphasized these facts. General studies showed a similar situation in most colleges of this country, with better than 30% of all Freshmen dropping out of school the first year.

In the hope that some of these losses could be prevented, the President of the University of Chicago, in February 1923, at the request of the Faculties, appointed a committee "to study the problem

of admission to the colleges, and to report to the Faculties requisite administrative details for carrying into effect the principle of 'Selective Admission and Selective Retention of Students'. The committee worked industriously, conferring with faculty members, department heads, and high school principals, studying the admission systems of other schools and the history of admissions at the University of Chicago. The records of several thousand students in the University were used. The report of this committee was ready by October 30, 1923, and on that date it was enacted into University legislation by a unanimous vote of the College Faculties.

These recommendations of the committee regarding admissions may be summarized as follows:

1. Scholastic Record: No change.

2. Character and Promise: Satisfactory evidence of adequate mentality, seriousness of purpose, intellectual interests and attainments, intellectual promise, and such personal characteristics as will make the candidate a desirable member of the college community.

3. Health Record: An acceptable health certificate. All admission certificates are tentative, pending report of medical examination by the University Health Officer.

It was expressly stated that the selection of students should be made on the evidence as a whole, and not merely upon the fulfillment of formal details of requirements. It was plainly the hope of the committee that the new system should not only tend to decrease the "mortality" among Freshmen, but that it should result in a better group of students with personal qualities as the criterion.
of admission to the college, and to report to the Regents regarding
administrative matters for certifying to effect the principle of
selective admission and selective retention of students. The
committee worked intensively, coordinating with faculty members
on the undergraduate, graduate school, and high school problems, studying the problem
in the state of California. The report of the committee was ready in
October 30, 1939, and was sent to the University
Legislature for a recommendation on the College Recruiters.
These recommendations on the College Recruiters' standards
were summarized as follows:

1. "An entrance record of no grade,
2. Character and promise, selection, and evidence of such
3. Mental and scholastic ability, selection, and evidence of such
4. Health studies. To require health certificates. All
5. Certificate of the University Health Office."

It was expressly stated that the selection of students should
be made on the basis of a whole, and not merely upon the fulfillment
of formal quotas of retention. It was plainly the hope of the
committee that the new system would not only tend to increase the
"more apparent "more selection," but that it would result in a better
group of entrance with better standards as the criterion."
A set of application blanks was prepared for the collection of the necessary information concerning the applicants. Form A, five pages in length, and filled out by the student, calls for data concerning the home background, interests, plans, and a short autobiography. Form B is to be filled out by a teacher who knows the applicant well, and includes such items as attitude, ability, purpose, leadership, and social adaptability. Form C calls for statements concerning the applicant's school work and general desirability from the high school principal or from some teacher designated by him. Form D is to be filled out by the family physician or some licensed Doctor of Medicine. A regular transcript for the high school record is added to make the blank complete. These blanks are sent to all near-by high schools, as well as to all cooperating high schools with instructions for their use.

The completed blank gives the Examiner and the Deans a view of the student's family background, his school history, his educational interests and plans, his vocational interests and habits, his reading interests, an autobiographical sketch, and a recent photograph. The experience of the high school authorities over four years of personal contacts is considered to be of much value in aiding the University authorities in selecting the type of student who will do most to carry on the traditions of the college.

It has been found that most of the items required in the application blank are not only of value in selecting students of desirable personal qualities, but that they also correlate with scholastic success. The students who do well in high school tend to continue
A set of application plans were prepared for the collection of the necessary information concerning the applicants. Here is the complete plan.

1. Preparation of an application form for all applicants to complete. This form will include personal information, educational background, and any required documentation.

2. Distribution of the application form to each applicant, along with a detailed explanation of the requirements and deadlines.

3. Review of completed applications by a committee who will score each application based on merit.

4. Selection of the top applicants for further consideration.

5. Personal interviews with selected applicants to discuss their qualifications and potential contributions.

6. Final selection of the most qualified candidates for the position.

The committee plans give the examiners one more tool for the examination of the educational information of the applicants' form background, the school selection, the educational background, and the personal information. The committee plans are also important to the final selection process. The final selection will be based on merit, academic achievements, and personal attributes.

It has been found that most of the time required to complete the application plans are used to fill in the necessary forms and collect the required information. The committee will determine the successful candidates who will be recommended to the selection committee.
doing well in college; the student who "loafs" and who wastes the time of his instructors and of himself in high school generally does likewise in college. The majority of failures comes from those students who would have been rated as somewhat risky on their applications.

Beginning with the autumn of 1924, all Freshmen who registered during Freshman Week have been required to take the Psychological (Scholastic Aptitude Test) Examination prepared by Prof. L.L. Thurstone of the University of Chicago and published by the American Council on Education at Washington, D.C. The scores made on these tests have been filed and kept for study. A careful check-up on these figures in the light of the students' University records has shown that the test has considerable value in predicting success or failure, especially as used in conjunction with the high school record.

In the following table the first vertical column shows high-school average on the basis of a passing mark of 75 per cent. In each of the remaining double-vertical columns there is shown by the first figure the number of students with a given high-school average who received in the psychological examination the percentile score indicated at the head of the column, and the second figure indicates the number of these students who failed to meet minimum academic qualitative requirements (an average of C), in the Freshman year; for example, of the 39 students who entered college with a high-school average of "less than 82", 9 had a percentile psychological score of 0-9.9; and 9, that is all of these, failed to make an average of C in the Freshman year. The second vertical column includes those whose psychological score was 10-19.9. Again all of the "less than 82" group falling in this
goad well to correct the student who "tossed" and who was not the fine
of the instructors and of himself to help school personnel gain insight
me to college. The majority of failures come from those students
who cannot have been taken as somewhat weak on their applications.
Beginning with the end of 1962, all freshmen were registered
and tested. Their scores have been used to help form the psycho-
mental profile of the student. of the American College of Psycho-
ology, the scores were on the scale of the test. A careful check-up on these tests in the light of
the student's University Records has shown that the test was consistent
with the present results of the tests on the scale of the test. The scores were
on the sheet of the test. In each step of the score analysis a
4.0 was the minimum score indication, the number
of the test of the college and the average level of the test. To meet the
minimum score indication of
the High School mean score of 0.8 and 0.9, a
percentile of the class. These scores were in
the second column. The scores were in
the second column include those whose percentile score
was 10-19.8. Again all of the "less than 80" drop falling in the
TABLE I

Distribution of 540 Students Who Matriculated as Freshmen in the Autumn Quarter, 1926, According to Their High-School Averages and Psychological Test Percentile Rank (on Gross Score), Together with the Number in Each Group Who Failed to Make an Average of "C" During Their First Year in the University.

<table>
<thead>
<tr>
<th>High School Average</th>
<th>0-9.9</th>
<th>10-19.9</th>
<th>20-29.9</th>
<th>30-39.9</th>
<th>40-49.9</th>
<th>50-59.9</th>
<th>60-69.9</th>
<th>70-79.9</th>
<th>80-89.9</th>
<th>90-100</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Less than 52</td>
<td>9</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>52-52.9</td>
<td>10</td>
<td>8</td>
<td>8</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>9</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>53-53.9</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>54-54.9</td>
<td>4</td>
<td>3</td>
<td>9</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>55-55.9</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>8</td>
<td>2</td>
<td>5</td>
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<tr>
<td>56-56.9</td>
<td>3</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>57-57.9</td>
<td>10</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>58-58.9</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>59-59.9</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>60-60.9</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>61-61.9</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>8</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>62-62.9</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>7</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>63-63.9</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>45</td>
<td>60</td>
<td>22</td>
<td>55</td>
<td>23</td>
<td>30</td>
<td>10</td>
<td>67</td>
<td>20</td>
<td>37</td>
</tr>
</tbody>
</table>

The table shows the distribution of 540 students who matriculated as freshmen in the autumn quarter, 1926, according to their high-school averages and psychological test percentile rank (on gross score), together with the number in each group who failed to make an average of "C" during their first year in the university.
category failed to meet minimum standards. Four of the five in the group likewise fell short of requirements.

Of the seventy-four students whose score in the psychological test was below 30 and whose high-school average was below 85, sixty, or 81 per cent, failed to make an average of C in the Freshman year; nine, or 12 per cent, averaged C only; and but five, or 6-3/4 per cent, averaged better than C, only one of whom made an average record of three points. Almost identical results are shown for the class entering in the autumn of 1925.

Of the thirty-nine students whose average grade in academic subjects in high school was less than 32, twenty-three were either dismissed for poor scholarship or left while on probation during or at the end of the year; ten others were on probation at the end of the year; one withdrew while in good standing, leaving but five who returned to the University in good standing for the second year. Of these five, one had an average grade of but 2 points per major and the other four of but 2.2 points. Thus from the entire group there was not one who made a strong record in the Freshman year.

It appears conclusive that the student whose record places him in any of the categories near the upper left corner, i.e., a low high-school average and a low test score, score in both tests, has little chance of succeeding in college, and that probability of success increases with approach toward the lower right corner, and that, in consequence, both tests should be applied in all doubtful cases in a system of selective admissions.
The results of this study and of other similar studies have led to the conclusion that it is unwise to admit students whose high school records and whose psychological test scores are both low. Since a failing student actually means a waste to the University of several hundred dollars, it seems unwise to admit five students who will fail in order to find one who will barely meet the minimum requirements.

The present requirements for admission to the University of Chicago are as follows:

A. Quantitative.

1. High school graduation.
2. Fifteen acceptable units of high school credit.
3. Three units of English.
4. A three-unit and a two-unit sequence (aside from English) in non-vocational work.
5. Not more than five units of non-academic work.

B. Qualitative.

1. A student shall have an average in his high school academic subject higher than the passing mark of the school by at least 25 per cent of the difference between the passing mark and 100. For example, if the passing mark is 75, an average of 81 \( \frac{1}{2} \) is required.

2. An applicant failing to make an average grade in non-vocational subjects pursued in the last three years in the preparatory school higher than the passing mark of the school by 40 per cent of the difference between that mark and 100 (85 on a passing mark of 75) shall be required to attain a percentile rank of 35 on a
scholastic aptitude test administered by the University
Examiner in order to satisfy the minimum qualitative re-
quirements.

3. A satisfactory report on an applicant by his high school
principal will cover such qualities as scholarship, per-
sonality, leadership, and character.

4. An acceptable health certificate is required, with record
of a successful vaccination against smallpox.

5. The enrolment of men and women having fifteen acceptable
units of preparatory school credit and not over eight
majors of college credit shall be set for any Autumn
Quarter at 750 students, or as near that number as the
Examiner can determine, and admissions to that college
class for the succeeding Winter and Spring Quarters shall
be limited to possible replacements within 750.

An applicant who meets all other requirements but who fails
to meet the minimum average grade rule may submit his application to
the University Examiner for study of ways to remedy the deficiency by
means of summer work or through entrance examinations. A student who
cannot enter on certificate may therefore apply for admission by examina-
tion.

When a student wishes to apply for admission to the Univer-
sity, he writes to the University Examiner for blanks. He is directed
to fill out in his own handwriting the first five pages of the blank
and to turn it, filled out, over to his high school principal. This
individual sees that the various recommendations, grades, etc. are
entered and sends the completed blank directly to the University
zero as well as for the minimum acceptable to the University.

8. A satisfactory report on an applicant's fitness for the Phy's School shall be obtained from the applicant's school, with regard to the student's physical fitness.

9. The evaluation of men and women applying for the University is based on their academic qualifications, aptitude, and personal characteristics.

10. Applicants are required to submit transcripts of all college and high school work, including grades and any recommendations from teachers or counselors.

11. Applicants must demonstrate a clear understanding of the University's academic requirements and be prepared to meet the minimum entrance requirements.

12. The University reserves the right to refuse admission to any applicant who fails to meet the minimum requirements for admission.

13. A student who successfully completes the University's examination program is granted admission to the University.
Examiner. Here the entire blank is read, and the grades are averaged. If all is satisfactory, the application is accepted and the applicant notified to deposit $25.00 fee. If the average is between 61.25 and 85, the applicant is notified that he should report at a given time and place for the scholastic aptitude (psychological) test. If the average is below 61.25, the Examiner uses his best discretion in either discouraging the student or in encouraging him as to how best to make up his deficiency.

A comparison of the University of Chicago admission requirements with those of two other great schools is of interest. The University of Illinois admits any graduate of any accredited high school provided he has had certain specified subjects. Princeton University requires character and personal recommendations similar to those required at Chicago; they also require a satisfactory score on a scholastic aptitude test from every applicant. Most important, however, in the selection process are the College Board Entrance Examinations. Every applicant must pass these examinations in at least 13 units, usually distributed as follows: English 3 units, Latin 4 units, mathematics 3 units, and a modern language 3 units. Tuition at Illinois is $50.00 per year, at Chicago $300.00, and at Princeton $450.00. Any student eligible for admission to Princeton would be admitted to Chicago. The same statement might also be made in regard to a considerable number of other privately endowed schools.

The question of accepting certificates from high schools at the present time, when aims and standards are changing so generally, is difficult. The high schools are crowded, and there is a shift in interest in that they are trying to educate all students, rather than
prepare for college. It is clear from the experience at Chicago that only those who do the best work are prepared for college. To go back to a complete program of entrance examinations seems to be entirely out of the question. The only possible way appears to be the careful selection of those high school graduates who have proved themselves to be capable of good work.
preparation for college. It is clear that no experience at Chicago State
high school will go on the record for the bridge to college. To be sure
any grade that go the preparation for the entrance examination seems to be effective
at a college bridge or entrance examination exam to be effective
one of the decision. The only possible way except for the college
preparation at Chicago High School graduates who have strong preparation
in the activities at their school.
The Alumni Council
of
The University of Chicago

June 22, 1928

My dear Mr. Haynes:

I am obliged to you for your abstract of the meeting of June 19th.

Regarding job number two I should think it would be advisable if the University could arrange to send these departmental letters not only to those who have been graduate students in the respective departments, but also to those former students who majored in those departments in their under-graduate course.

Your memorandum also does not touch on the informational pamphlets which you say have been or are being prepared. There will be some alumni who will be interested in all of these; others who will be interested in several of them, and a third group who will be interested in perhaps only one.

Regarding job number three, I see this fundamentally somewhat different from your statement of it. It is perfectly true that the Alumni Council will wish to stimulate meeting of alumni groups, but it seems to me that if the Administration at the University does not equally wish to send messages to the alumni and only does so because the Alumni Council asks for it that the whole thing will fail. As expressed by Max Mason, the University administration does recognize it to be an important part of its job to tell the alumni of the plans and accomplishments of the University from time to time, and it seems to me this is as it should be. If the administration sends these messages as they are pried out of it by the alumni office the whole relationship becomes perfunctory and without any useful result.

I feel somewhat the same about job number six. It would seem to me that the University be equally interested with the Alumni Council in arranging for this proposed Alumni Congress. If, to use President Mason's term, the alumni are to be the nuclei of understanding, then the University, it would seem to me, should want to assume an equal share in arranging for such a Congress because in this way better than almost any other that has been proposed, there will be fifteen or twenty alumni who will have just that understanding of the University which the University wishes them to have. If properly selected they would be men who would be interested in presenting the University in the best possible light for:

1. Alumni solidarity.
2. Bringing the University to the attention of:
   a. Prospective students
   b. Educational leaders in their respective communities.
3. Assuming leadership in any future Alumni financial campaign.
4. Assuming leadership of special gift work.
The Alumni Council

The University of Chicago

January 30, 1939

Dear Alumni:

I am writing in order to bring to your attention the matter of the following:

It has come to the attention of the Alumni Council that certain alumni have been circulating a petition among the alumni to request the establishment of a fund for the support of the University. It is felt that this is an important matter and that the alumni should be informed of the situation.

It is suggested that the alumni take steps to prevent the establishment of such a fund. Steps may include writing to the President of the University, the Board of Trustees, and the Alumni Council expressing the views of the alumni.

Sincerely yours,

[Signature]
Regarding job number eight, there are at present two classes of scholarships, one given by the University, one endowed by an individual alumnus. Your memorandum refers only to those two. It has been the idea that the Alumni Council should stimulate local groups of alumni to establish scholarships of their own for which these alumni groups will furnish the funds and select the students. It is hoped that these funds will be sufficiently large to enable the student selected to take a leader's part in student life as a whole, not only in scholarship but also in extra curricula activities.

I think it is fine that you are bringing all of these matters down into concrete points to be worked on, and you have my very best wishes for the successful administration of this new work.

Sincerely yours,

Mr. Rowland Haynes
The University of Chicago
58th and Ellis Avenue
Chicago, Illinois.
MEMORANDUM OF MEETING AT THE UNIVERSITY CLUB NOVEMBER 10th

There were present Messrs Mason, Woodward, Stevens, Swift, McNair, Sills, Davis, Russell, Axelson, and Zimmermann. Mr. Sherer could not attend.

The purpose of the meeting was stated as an attempt to crystalize the opinion regarding the general attitude of the Alumni Council towards its job, and the general attitude of the working with the Alumni Council that might be expected from the University, particularly the President's office.

The general opinion of the meeting was to the effect that the Alumni Council job consisted of the following:

1. To maintain as simple an organization as possible which would give the Alumni the feeling of having a group organization of their own.

2. To arrange for such reunions, either in small or large groups, as may seem from time to time advisable or desirable.

3. To provide the mechanics for the University to get its messages across to the Alumni and thereby enable the University to hold the interest of its Alumni in their relation to the University and in the work the University is doing.

4. To cultivate the general Alumni field for a future harvest of Alumni gifts either by a new campaign or by some plan for having Alumni continue their present gifts.

No. 4 is rather the result of 1 and 3.

Messrs Mason, Woodward and Stevens all stated that the University is prepared to continue its share of the work, the President stating that there was at present sufficient of interest in progress and in prospect to enable the University to keep its Alumni keenly interested by sending out speakers or printed matter.

It was the opinion of the meeting that the Alumni office should continue this year to arrange for meetings and to notify the University office of such meetings so that proper speakers could be sent out for them.

It was also thought advisable to arrange during the winter or spring of 1928 for a "Chatauqua" circuit for some one representative from the University. Mr. Woodward thought Dean Boucher would be the best man for this year, because he thought the matter of greatest interest to broadcast was the new organization and administration of the Undergraduate Colleges.

It was the consensus of opinion that the interest of out of town Alumni groups could be helped if they could be interested in the selection of candidates for University scholarships, with the hope that from this arrangement the Clubs would be stimulated to provide funds for such scholarships themselves, and that in watching their selections during their college careers they would get a vital interest in what is going on at the University. It was suggested that Mr. Stevens work with Mr. Davis in making plans for trying the placing of University scholarships with a few of the most effective Alumni Groups.

The meeting then resolved itself into a discussion of the work of the Alumni Council Committee to select a permanent secretary, which is under the Chairmanship of Mr. McNair. Various candidates and their qualifications were discussed, and it was decided to interview as soon as possible Mr. William P. Harms of Detroit, Mr. Bradford Gill, Mr. Chester Bell, and Mr. John Slifer. Since that time the name of Mr. Charleton T. Beck of Detroit has also been mentioned.
PROCEDURES OF MEETING OF THE UNIV. COLLEGE COUNCIL NOVEMBER 1926

1. To open with the study of the President's report of the preceding meeting.

2. To discuss any matters brought to the Board's attention during the interval.

3. To transact any business of the Board.

4. To adjourn without action on any item of the agenda.

RESOLUTION: The President of the University, the President of the Board, and the Secretary of the Board are hereby instructed to appoint a Committee of three to study and report on the question of the adoption of a uniform system of instruction throughout the University. The Committee shall submit its report at the next meeting of the Board.

The meeting adjourned at 3:30 P.M.

[Signature]
While no formal committee has been appointed to work with Mr. McNair, those present at the meeting of November 10th agreed to help in the finding of a proper permanent secretary.

The plan originally suggested by Mr. Sherer for the holding of an Alumni Congress was briefly discussed. The plan would be to have ten or twelve or fifteen representative Alumni from various parts of the country invited to a meeting in Chicago. At this meeting the University would take them through a carefully worked out program, by which the visiting Alumni would become thoroughly acquainted with the activities and aspirations of the University, with the idea that they would go home especially prepared to talk about the University and to undertake leadership in such matters as the organization of scholarship funds, the selection of high grade students to be sent to the University, the special gifts work, etc. It was agreed that the plan for such a congress was good, but that it could hardly be put into effect successfully until there is a high grade and active secretary in the Alumni office. It was therefore decided to defer action on this matter until the appointment of a secretary.

Herbert P. Zimmermann

HPZ*S

HPZ*S
The plan originally suggested by Mr. Smith was the holding of several long meetings to consider the merits of a possible compromise. The plan was rejected for fear of being misunderstood. The plan money is to be left at interest at the Post Office Savings Bank. The meeting was called to order at 10:00 a.m. on the 1st of the month. The meeting was opened by Mr. Smith. The meeting was adjourned at 6:00 p.m.

Report of Secretary

[Signature]

[Date]
UNIVERSITY - ALUMNI RELATIONS

A SURVEY

and

A SUGGESTED PLAN

Prepared and Sketched

by

A. Special Committee Created by

The Alumni Council
A SURVEY

and

A SUGGESTED PLAN

Prepared and Submitted

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.
DONORS

With the passing of a child of a parent.

The importance has endured long after a man gone.

Not the least significant of many years.

How committed are the unexpected and unforeseen.

Not of the attempt. Can you please assume

Any assistance and pay the postage of

Sole support.

The attempt have now become a lesson in the

Title of the importance. The importance can

still continue to be a lesson in the title of

The attempt.

As the expansion of the large area indicates

as your portion of the area of scope and one

taking accommodation perfect the importance

not the attempt.

The attempt continues, have no reason to be assumed

to solve a question and suggest a way to complete
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 work has been and can be done to one area, increase and maintain roles close between the university and the Alliance.
Premise

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

I

THE UNIVERSITY BODY

The University is composed of:

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

Of these, contacts with Alumni are least developed.

Alumni Records

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

A. 1. College Graduates  11,990
   2. Graduates from Graduate Schools (Ph.D. and A.M.)  4,933
   3. Professional School Graduates (Medicine, Law, Divinity)  5,348

Total of Graduates  22,271
The University is composed of:

- Trustees
- The President and Provost
- Students
- Alumni

Of these, connect with Alumni the least developed.

Annual Report

After 65 years, the University has the Alumni address records:

- 4,260 College Graduates
- 2,585 Graduates from Graduate Schools
- 63,440 J.D., M.D., and A.M.
- 2,440 Professional School Graduates
- 5,388 (Non-law, Divinity)

Total of Graduates: 28,617
B. Former students (non-graduates)  
(most addresses recently obtained)  

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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.
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 subjects of student
executive, I have been variously occupied and engaged.

There is no great continuance of interest of
enabling the student to the college of
their membership, ages ... Many a man
leaves His lofty sojourn upon sentiment

and reverence for the best.

The graduate never comes back to realize a
classroom, but he goes some peak to do a

for himself.

The graduate recognizes of the body
of the alumni are not of as intellectual
merit. Then face the problems of
with their inherent emotions in the presence
of beauty and majesty of society.

With your eyes upon and your mind's eye
to the presentment of the alumni

place put a minor park.

If to the young aspiring and motley side of
college life, whose traditions the Alumni are

transient to mankind.
"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 of athletics and exercise

The truth is not necessarily

Gallipolis, but to give to the fact that

those are the essential things to talk

about when sportwhiles are brief

because they show great interest in reception

of matter.

The influence have little knowledge of the

coaching movement or college compulsory

takes no steps to ease any interest; they

might be disposed to rule to the evolution

of college football.

Why college sports can have the benefit in

collaboration interest and cooperation of a large

part of the student body in working out the

future to make measurable money to any

end achieving satisfactory as to be paying

comparisons.

In the education and the fate of the faculty today

it college have no excuse of genetic power.
III

REASONS FOR ALUMNI CONTACTS

Some reasons for developing contacts with Alumni are:

1. From the viewpoint of the University -

   (a) Alumni are the human product of the University.

   (b) Alumni are becoming influential factors in their respective communities, professions and vocations, as reflecting their University training.

   (c) Alumni are increasingly reliable sources of financial assistance to the University

      (1) Directly, from themselves;

      (2) Indirectly, from contact with prospective citizen donors.

   (d) Alumni are a far flung line of representatives in upholding the good name of the University and in extending its influence.

   (e) The University can profit at times from Alumni opinions and suggestions as to education and allied subjects, but the Alumni must know the problems of today and what the University is trying to do.

   (f) A cordial and loyal relation between any university and its alumni is always of general and increasing advantage to the institution.

2. From the Alumni point of view -

   (a) University contact affords continued intellectual and cultural inspiration.

   (b) Alumni appreciate the honor and privilege of recognized kinship with a great and growing educational institution.

   (c) Alumni are kept in touch with one another to their personal, social, professional and business advantage.

   (d) A large and growing number of Alumni are glad for the opportunity to co-operate with the University financially and otherwise.

   (e) Such contacts strengthen educational and other ideals fostered and taught by the University.

   (f) Alumni desire recognition of their cherished sentiments and efforts for the University.
III

EXPLANATION AND APPENDIX

To see reasons for developing concepts with frame of

A

1. INTRODUCTION OF THE FRAMEWORK

(a) Aim to give the listeners preference for the framework.

(b) Define the main components, foundations, and assumptions.

2. FRAMEWORK WITH PRINCIPAL COMPONENTS

(a) Identify the main components and their interactions.

3. DEVELOPMENT OF FRAMEWORK

(a) Explain the development process and its outcomes.

(b) Provide examples to illustrate the framework.

4. CONCLUSION

(a) Summarize the key findings and implications.

(b) Suggest areas for further research.
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.
PART RELATION WITH ALUMNI

Up to this time the relations between the University
of Chicago and its Alumni have been stronger the
following phrases and commands.

The Alumni organization as represented
containing the alumni have proven to be
the only means of communication with
Alumni, and if none were passed between
the Alumni meetings, functions, and activities.

1. The recent development of the University

the fact of dependence and reliance others
on the part of the University to directly
receive and interpret the Alumni

2. The election of worthy Alumni to the
Board of Directors and given the benefit
of Alumni representation and a
vote in the matters 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 5900 active members in our Alumni organization.
PRIVATE HISTORICAL SECTION OF ALUMNI ORGANIZATION

It has long been characteristic of alumni of American colleges and universities to organize as alumni of their respective institutions. Many millions of college graduates, especially alumni of American institutions, seek to express their feeling of identification with their alma mater by the formation of local alumni associations. Alumni of Columbia University have been active in organizing alumni associations in the various cities where they have resided. The University has always encouraged and supported the formation of local alumni associations and has done much to stimulate interest in the University. The development of an extensive system of alumni associations has been a prominent feature of the University's history and has been an important factor in the growth and development of the University. The University has always been careful to recognize the importance of alumni associations in the life of the University.
(History of Alumni Organization)

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

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

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

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

The Alumni organization of the University of Chicago has in many ways justified its creation and existence. As the years have passed, though its history is still comparatively brief and its means limited, it has obtained high rank among the larger alumni associations of the country; and its activities, growing slowly but steadily in number, importance and significance, have added materially to the general welfare and progress of the University it is purposed to serve.
In 1936 the Alumni Program, with an initial endowment of $50,000, was established. As a result, the endowment grew to over $200,000. The members of the Associated Alumni continue to contribute to the endowment fund, which has grown to $1,000,000. The Alumni Program has been successful in funding various activities, including the building of Alumni House and the renovation of the Alumni Clubhouse. In addition, the Alumni Program has provided financial assistance to the University, helping to meet the needs of the students. It is a source of pride for the University and for the Alumni. The Alumni Program has not only helped the Alumni but has also been a driving force in the development of the Alumni Association. It has provided a model for other associations to follow.

Alumni Affiliates Project:

In recent years, the Alumni Affiliates Project has been successful in engaging the Alumni in the activities of the University. In 1936, the Alumni Affiliates Project was established to encourage the Alumni to become more engaged in the activities of the University. The project has been successful in engaging the Alumni in a variety of activities, including the Alumni Affiliates Program, which has been instrumental in providing financial support to the University. The Alumni Affiliates Project has also been successful in promoting the Alumni Association and in encouraging the Alumni to become more involved in the activities of the University.

The Alumni Affiliates Project is an important component of the Alumni Association. It has been successful in engaging the Alumni in the activities of the University and in promoting the Alumni Association. The Alumni Affiliates Project has been a source of pride for the University and for the Alumni. It has been instrumental in providing financial support to the University and in promoting the Alumni Association.
VI

ALUMNI ORGANIZATION AND ACTIVITIES

(A) Organization:

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

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

(1) The Alumni Council

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

(2) Alumni Associations

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

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

ALUMNI ORGANIZATION AND ACTIVITIES

(A) ORGANIZATION

The various organization of our Alumni is somewhat complicated and entails an annual several hundred Alumni in order work of various degrees of importance. In the organization of our Alumni, the following:

1. Alumni Council
2. Alumni Association
3. Alumni Clubs
4. Alumni Groups

B. THE ALUMNI COUNCIL

The Alumni Council is the central governing body. It guides and maintains all activities that relate to Alumni in general, registration of special interests, and affairs in the athletic section. The Council is composed of a proportionate number of members from the various areas and the athletic group's area. Each member serves a one-year term.

C. ALUMNI ASSOCIATION

There are a number of Alumni associations, each with its own charter or charter of special interest. The association's function is to foster our Alumni and provide opportunities for special contacts and activities. Alumni associations are created and function under the by-laws of the Alumni Council. The Council and General Alumni matters such as administration and the Memento, alumni relations.

The present association are:

College Alumni Association
Diploma Alumni Association
Doctor of Philosophy Alumni Association
Law School Association
School of Education Alumni Association
College of Administration and Business Administration Association
Health Science College Association
(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 two new names, located in

The first is "New Notes", and the second is "New Notes on the Old Notes".

The variances in the notes are noted in parenthesis.

The first note, "New Notes", is located in the upper right corner of the page. The second note, "New Notes on the Old Notes", is located in the lower left corner of the page.

The notes are written in a flowing, connected manner, with each note building upon the previous one.

The notes are handwritten, with a pen or pencil, and appear to be informal and personal in nature.

The notes are difficult to read, with some words and phrases being unclear or difficult to decipher.

The notes appear to be related to a specific topic or subject, but the exact nature of the topic is not clear from the text alone.

The notes are written in a conversational tone, as if the writer is discussing something with someone else.

The notes contain some references to other sources or materials, but these are not specified within the text itself.

Overall, the notes appear to be a personal record or reflection, possibly related to a particular event or discussion.
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, HERBERT P. ZIMMERMANN, '01
Secretary-Treasurer, ADOLPH G. PIERROT, '07

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

FROM THE COLLEGE ALUMNI ASSOCIATION, Term expires 1927: Frank McNair, '03; Leo F. Wurzmer, '04; Earl D. Hostetter, '07; Arthur A. Goos, '08; Harry R. Swanson, '17; Lillian Richards, '19; Term expires 1928: John P. Mentzer, '98; Clarence W. Sills, ex-'05; Hugo M. Friend, '06, J. D., '08; Harold H. Swift, '07; Mrs. Phyllis Fay Horton, '13; Barbara Miller, '18; Term expires 1929: Elizabeth Faulkner, '25; Harry N. Gottlieb, '00; Herbert P. Zimmermann, '01; Paul H. Davis, '11; William H. Kuh, '11; Mrs. Marguerite H. MacDaniel, '17.

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


FROM THE RUSH MEDICAL COLLEGE ALUMNI ASSOCIATION, Ralph C. Brown, M. D., '03; Fredrick B. Moorehead, M. D., '05.

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

FROM THE CHICAGO ALUMNAE CLUB, Alice A. Coulter '99; Helen Canfield Wells, '24; Mrs. V. M. Huntington, '43.


Alumni Associations Represented in the Alumni Council.

THE COLLEGE ALUMNI ASSOCIATION: President, Herbert P. Zimmermann, '01, 330 Plymouth Ct., Chicago; Secretary, Adolph G. Pierrot, '07, University of Chicago.

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

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

LAW SCHOOL ASSOCIATION: President, Urban A. Lavery, J. D., '10, 76 W. Monroe St., Chicago; Secretary, Charles F. McElroy, A.M., '06, J.D., '15, 1609 West-Burnham Bldg., Chicago.

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

COMMERCE AND ADMINISTRATION ALUMNI ASSOCIATION: President, John A. Logan, '21, 211 S. LaSalle St., Chicago; Secretary, Miss Charity Budinger, '20, 6031 Kimbark Ave., Chicago.

RUSH MEDICAL COLLEGE ALUMNI ASSOCIATION: President, Nathan P. Colwell, M. D., '00, 555 No. Dearborn St., Chicago; Secretary, Charles A. Parker, M. D., '91, 7 West Madison St., Chicago.

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

ATLANTA and DECATHLON, GA. (Georgia Club). Robert P. McLarty, Healy Building.
AUSTIN, TEXAS. Pres., J. M. Kuehne, University of Texas.
BALTIMORE, Md. Sec., Helen L. Lewis, 4014 Penhurst Ave.
BOISE VALLEY, IDAHO. Sec., Mrs. J. P. Pope, 1102 N. 9th St., Boise.
BOSTON (Massachusetts Club). Sec., Pearl McCoy, 70 Chase St., Newton Center, Mass.
CEDAR FALLS and WATERLOO (lowA). Sec., E. Grace Rait, Iowa State Teachers College, Cedar Falls, la.
CEDAR RAPIDS, IOWA. Sec., L. R. Abbott, 374 S. 21st St.
CHARLESTON, ILL. Sec., Miss Blanche Thomas, Eastern Illinois State Teachers College.
CHICAGO Alumni Club. Sec., Harry R. Swanson, 1593 Illinois Merchants Bank Bldg.
CINCINNATI, O. Sec., E. L. Talbert, University of Cincinnati.
CLEVELAND, O. Sec., Lola B. Lowther, 1910 E. 93rd St.
COLUMBUS, O. Sec., Ward G. Reeder, Ohio State University.
DALLAS, TEX. Sec., Rachel Foote, 725 Exposition Ave.
DAYTON, OHIO. Sec., Ward G. Reeder, Ohio State University.
DENVER (Colorado Club). Sec., Beatrice Gilbert, 845 Washington St.
DES MOINES, IA. Sec., Ida T. Jacobs, West High School.
DETROIT, MICH. Sec., Clara L. Small, 1404 Taylor Ave.
EMPORIA, KAN. L. A. Lowther, 617 Exchange St.
GRAND FORKS, N. D. Sec., Mary E. McPheeters, 52 N. Audubon Rd.
IOWA CITY, Ia. Sec., E. W. Hills, State University of Iowa.
KALAMAZOO, MICH. Sec., James B. Feugel, Peck Building.
KANSAS CITY, MO. Sec., Mary S. Wheeler, 3337 Olive Street.
KNOXVILLE, TENN. Sec, Arthur E. Mitchell, 415 Castle St.
LEXINGTON, KY. Sec., Mrs. Chas. A. Norton, Transylvania College.
LONG BEACH, CAL. Pres., Herbert F. Ahlswede, 2606 E. Second St.
LOUISVILLE, KY. G. T. Ragdale, 2000 S. 3rd St.
MANHATTAN, KAN. Sec., Mrs. E. M. C. Lyric, Kansas State Agr. College.
MEMPHIS, TENN. Sec., Miss Elizabeth Willford, 1937 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.
MUSKEGON, MICH. Sec., Mrs. Margaret Port Wollaston, 1299 Jefferson St.
NEW YORK (Alumni Club). Sec., Dr. F. H. Rush, 412 South Tonri St.
NEW YORK Alumnae Club. Sec., Ruth Reticker, 134 Claremont Ave., N. Y. C.
OMAHA (Nebraska Club). Sec., Juliette Griffin, Central High School.
PEORIA, ILL. Sec., Anna J. LeFevre, Bradley Polytechnic Institute.
PHILADELPHIA, Pa. Sec., Renslow P. Sherer, 20 So. 15th St.
PITTSBURG, KANSAS. Sec, Dr. F. Harold Rush.
Officers of The University of Chicago Alumni Clubs—Continued

PITTSBURGH, PA. Sec., Richard H. Thompson, U. S. Bureau of Mines
PORTLAND, Ore. Sec., Miss John M. Welsh, 2308 33rd Ave., S. E.
Reno, Nea. Sec., Delta 33, Hall, 2975 Racine Ave.
St. Louis, Mo. Sec., E. R. Felker, 1703 Washington Place
Salt Lake City, Ut. Sec., Hager 3, Anderson, 4122 Kearns Blvd.
San Antonio, Tex. Sec., Wilfrid E. Reynolds
Adams, Monte Boulevard
Seattle, Wash. Sec., Roderick F. Sandall, 812 5th Ave.
Stockton, Cal. Sec., T. M. Coons, 509 2nd St.
Syracuse, N. Y. Sec., 340, 32nd Ave.
Troy, N. Y. Sec., 403, 50th St.

CLASS SECRETARIES

929, Norman Van Hoise, 216 W. Adams St.
929, Horace G. Linder, 275 W. Jackson Blvd.
929, Charles Fancett, 3002 Kenmore Ave.
929, Hugh W. Stowe, 109 S. LaSalle St.
929, Donald Trimble, 83 S. LaSalle St.
929, Josephine Y. Allin, 405 Dorchester Ave.
929, Mrs. Durkan, Harper Lewis, 3149 Kimball Ave.
929, Marian Farnum, 4730 Kimball Ave.
929, Miss Susie McDonnell, 2300 E. 57th Place.
929, Agnes J. Kaufman, Lewis I. Jaffe.
929, Mrs. Ada C. Mervin, 3544 E. 54th St.
929, Clara H. Taylor, 4199 Indiana Ave.
929, Frances J. Marston, N. Y. Life Bldg.
929, Helen Seer, 31 W. Adams St.
929, Wellington D. Jones, University of Chicago.
929, Mary E. Courtney, 4153 S. Marquette Rd.

Rock Island, III. Sec., Anna M. Hults, 721 River Park

Kansas City, Mo. Sec., 411 E. Madison, State Geological Survey.


Wash. Sec., Miss Grace Holmes, International Center Club.


New York, N. Y. Sec., 5227 Madison Avenue.

Manila, P. L. C. Bocina, Philippine Herald.

Kowloon, A. J. Saunders, American College, Madura, S. I.

Bradford Gill, 304 S. La Salle St.
Eliza B. Keenan, 239 W. 54th Place.
James K. Donovan, 323 S. La Salle St.
John B. Peter, 5272 University Ave.
Kiss, Phyllis Ray Hooker, 1239 E. 70th St.
Mrs. Dorothy D. Cummings, 7244 Van Buren Ave.
Lyndon W. Leach, 237 S. Clark St.
Barbara Miller, 3100 Woodward Ave.
Mrs. Correll Mason Russell, 1229 E. 56th St.
Robert Holmway, University of Chicago.
Evelyn Townley, 3128 Backman Ave.
Miss March, 1300 Davenport Ave.
Elgie Krum, 1311 15th Ave.
Arthur Cody (Pine), 119 E. 56th St.
Mrs. Rock, Stagg, 4215 Cornell Ave.
Officers of The University of Chicago Alumni Clubs—Continued

PITTSBURGH, PA. Sec., Rheinhardt Thies­
PORTLAND, ORE. Sec., Mrs. John H. Wake­
field, 3425—31st Ave., S. E.
RAPID CITY, S. D. Sec., Della M. Hafz, 928 Kansas City St.
St. LOUIS, MO. Sec., L. R. Felker, 5793
Westminster Place.
SALT LAKE CITY, UT. Sec., Hugo B. An­
derson, 1021 Kearns Bldg.
SAN ANTONIO, TEX. Sec., Dr. Eldridge
Adams, Moore Building.
SAN FRANCISCO, CAL. (Northern California
Club). Sec., Dr. Fred B. Firestone, 1325 Octavia St.
SEATTLE, W. A. Sec., Robert F. Sandall,
612 Alaska Bldg.
SIOUX CITY, I. A. Sec., C. M. Corbett, 509
Second Bank Bldg.
SOUTH DAKOTA. Sec., Lida Williams,
Aberdeen, S. D.
SPRINGFIELD, IL. Sec., Miss Lucy C. Wil­
liams, 714 First Nat'l Bank Bldg.
TERRE HAUTE, IND. Sec., Prof. Edwin M.
Bruce, Indiana State Normal School.
TOLEDO, O. Sec., Miss Myra H. Han­
sen, Belvidere Apts.
TOLEDO, O. Pres., Robert F. Sandall,
612 Alaska Bldg.
TUCSON, ARIZONA. Pres., J. W. Clarson,
Jr., University of Arizona.
URBANA, ILL. Sec., Gail F. Moulton, State
Geological Survey.
VERMONT. Pres., E. G. Ham, Springfield,
Vt.
WASHINGTON, D. C. Sec., Mrs. Jessie Nel­
son Barber, The Kenesaw, 16th & Irving
St., N. W.
WEST SUBURBAN ALUMNAE (Branch of
Chicago Alumnae Club). Clarissa Schuy­
er, Oak Park High School.
WICHITA, KAN. Pres., A. F. Styles, Kan­
sas State Bank.
MANILA, P. I. C. Benitez, Philippine
Herald.
SOUTH INDIA. A. J. Saunders, American
College, Madura, S. I.
SHANGHAI, CHINA. Sec., Mrs. Eleanor
Whipple Peter, 90 Route de Say Zoong.
TOKYO, JAPAN. Sec., Mrs. Eleanor
Whipple Peter, 90 Route de Say Zoong.

CLASS SECRETARIES

'93. Herman von Holst, 72 W. Adams St.
'94. Horace G. Louier, 175 W. Jackson
Bldv.
'95. Charlotte Foye, 5602 Kenwood Ave.
'96. Harry W. Stone, 10 S. La Salle St.
'97. Donald Trumbull, 251 S. La Salle St.
'99. Josephine T. Allin, 4805 Dorchester
Ave.
'00. Mrs. Davida Harper Eaton, 5744
Kimball Ave.
'01. Marian Fairman, 4744 Kenwood Ave.
'02. Mrs. Ethel Remick McDowell, 4440
E. 66th Pl.
'03. Agness I. Kaufman, Lewis Institute.
'04. Mrs. Ida C. Merriam, 1264 E. 54th
Pl.
'05. Clara H. Taylor, 5923 Indiana Ave.
'06. Herbert I. Markham, N. Y. Life Bldg.
'07. Helen Norris, 72 W. Adams St.
'08. Wellington D. Jones, University of
Chicago.
'09. Mary E. Courtenay, 1538 E. Mar­
quette Rd.
'10. Bradford Gill, 208 S. La Salle St.
'12. Elizabeth A. Keenam, 739 W. 54th
Place.
'15. Mrs. Phyllis Fay Horton, 1229 E.
56th St.
'16. Mrs. Dorothy D. Cummings, 7214
Yates Ave.
'17. Lyndon H. Lesch, 230 S. Clark St.
'18. Barbara Miller, 5520 Woodlawn Ave.
'19. Mrs. Carroll Mason Russell, 1039
E. 49th St.
'20. Roland Holloway, University of Chi­
cago.
'22. Mina Morrison, 5600 Dorchester Ave.
'23. Egil Krogh (Treas.), 5312 Ellis Ave.
St.
'25. Mrs. Ruth Stagg Lauren, 8159
Cornell Ave.
(B) Activities:

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

1. Conducting Alumni Office
2. Maintaining Alumni Records
3. Publishing Alumni Magazine
   (a) Editing
   (b) Advertising
   (c) Records and distribution
4. Developing Alumni Clubs
5. Assisting in Development Campaign
6. Compiling, publishing and distributing General Alumni Directory
7. Compiling and distributing minor directories, e.g., E.S., 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 Organizations
20. Relations with Alumni Offices of other institutions
21. General and special Alumni lists and information.
(C) **Office Personnel:**

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

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

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

<table>
<thead>
<tr>
<th>Income</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) 600+ members @ $2.00 a year</td>
<td>$12,000</td>
</tr>
<tr>
<td>(2) Surplus available from annual Alumni Fund income</td>
<td>$2,500</td>
</tr>
<tr>
<td>(3) Allowance from University records</td>
<td>$4,100</td>
</tr>
<tr>
<td>(4) Advertising, average</td>
<td>$2,000</td>
</tr>
<tr>
<td>(5) University Reunion allowance</td>
<td>500</td>
</tr>
<tr>
<td>(6) Incidental</td>
<td>400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21,500</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Secretary and Office force</td>
<td>$12,600</td>
</tr>
<tr>
<td>(2) Manufacturing and distribution of Magazine</td>
<td>6,000</td>
</tr>
<tr>
<td>(3) Reunion, etc.</td>
<td>1,000</td>
</tr>
<tr>
<td>(4) Associations, special</td>
<td>700</td>
</tr>
<tr>
<td>(5) General Expense</td>
<td>1,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21,500</strong></td>
</tr>
</tbody>
</table>

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.
ALUMNI PARTICIPATION IN DEVELOPMENT CAMPAIGN

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

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

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

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

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

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

This Campaign was successfully conducted. New methods of contact with Alumni were employed, Alumni interest was aroused and widespread 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 1945 June reunion, President Fortune an- 
ounced that plans for a major fundraising campaign 
and increased alumni support were under way. The 
most significant aspect of the Alumni Campaign 
was the need for support of the University and 
the Alumni Association.

In the fall of 1945, the Development Committee 
of the Trustees, acting in consultation with the Alumni 
Association, proposed a major campaign. The 
work of the campaign was carried out by the Alumni 
Committee under the leadership of President B. Zimmerman.

The campaign was structured in three major phases: Apron, 
Recruitment, and Execution. The Executive Committee, 
headed by President B. Zimmerman, was responsible for 
the overall strategy of the campaign.

The execution of the campaign was carried out by the 
Office of the President and the Development Office. 

The major portion of the campaign's work on the campus, 
was carried out by the Office of the President and the 
Development Office. The campaign was designed to raise 
resources for the University and the Alumni Association. 

The campaign was successful in raising funds for the 
University and the Alumni Association, and in raising 
resources for the University and the Alumni Association. 

As a result, the campaign resulted in a significant 
increase in the number of alumni and the University's 
resources. The campaign was completed in 1947, with 
the University receiving a significant increase in support. 

With a significant increase in the number of 
alumni and their support, the University was able to 
provide more opportunities for students and faculty. 

In the years following the campaign, the University continued 
to receive support from alumni and friends, and the 
Alumni Association became an important part of the 
University's fundraising efforts.
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.
III

EMPLOYMENT AND REGULATION

It is the object of this report to examine the effect of the regulation of employment on the economy of the country and to suggest measures which may be taken to promote the development of the economy.

The principal conclusions of the report are:

(a) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(b) The importance of the regulation of employment in the development of the economy.

(c) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(d) The importance of the regulation of employment in the development of the economy.

(e) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(f) The importance of the regulation of employment in the development of the economy.

(g) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(h) The importance of the regulation of employment in the development of the economy.

(i) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(j) The importance of the regulation of employment in the development of the economy.

(k) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(l) The importance of the regulation of employment in the development of the economy.

(m) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(n) The importance of the regulation of employment in the development of the economy.

(o) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(p) The importance of the regulation of employment in the development of the economy.

(q) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(r) The importance of the regulation of employment in the development of the economy.

(s) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(t) The importance of the regulation of employment in the development of the economy.

(u) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(v) The importance of the regulation of employment in the development of the economy.

(w) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(x) The importance of the regulation of employment in the development of the economy.

(y) The need for the development of a system of employment regulation that is consistent with the economic needs of the country.

(z) The importance of the regulation of employment in the development of the economy.
Likewise, making the Fall Homecoming notably successful.

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

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

More frequent publication of an Alumni Directory.

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

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:

A brief annual report on the University signed by the President.

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

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

A small illustrated booklet on the University (somewhat on the order of the Summer Quarter circular)
EXPERIENCE WORKING WITH REAL COMMUNITY PROJECTS

(4) Co-operation in development of VVAPY CUPA
Where it may be to the benefit of the
workplace and influence in terms of the Community:
practical and renaming experiences
may not be receiving any recognition
Receives of experience

(6) Develop the resources available to the
application of the

(7) No to Income Proposition of an Annual Prize

(8) Investment in better method to the increase of:

Development of Community Centre as soon as

(9) LAURENCE COMMUNITY ADOPTION
A plan developed from grades up to lower students
the becoming of the resources are now undergoing
the Community Centre. Now begins as the fellowship
the kind of development was encouraged

(1) Sense of the Incentives

(2) A task for the Reorganization

(3) An initiative for the Reorganization to occur

(4) A major initiative on the part of the Community

(5)
(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.
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 co-operation with local Clubs, to libraries, high schools, etc.,
14. Routing through and presenting annual motion pictures of the University, for Clubs and local communities, as arranged.
(15) Interviewing and giving information to prospective students as introduced and recommended by Alumni.

(16) Obtaining opinions and suggestions from Alumni.

(17) Obtaining funds for the University, from time to time, from Alumni groups and individuals.

(18) Interesting local prominent citizens in the University, particularly in the Middle-West, as introduced by Alumni; possibly obtaining financial assistance or "leads" for the University.

(19) Some possible organization work with class officers.

(20) Getting Alumni to join the Alumni Association.

(21) Assisting in any other special contact purposes in the field.
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 Representative

(1) Attend any faculty annual meeting.

(2) Keep track of faculty issues and concerns.

(3) Attend faculty meetings when possible.

(4) Address each-quarter or half-year report in.

(5) Attend faculty meetings and write on the.

Involuntary student government.

To make sure any objections raised at faculty meetings are.

(1) All faculty members are consulted.

(2) Special recognition of faculty members.

(3) To Aumni in General.

(4) To Alumni of Georgetown.

(5) As a member of the government.

(6) Reaching any committees to groups of.

(7) Alumni, organize alumni for future purposes.

(8) Reaching any committees for Alumni.

(9) Some specific alumni issues of general interest.

(10) Any outstanding items.

Graduate hill teacher.
(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 organisations, 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.
TEACHING TACTICS

1. Conduct an anxiety-lowering warm-up to build classroom rapport.
2. Develop questions that are thought-provoking and encourage student engagement.
3. Incorporate a variety of teaching methods to accommodate different learning styles.
4. Provide immediate feedback to enhance student confidence.
5. Encourage students to explore new ideas and challenge existing knowledge.
6. Foster an inclusive environment where all students feel supported and respected.
7. Utilize multimedia resources to enhance understanding and retention.
8. Assess student understanding through formative assessments.

CONCLUSION

To achieve the objectives of the lesson, we will focus on:
1. Establishing a positive classroom atmosphere.
2. Facilitating active learning and participation.
3. Promoting critical thinking and problem-solving skills.
5. Building a strong foundation for future learning.

These strategies are designed to foster engagement, encourage collaboration, and enhance the overall learning experience.
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.
A T M N T \textit{ \textbf{Army Training Commission}}

The Army Training Commission was established to investigate and report on the Army's training needs. The Commission's findings were used to improve the training of Army personnel.

A T M N T \textit{ \textbf{Troop Training}}

The Troop Training program was designed to improve soldiers' ability to perform their duties effectively. The program included physical training, marksmanship, and tactics.

A T M N T \textit{ \textbf{The Intellectual Department}}

The Intellectual Department was responsible for providing soldiers with the knowledge and skills necessary to perform their duties. The department included courses in mathematics, science, and engineering.

A T M N T \textit{ \textbf{Proprietary Training}}

Proprietary training was provided by various organizations to prepare soldiers for specific jobs. Examples include training in combat engineering, intelligence, and medical services.

A T M N T \textit{ \textbf{Close Combat Training}}

Close combat training was designed to prepare soldiers for the realities of hand-to-hand combat. The training included techniques for close-quarter engagements and the use of specialized equipment.

A T M N T \textit{ \textbf{Conclusion}}

The Army Training Commission and its various programs played a crucial role in shaping the Army's training regimen. The Commission's recommendations continue to influence the Army's training policies to this day.
Radio Programs

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

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

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

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

Motion Picture Exhibits

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

(2) Make the films available for exhibition to Alumni clubs and other groups, and to Alumni teachers or specialists interested in certain phases of education.
He cites several factors as contributing to the decline of the mental hospital. These factors include:

1. Changes in societal attitudes towards mental illness.
2. Increased availability of community-based care.
3. Improved treatments and medications.
4. Stigma associated with mental illness.
5. Economic factors, such as budget cuts for mental health services.
6. Lack of adequate facilities and resources.

He argues that these factors have led to a shift away from institutional care and towards more community-based approaches. This shift has had both positive and negative implications for patient outcomes and mental health services.
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 Retention

Students are the future Alumni, and every preparation of students in the way of developing them as future Alumni is important. Such preparation might be facilitated by:

1. The University Administration

2. The Dean of Interdisciplinary

3. The Employment Office

4. The Housing Bureau

5. Student Organizations

6. Student Organizations

7. Student Organizations

8. Student Organizations

9. Senior Class and Other Classes

10. Prepare Classes for the Alumni Mission

11. Prepare for the University Mission

12. Prepare for the University Mission

13. Prepare for the University Mission

14. Prepare for the University Mission

15. Prepare for the University Mission

16. Prepare for the University Mission

17. Prepare for the University Mission

18. Prepare for the University Mission

19. Prepare for the University Mission

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30. Prepare for the University Mission
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.


   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 operates
indefinite in the report.

Possible sources of income to the Alumni work and ac-

fittlement to members of Alumni associations.

1. Dues from members of Alumni associations.
The present dues are $2.00 per member, which is
income for the Alumni Fund.

The number amount is increased.

2. Alumni Magazine Advertisement

The number of increase, however, as
occasionally, it seems to be the policy of
continuing and increasing this.

4. Income from the Alumni Fund

The fund is now $10,000, but is not
vested, and anything as annual income of $1,000.

3. A portion of the Alumni Fund

Any important extension of the work of the Alumni
Committee on behalf of the University, or the adoption of
new methods of maintaining contact with the Alumni,
and the corresponding encouragement, the membership of the Council
will be determined with necessary and adequate addition
of special funds for such purposes.

If will require some increase in the capacity of the
as some additional equipment and outfit of

The number of the better financial support, necessary, and control of

- Increase and publicity, and secrecy of the business of

the office with greater white leisure.

IX
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 formal contract plan is adopted, no adequate estimate of the cost can be made. The current experience
shows that the project cannot be undertaken in the ways now being
considered and that the project's current status is inadequate to justify
promotion. Several small and intermediate projects with the advantage
of concrete returns to industry, at the University

The supposition of the University for VIMM points to the
assertion that one-half of one per cent of the
annual budget of the University are the
wages, which are properly made public by the University,
will not be lost in the development of research. Such as
may have some return, let it be used for equipment and other purposes.
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.
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
REPORT PRECEDENTS OR FORMS

FIG. 1

Procure an examination of the geographical or developmental
potential of the area.

FIG. 2

An economic analysis plan or program for maintaining
space utilization.

FIG. 3

A plan for the vacant office space development and rent
schedule for each work and housing or necessary funds.


DEPARTMENT AND SUBSCRIPTION TO A BILL

A plan can be formulated and carried out by
the Department or the subscription and
a committee of professional editors with
a committee of the planning council.


26
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.
ORGANIZATION

ANNUAL REPORT OF EXECUTIVE COMMITTEE

The responsibility for the recreation of Alumni
work must be assumed by some of the University
in cooperation with the Alumni Committee as an agency.

A special committee of the Trustees, composed of a small
committee of the President, elected by a small body
of the Committee, might determine an Executive Committee
which would have administrative control of activities.

The structure of the Alumni Association and its
role in the activities of the University need not be changed, but committees
should be given to the University and be conscious of
the undertaking of the work.

Headquarters

It is to be regretted that the Alumni Office
be the centralizing headquarters for all Alumni to contact
with Alumni Chapter, etc., and to expedite
special events.

The Alumni Office should pay a more comprehensive
and accessible 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.
The office should be staffed with an Editor.

2. An Assistant Editor should also be employed.

3. The Assistant Editor should be responsible for the

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134. The Assistant Editor should be responsible for the
Coordination of Departments and Schools

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

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

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

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

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

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

The coordination of the work of native universities.
Departmental and special courses to be run as they may relate to
the demand for educational purposes. Thus it is also a
matter of administrative capacity.

Participation in the training of the graduate educator.
Departmental committees and scientific groups to be developed.
This may go on after the training of some specific methods,
and testing for the work in progress, but in senatorial meetings
and general university plan any objections.

Coordination between department heads or representatives.
These associations and co-ordinating meetings on every occasion.

Amends similar, ways and means, etc. to the
Graduate School as little, while co-ordination increases
in the University as more, the primary feature to the
government in which they stand, and from which end up.

Since their purpose, then a university must be learned,
and from the department and co-ordination, etc.

Departmental studies, co-ordination, and co-operation.

There is interest in the University as a whole, some of
which is devoted to attention, or some special subject.

In some cases, where there is more similarity, then with the
appearance so much in the presentation of the

University.
II

PROGRAM

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

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

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

A. General Alumni Body -

1. Send to all Alumni, at least once a year, a communication of general interest from the President of the University.

2. Offer lecture, study and reading courses in form designed for Alumni in general.

3. Enlarge the Alumni Magazine and increase its circulation.


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

SUMMARY

Write the portion or general plan to be adopted may be
at the discretion of the program or necessity, to
the any of the many suggestions offered in Section
of the above, to be made in each part of the

SUMMARY

Five or more words in whole or in part, many of it.

some or supplementary or substitute.

what may or may not be to be employed for all

outlines, and in all, will be subject to it.

necessary or not supplementary to any part of the

to the importance of the outline of the committee on which

It may be recognized, however, that the

family taking into account of retaining or interest

be adopted and developed.

A

GENERAL AFFAIRS

If

a commission of general interest from

the president of the University.

& other factors, staff, and teaching services

in your general for interest in erect.

political interest very significant, and increase

the organization.

A. Apply a new section to the Affairs of the

B. Provide for reception of new Affairs to

are the outcome.

5. Make available provision for sending Affairs of

Effective Frame.

A. Give specific regrets for Affairs for Affairs.
8. Assist in the work of Alumni Clubs and groups:
   (a) Visitation by faculty members,
   (b) Visitation by a Field Secretary or Alumni officers,
   (c) Furnish motion picture films.

B. **College (Undergraduate) Alumni**
   1. An occasional special communication of college interest.
   2. Promote and improve the June Reunion.
   3. Promote and improve the Fall Homecoming.
   4. Add a special Class file to Alumni Records.

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

D. **Student Body**
   1. Deliberate cultivation of students for their continued interest later as Alumni:
      (a) Undergraduates;
      (b) Graduates.

   2. Co-operation of publicity department.
. (a) Determination of the amount of growth in the.

(b) Evaluation of the extent of growth.

(c) Determination of the extent of growth.

(d) Evaluation of the extent of growth.

(e) Determination of the extent of growth.

(f) Evaluation of the extent of growth.

(g) Determination of the extent of growth.

(h) Evaluation of the extent of growth.

(i) Determination of the extent of growth.

(j) Evaluation of the extent of growth.

(k) Determination of the extent of growth.

(l) Evaluation of the extent of growth.

(m) Determination of the extent of growth.

(n) Evaluation of the extent of growth.

(o) Determination of the extent of growth.

(p) Evaluation of the extent of growth.

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(s) Determination of the extent of growth.

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(u) Determination of the extent of growth.

(v) Evaluation of the extent of growth.

(w) Determination of the extent of growth.

(x) Evaluation of the extent of growth.

(y) Determination of the extent of growth.

(z) Evaluation of the extent of growth.

. 5. Oo-Operation of organic department.
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.
THIRD

FINANCIAL OUTLINE

A financial outline of Alumni work with emphasis
for the future and to place development of
to future directors and

The future of the Alumni Association and its
influence on the institution. The outline is for the
preparatory year 1942-43. The outline is for the
Assurance Association's program for the
Material and other associations with their function to
increase in experience and ability to

This outline is prepared on a

somewhat schematic basis

The outline is a product of the

Association's needs and

strengths with the purpose of

developing an outline that will

inform the Association of the

function of the institution and

its development to meet the

changes in the Association and

the needs of the University. The

two sections, the financial and the

summary of the outline

The outline is a product of the

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function of the institution and

its development to meet the

changes in the Association and

the needs of the University. The

two sections, the financial and the

summary of the outline
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 free
### Financial Outline - Alumni Work

#### Present (1925-26)

<table>
<thead>
<tr>
<th>Income</th>
<th>A. Income</th>
<th>Future Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dues - 5800 @ $2.00</td>
<td>$11,600</td>
<td>6800 @ $2.00</td>
</tr>
<tr>
<td>Alumni Fund Surplus</td>
<td>2,800</td>
<td>3,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>4,100</td>
<td>5,000</td>
</tr>
<tr>
<td>Reunions (Tickets - $2.00)</td>
<td>1,000</td>
<td>1,500</td>
</tr>
<tr>
<td>J. of C. (Reunion, B. &amp; G.)</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>J. of C. (Records)</td>
<td>4,100</td>
<td>6,200</td>
</tr>
<tr>
<td>Incidental</td>
<td>50</td>
<td>100</td>
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**Total Income:** $24,150

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

**Estimated Surplus:** - $150 Estimated Surplus - $900 Estimated Surplus - $5000

#### University-Alumni Relations

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<thead>
<tr>
<th>C. Desired Assistance</th>
<th>C. Desired Assistance</th>
<th>C. Desired Assistance</th>
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<tr>
<td>(a) Year concluded as per Budget</td>
<td>Ass't. (Field) Sec.</td>
<td>$3,500</td>
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<tr>
<td>Traveling Expenses</td>
<td>$1,000</td>
<td>$2,500</td>
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<tr>
<td>Annual Communication to Alumni (one)</td>
<td>$1,500</td>
<td>$2,000</td>
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<tr>
<td>Assistant Editor (Part time)</td>
<td>$900</td>
<td>$1,500</td>
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<tr>
<td>Special Reunion Allowance</td>
<td>$500</td>
<td>$1,000</td>
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</table>

**Total Estimated Surplus:** $7,400

**Estimated Total Required:** $6,500

**Estimated Total Required:** $9,000

*Note: If staff and activities are not augmented, as above, the Estimated Association Surplus would pay most additional needs required of the University set forth in the "starting years".*
<table>
<thead>
<tr>
<th>Attribute</th>
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<tbody>
<tr>
<td>Name</td>
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<tr>
<td>Age</td>
<td>30</td>
</tr>
<tr>
<td>Address</td>
<td>123 Main St</td>
</tr>
<tr>
<td>Phone</td>
<td>555-5555</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:john@example.com">john@example.com</a></td>
</tr>
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</table>

**Contact Information**

- Phone: 555-5555
- Email: john@example.com
- Address: 123 Main St
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.
XI

CONCLUSION

For the want of University accommodation
In addition to the present premises
the recent necessity for expansion of the University
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seemed
Joint Meeting on University-Alumni Relations

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

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

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

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

Trustees' Attitude: Mr. Sherer stated that, especially in the last two years, the Board of Trustees had become conscious of the deep interest, the power and effectiveness of the Alumni for advancing the welfare
of the University, and that the Board was eager for advice from this Council group on the best way, financial limitations considered, for cultivating the relations and co-operation between the University and its Alumni. For that reason, he pointed out, this special Trustees committee had been appointed, and it was his desire now to obtain information and advice on some methods of procedure which his committee might recommend to the Board. The Trustees, he emphasized, would welcome any suggestions or opinions along this line.

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

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

(2) University communications to Alumni.

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

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

In response to Mr. Sherer's request, suggestions were given as to the type of man best suited for such a position. The prevalent idea for such a man seemed to include: (a) Mature - neither too old nor too
young; (b) an academic background, preferably from the University faculty; 
(c) effective in public appearance; (d) considerable organizing capacity; 
(e) preferably not an alumnus; (f) a man of real understanding and vision, 
who fully comprehends the nature and purpose of the work.

Several names were suggested of men who met the requirements to a con-
siderable degree, but the personnel phase was left with the Trustees commit-
tee as their particular problem.

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

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

It was also pointed out that, since many of our club members are tea-
chers, much effective co-operation should be developed between the Univer-
sity and the teacher groups through the Bureau of Recommendations.

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

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

Respectfully submitted,

A. G. Pierrot,
Secretary.
Respectfully submitted,

[Signature]

A. U.Messenger
Secretary
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 1908, 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 delegated 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 5900 active members in our Alumni organization.

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

In recent years, also, minor campaigns—for memberships, Manuscripts, portraits—have been conducted, either by the Council or by the separate Associations, with considerable success.
The National Association of American Colleges and Universities

The National Association of American Colleges and Universities (NAA) is a voluntary, membership organization of more than 1,000 institutions of higher education in the United States, representing all sectors of American higher education. The Association was founded in 1909 as a result of the merger of the American Association of Colleges and the American Association of Normal Colleges and Normal Schools.

The primary purpose of NAA is to advance the common interests of American colleges and universities. The Association provides leadership and services to its members, including advocacy, research, and networking. NAA also promotes the development of higher education through the advancement of scholarship, research, and the exchange of ideas.

In recent years, NAA has focused on a number of key issues, including the affordability and accessibility of higher education, the role of colleges and universities in addressing global challenges, and the importance of diversity and inclusion in higher education.

As the primary voice for American higher education, NAA works to ensure that colleges and universities have the support they need to fulfill their mission of providing a high-quality education for all students. The Association's efforts are guided by a commitment to excellence and a focus on the needs of students and their families.
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.
To 1965, through the cooperation of the Council, the Alumni Council, and the
University, the proceeds from the Trenton Market "Give-a-ways" facilitate
the American Translation of the New Testament, a cooperative project
with the American Bible Society in which the University is an active partner.

Activities of the University and continuing more fully for the
University.

Adapt from such special activities, the Alumni Association of the
University is organized under the aegis of the General and Chapter House.

The Constitution of the Alumni Council is carried on the General and Chapter House.

The function of the Alumni Council is the promotion of the Alumni
Program and the encouragement of the Alumni.

The Alumni Association of the University therefore becomes an active
part in the activities of the University.

contacted or consulted on the various activities of the University.