SUGGESTED RECOMMENDATIONS FOR TRUSTEE COMMITTEE ON ALUMNI RELATIONS

From Mr. David H. Stevens

Recommend that

1) We have prepared an illustrated pamphlet for wide distribution, particularly through Examiner's Office; dormitory story, Junior College honor scholarships, athletics to be written up.

2) That instead of faculty talks to alumni clubs we send Stegg or Boucher on a six-week trip through the larger cities to Pittsburgh, and Cowley similarly in the Mississippi Valley - St. Louis, etc., - on schedules arranged with High School Principals. These to avoid places on Ken Rouse's schedule as now running.

3) Possibly to add a man to Examiner's Office for corresponding with prospective students, or to have the Alumni Office set up a bureau. Rouse has agreed to turn in names of good prospects on his route, and these will need special attention.

4) The high schools in and near Chicago should be made the special care of our alumni club, but the University should supply printed matter.

From Mr. Rowland Haynes - (Recommendations tentative)

1. That since athletics is one of the features disturbing the alumni, the Committee on Alumni Relations take up through the proper administrative channels, the reshaping of competitive athletic relations in view of the following facts:

   a) The University of Chicago can never compete in number of students from which athletes may be selected with state universities. Even if the athletic aptitude of the group of men students is much improved by improved advertising and recruiting methods, the foot-ball power of the University of Chicago is likely to be one-half that of Illinois, Michigan, Ohio and Wisconsin and less than that of some other institutions in the Conference.

   b) It is bad for the morale of the athletes, of the student body, and of the alumni, always to be defeated. A real chance to win is essential to competition.

2. That the Committee on Alumni Relations take up with the proper administrative officers the working out of a policy for developing acquaintance and esprit de corps among undergraduates. Possible suggestions:

   a) That a certain amount of residence be required in dormitories when additional facilities are available, on plan similar to President Lowell's at Harvard. This might apply to all students or to all students not living at home.
επειδή εκείνη μην ακούεινε μέχρι την μέση του κόσμου, την Αττικήν, την ελληνική της εθνική, με τον Ευριπίδη, τον Περικλή, τον Ασσαλή, τον Παρισιόν. Επειδή η ελληνική της εθνική, με τον Ευριπίδη, τον Περικλή, τον Ασσαλή, τον Παρισιόν.

1) Δια την οδό της ειδικής εκπαίδευσης.
2) Ειδική οδό της ειδικής εκπαίδευσης.
3) Δια την οδό της ειδικής εκπαίδευσης.
4) Δια την οδό της ειδικής εκπαίδευσης.
5) Δια την οδό της ειδικής εκπαίδευσης.

Προσωπική εκμάθηση της μητέρας της.

6) Δια την οδό της ειδικής εκπαίδευσης.
7) Δια την οδό της ειδικής εκπαίδευσης.

Σωστή οδό της ειδικής εκπαίδευσης.
b) That the students living at home be organized into a special unit with special gatherings and events to develop esprit de corps.

3. That the Chairman of the Committee take up with the Chairman of the Board of Trustees the feasibility of issuing an authoritative statement that the undergraduate colleges are considered a permanent and essential part of the work of the University of Chicago and that they are to be developed and improved as educational development of the country indicates they can be most useful and as funds are available.

4. As an alternative to (3)

Since

a) The Trustees hesitate to make a declaration of policy relative to the undergraduate colleges for fear of interfering with the educational policy,

b) The Senate by its constitution is not an unprejudiced body to make such a decision,

c) The Acting President cannot be expected to make such a decision during his incumbency nor the new president for at least a year,

d) The uncertainty is bothering both alumni and faculty and holding up the best development of the educational policy of the University,

It is suggested that the Trustees appoint a committee to recommend a policy. This committee might be made up of

1. Representative of a University on private funds, e.g., Harvard, Yale or Princeton

2. Representative of a state university

3. Representative of a moderated sized college in this section, e.g., Beloit, Carleton or Antioch

4. Representative of an educational foundation, e.g., Mr. Arnett of the General Education Board

5. Representative of Board of Trustees of University of Chicago

5. That the Acting President be asked to assign a field agent to visit preparatory schools to bring to the attention of principals, teachers and students the type of educational service the University of Chicago is especially fitted to give.
(3) As an Interim Measure

Since

The trusteed president is expected to make a recommendation of college policies to the General Education Committee for recommendation with the General Education Committee. The same practice is true of the educational policies of the university, the faculty and the student body.

In the event of the president's absence, the new president is expected to follow the same policies.

The importance of the college's policies in the development of the educational policies of the university is considerable.

It is suggested that the president appoint a committee of representatives of all university organizations to work on a plan for the development of educational policies.

In the General Education Board, representatives of the General Education Board and the university's representative are to discuss the plans for the development of educational policies.

The plan of the General Education Board represents the university's views on educational policies.
6. That the printed matter sent to prospective students be revised to be more effective in presenting the type of work the University of Chicago is best fitted to give.

7. That the President's Office be asked to take up the matter of developing the student guidance type of work in the Examiner's Office so that prospective students may look on that office as an introduction to the student guidance work in the University more than as a credit bureau.

From Dean C. S. Boucher (Digested from his report on the Colleges, December 21, 1928)

1. That it be announced by the President and the Board of Trustees definitely and unequivocally whether or not the colleges are to continue. (p. 13)

2. That the announcement should, if possible, go further and state specifically with regard to the Junior Colleges whether they are to be both in and of the University or are to be treated as separate units either as part of the School of Education or put across the Midway with separate staff and equipment. (p. 6, 7)

3. That a field representative be appointed to develop gradually a more homogeneous student body by increasing the per cent of full-time students and reducing the per cent living at home and the per cent working their way through college. (p. 23, 24)

On the heterogeneous character of our present student body Dean Boucher presents tables of facts about the 870 students who took the A. B. degree last year (September to December, 1927, March to June, 1928). Among the pertinent facts developed were the following:

1. Less than one-third were regular full-time four-year students.

2. Over one-fourth of these students took from six to fourteen years to get their A. B.

3. With those who did their work in four years or less, 38.4% of their work was done off the campus, in other institutions or in University College or by correspondence.

4. About one-fourth (24.7%) took over one-half their work elsewhere.

5. Over one-half had been at one or two other institutions of college rank (High School advanced credit not counted in this)

Alumni complaints coming to Business Office in effort to collect pledges

Six sample letters were submitted.

Two were from doctors and complained of competition of the clinics.

Four complained of the undergraduate conditions, saying that the colleges were being subordinated to the graduate work and that the 750 limitation on freshman class and 85% rule are crippling athletics and destroying fraternity life.
I am pleased to present the report on the College, Semester 3, 1938.

In the annual report on the College, the Dean, Mr. J.S. (p. 29), indicated the importance of the improvement of the College and its staff.

The College administration and the staff have been working hard to improve the College and its programs.

I would like to express my gratitude to all the instructors, staff members, and students who have contributed to the success of the College.

I believe that the College has made significant progress in the past year, and I am confident that we will continue to build on this success in the future.

I would like to welcome all new students to the College for the upcoming semester.
From Mr. David H. Stevens

Recommend that

1) We have prepared at once an illustrated pamphlet for wide distribution, particularly through Examiner's Office; dormitory story, Junior College honor scholarships, athletics to be written up.

2) That instead of faculty talks to alumni clubs we send Stagg or Boucher on a six-week trip through the larger cities to Pittsburgh, and Cowley similarly in the Mississippi Valley - St. Louis, etc., on schedules arranged with High School principals. These to avoid places on Ken Rouse's schedule as now running.

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   a) The University of Chicago can never compete in number of students from which athletes may be selected with state universities. Even if the athletic aptitude of the group of men students is much improved by improved advertising and recruiting methods, the football power of the University of Chicago is likely to be one-half that of Illinois, Michigan, Ohio and Wisconsin and less than that of some other institutions in the Conference.

   b) It is bad for the morale of the athletes, of the student body, and of the alumni, always to be defeated. A real chance to win is essential to competition.

2. That the Committee on Alumni Relations take up with the proper administrative officers the working out of a policy for developing acquaintance and esprit de corps among undergraduates. Possible suggestions:

   a) That a certain amount of residence be required in dormitories when
Recommendation

From: Dr. Henry H. Farnsworth

I. We have prepared a course on Integrated Marketing for the \textit{Journal of Consumer Affairs} at the University of California, Los Angeles. This course will provide students with an introduction to the field of consumer affairs and its implications for marketing strategy. The course will cover topics such as consumer behavior, market research, and ethical considerations in marketing.

II. The success of our previous efforts in developing curricula for consumer affairs courses suggests that there is a growing interest among students and educators in this field. To further support this interest, we recommend that the Committee on Consumer Affairs take the following steps:

- Develop a comprehensive course outline that addresses key areas of consumer affairs.
- Collaborate with other institutions to share course materials and resources.
- Encourage faculty from other disciplines to incorporate consumer affairs into their coursework.

III. It is important to acknowledge the contributions of colleagues like Dr. Farnsworth who have dedicated time and resources to advancing the field of consumer affairs. We would like to express our appreciation for their efforts and encourage others to join in this important work.

IV. Please provide feedback on the recommendations presented in this document. Your input is valued and will help guide future efforts in this area.
additional facilities are available, on plan similar to President Lowell's at Harvard. This might apply to all students or to all students not living at home.

b) That the students living at home be organized into a special unit with special gatherings and events to develop esprit de corps.

3. That the Chairman of the Committee take up with the Chairman of the Board of Trustees the feasibility of issuing an authoritative statement that the undergraduate colleges are considered a permanent and essential part of the work of the University of Chicago and that they are to be developed and improved as educational development of the country indicates they can be most useful and as funds are available.

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4. Representative of an educational foundation, e.g., Mr. Arnett of General Education Board

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1. Less than one-third were regular full-time four year students

2. Over one-fourth of these students took from six to fourteen years to get their A. B.

3. With those who did their work in four years or less, 36.4% of their work was done off the campus, in other institutions or in University College or by correspondence.

4. About one-fourth (24.7%) took over one-half their work elsewhere.

5. Over one-half had been at one or two other institutions of college rank (High School advanced credit not counted in this)
Alumni complaints coming to Business Office in effort to collect pledges

Six sample letters were submitted.

Two were from doctors and complained of competition of the clinics.

Four complained of undergraduate conditions, saying that the colleges were being subordinated to the graduate work and that the 750 limitation on freshman class and 85% rule are crippling athletics and destroying fraternity life.
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From complaining of misrepresentation of facts by the colleagues.

were paid contributions to the Exchange Work and that the VSO limitation on

increasing prices may not just the advantage derived any genuine interest in

the
The University of Chicago

CHICAGO, ILLINOIS
Office of the Secretary of
the University

January 29, 1929

Mr. Albert W. Sherer
Lord, Thomas and Logan Company
400 North Michigan Avenue
Chicago, Illinois

Dear Mr. Sherer:

Enclosed is a set of recommendations which I said I would prepare for the meeting of your Committee on Friday. We went over these suggestions with Mr. Woodward, Mr. Boucher, Mr. Stevens and Mr. Moulds and they are agreed upon these suggestions. I am sending copies of them to the other members of the Committee so that they can have them before the meeting on Friday.

Sincerely yours,

Rowland Haynes
The University of Chicago
Chicago, Illinois
October 5th, 1926

Dear Professor [Name],

I am writing to express my wish to attend the meeting of the Board of Trustees on Tuesday, November 1st. If it is convenient for you, I would like to attend the meeting.

I am enclosing a copy of the minutes of the last meeting. I would appreciate it if you could review them and provide any suggestions or comments. I am eager to hear your thoughts on the matters discussed in the meeting.

Thank you for your time and consideration.

Sincerely,

[Signature]

[Name]
RECOMMENDATIONS FOR TRUSTEES COMMITTEE MEETING ON ALUMNI RELATIONS

Friday, February 1, 1929

1. That the Chairman of this Committee take up with the Chairman of the Board of Trustees and the Acting President, the most effective form of issuing an authoritative statement that the undergraduate colleges are considered a permanent and essential part of the work of the University of Chicago and that they are to be developed and improved as the educational development of the country indicates they can be most useful and as funds are available.

Mr. Woodward points out that statements to this effect have been made by President Burton, President Mason, and by himself and he suggests that if any statement comes from the Board of Trustees, it should come as a recommendation from the administrative officers of the University.

2. That there be prepared at once an illustrated pamphlet for wide distribution presenting in readable form the particular advantages which the undergraduate colleges present to students with special reference to the new dormitories, the junior college honor scholarships, and to the athletic opportunities here.

3. That instead of random faculty talks to alumni clubs, Mr. Stagg, Mr. Boucher, Kenneth Rouse, possibly Mr. Cowley, be used in the larger cities in the Mississippi and Ohio valleys for an intensive campaign during the next six weeks.

4. That the President find out the possibility of using some of Mr. Rouse's time this spring for interviews with prospective students.

Dean Boucher's Report on the Make-up of the Student Body

Of the 870 students who took the A. B. degree last year (September and December, 1927, March and June, 1928) the following facts were true:

1. Less than one-third were regular full-time four year students.
2. Over one-fourth of these students took from six to fourteen years to get their A. B. degree.
3. With those who did their work in four years or less, 58.4% of their work was done off the campus, in other institutions or in University College or by correspondence.
4. About one-fourth (24.7%) took over one-half their work elsewhere.
5. Over one-half had been at one or two other institutions of college rank (High School advanced credit not counted in this).

Alumni Complaints

The business Office has submitted six sample letters of complaint by alumni in connection with the payment of their pledges.

1. Two were from doctors and complained of competition of the clinics.
2. Four complained of the undergraduate conditions, saying that the colleges were being subordinated to the graduate work and that the 750 limitation on freshman class and 85% rule are crippling athletics and destroying fraternity life.
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PROCESSIONS FOR TRUSTEES COMMITTEE MEETING: FUTURE RELATION

I. Date:

II. Place:

III. Agenda:

1. Review of the previous meeting.
2. Discussion of new initiatives.
3. Budget review.
4. Committee assignments.

IV. Action Items:

1. Approval of minutes from the last meeting.
2. Approval of financial report.
3. Selection of new committee members.

V. Next Meeting:

Date: [Date]
Place: [Place]

VI. Additional Notes:

- [Note 1]
- [Note 2]

VII. Signature:

[Signature]

Date: [Date]

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ATTACHMENT 1: REPORT ON THE WEEK-END OF THE TRUSTEES

Dear Members,

I am pleased to present the report on the weekend of the Trustees. The following events took place:

- [Event 1]
- [Event 2]
- [Event 3]

The attendees enjoyed a range of activities, including a tour of the college campus and a visit to the local museum. The weekend concluded with a gala dinner and awards ceremony.

Best regards,

[Name]

[Position]

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ATTACHMENT 2: FEEDBACK FORM

The Business Office has implemented new procedures to improve customer service.

In connection with the enhancement of these procedures, I would like to gather feedback and comments from customers on the initiatives.

Please rate your satisfaction with the new procedures:

[1] Not Satisfied
[2] Slightly Satisfied
[3] Satisfied
[5] Extremely Satisfied

[ ] Yes, please send a separate copy of the questionnaire.

Thank you for your cooperation.

[Name]

[Position]

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ATTACHMENT 3: MEMORANDUM

This memorandum provides information for the College's upcoming event.

The College will host an open house on [Date] from [Time]. The event will feature [Activity 1], [Activity 2], and [Activity 3].

All members of the public are welcome to attend. Please RSVP by [Date] to [Email].

Thank you for your attention.

[Name]

[Position]
In pursuance of this desire, Mr. Hudson, who was at these two meetings, just called me on the telephone and suggested that I send you two memoranda which were used at the meeting last Friday. He felt that it might be mutually helpful if we kept your Committee informed of the progress of what we are doing and if your Committee felt like keeping our Committee in touch with your work as it goes on.

One of these memoranda has to do with the admission requirements at the University as contrasted with certain other universities and colleges. The second memorandum was simply an outline prepared to keep the discussion of the Committee on the main points at issue. It is in no sense an official agenda and the Committee at the meeting Friday did not pass any formal resolutions.
and the informal sense of their discussion was not always the same as this memorandum. For instance, on page 2 of this memorandum I had suggested that probably your Committee could easily get all the information on athletic and fraternity conditions. It seemed to be the feeling of the Committee Friday that while this might be true, the University officials might have certain facts on athletic and fraternity conditions which would be helpful as supplementing the material which you are gathering. So I am simply sending you these two memoranda for your information.

Sincerely yours,

Bowland Haynes

Secretary of the University
JOINT MEETING OF TRUSTEE COMMITTEES ON ALUMNI RELATIONS
AND ALUMNI CONTRIBUTIONS

December 7, 1928


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

1. That some clear and decisive statement should be made by some official or Board of the University reaffirming President Burton's statement of the permanence of the undergraduate college as a part of the University. It was suggested that this statement should come from the Board of Trustees since the Senate by its make-up necessarily has only a minority representing the undergraduate college. It was left to Mr. Sherer to talk the matter over with Mr. Swift.

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

3. That these two Committees of the Trustees should, with the help of the administrative officers, conduct an enquiry parallel to that outlined by the Committee of the Alumni Council and possibly
JOINT MEETING OF TRUSTEES COMMITTEES ON ALUMNI RELATIONS
AND ALUMNI CONTRIBUTIONS

December 7, 1938

Present: President C. E. Marsh, Dean, College of Education, Chairman.

Professor William Healy, Vice-President, Secretary of the Board.

John W. Robison, Assistant Secretary.

The President then called the meeting to order.

No formal resolutions were adopted but the following was the

Summary of the Meeting:

The President read and received a statement showing what the

officer of Board of the University and the President of the University

College, in so far as the Board of Trustees and the Senate

would become the Board of Trustees since the Senate

met jointly on the Board of Trustees, the minority representing

the undergraduate college. It was felt that the matter to take the

matter over with Mr. Knight.

That the President and Dean Robison be asked to confer with

the President to secure a re-statement of the statement on scholarships

so as to make clear the essentials which to put on the record of

character and leadership as well as academic achievement.

That there was a Committee of the Trustees appointed, with the

charge of the Committee of the Alumni Council to present

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

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

Rowland Haynes
Going against it to come in order that the Committee
might have time and facilities to be made in order with the material developed by the Committee at
the Annual Committee.

That a committee be made for what the help of the science
been brought and nature of the method may in egadern
accomplish to come to the Universities of Europe and the
methods employed at other universities and colleges.

permanent records
November 1, 1926

Mr. Frank McNair
Harris Trust and Savings Bank
115 West Monroe Street
Chicago, Illinois

Dear Mr. McNair:

I think there have been no developments which need change the status of your committee or work for future alumni subscriptions. At the last meeting of the Board, it was voted that there should be a standing committee known as the Committee on Development, which will consider the whole field of sources of additional funds for the University. In talking with Mr. Swift the other day, I believe that he is thinking of asking you, as Chairman of this special committee on alumni subscriptions, to serve also as a member of the Committee on Development.

If convenient for you, I should like to arrange an appointment by telephone early in the week of November 5th and go over two things with you. First, a list of alumni donors who have completed their subscriptions and who might be used as a nucleus for starting a continuous alumni fund; and second, a plan for turning the proposal of the memorial contribution from the Law alumni for Dean Hall into the first step for making them contributors to the continuous alumni fund. After glancing over these two items, I believe you will be in a position to decide on the advisability of calling a meeting of the committee.

If such a committee meeting is held, an additional item for the agenda will be the proposal for reaching the present senior class and getting under way the system of having every student on graduation almost automatically become a contributor to the alumni fund.

Very truly yours,

Rowland Haynes
October 31, 1928.

Mr. Rowland Haynes,
University of Chicago,
Chicago, Illinois.

Dear Mr. Haynes:

Under date of May 11 Mr. Moulds informed me that I had been appointed chairman of a special committee to recommend a plan for future Alumni subscriptions as called for by an act of the Board of Trustees. The other members of the committee are:

C. W. Axelsson, Vice-Chairman
W. S. Bond
W. E. Post
A. W. Sherer

It was suggested that this committee keep in touch with you, and you will recall that in June I discussed the situation with you and wrote you a letter, of which I attach a copy.

May I ask if you have any suggestions about the situation at this time. I am under the impression that there have been some suggested developments which affect the situation.

Yours very truly,

Frank McNair
GMC
Chicago

October 21, 1936

Mr. Howard Havens
University of Chicago
Chicago, Illinois

Dear Mr. Havens:

Under date of May 12 I submitted a report to the Board of Trustees on the progress of the work of the committee to prepare a plan for the future of the renewal of the campus facilities. The plan was approved by the Board, and I am now writing to inform you of the progress that has been made in the preparation of the plan.

The committee, composed of the members of the Board of Trustees, has been working on the plan for the past few months. The report that I submitted to the Board was based on the information that was made available to me by the members of the committee.

It is my understanding that the committee has made good progress in the preparation of the plan. I can assure you of the utmost cooperation of the committee in the preparation of the plan.

I have been in close contact with the members of the committee and have been able to keep abreast of the progress that has been made. I am confident that the plan will be completed in a satisfactory manner.

I am enclosing the report that I submitted to the Board of Trustees. I hope that you will find it helpful in your deliberations.

Yours very truly,

[Signature]

Frank W. Martin
Chairman
June 15, 1928.

Mr. Rowland Haynes,
University of Chicago,
58th & Ellis Avenue,
Chicago, Illinois.

Dear Mr. Haynes:

As a result of our conversation yesterday, I will make no effort to get together the committee appointed by Mr. Swift to consider future Alumni subscriptions until the various members are back from their vacations in September, but in the meantime if you think there is some value of getting the committee together you will communicate with Mr. Axelson, who is Vice-Chairman. The other members of the committee are Messrs. Bond, Post and Sherer.

Sincerely yours,

Frank McNair
GMV
June 16, 1958

Mr. Ronald Huyck
University of Chicago
5850 Ellis Avenue
Chicago, Illinois

Dear Mr. Huyck:

As a result of our conversation yesterday,
I will make no effort to get together the committee
appointed by Mr. Swift to consider future Alumni
sponsorship until the national members are back from
their recessions in September, but in the meantime if
you think there is some value of getting the committee
together you will communicate with Mr. Axelson, who is
vice-chairman. The other members of the committee are
Messrs. Bond, Root and Street.

Sincerely yours,

Frank Merlitt
GCM
Meetings through
Common Alumni Turtles of Phi Turtles in its meetings and in data
submitted to it has brought out the following facts

I. Academic requirements

It is harder to get into W. P. C. than into the state universities
but no harder if as hard as to get into Harvard, Dartmouth or
Yale and Stanford.

The so-called 85% rule does not make out those below if they
pass exams or other tests but is a line grade which exempted from other
tests those with this grade. In practice it has cut people out before they
get in rather than dropping them after entrance.

The so-called 750 limit on Freshman class has never been
a real bar since the W. P. C. has never had that many applicants
Devleq of continuing alumni financial support depends on development of alumni relations of a friendly, cooperative, and understanding type.

A com. of the Alumni is carrying on an enquiry as to conditions of undergraduate life at the U. of C. in comparison to conditions at other Universities. Some of the questions this is being done in a cooperative spirit, with a recognition that alumni criticism is often based on lack of information and hence, given the specificity of the questions of this alumni group, may not be formulated directly.

Recently the following seem to be the questions of main interest to the alumni:

1. Is it harder to get into and stay in the U. of C. than at other Universities.
2. How to include participation in Athletics?
3. What is being done to increase the number and improve the quality of students coming to the U. of C. (Quality is meant not only academic aptitude but also capacity to develop usable leadership)?
4. What is the racial complexion of the undergraduate body, the division between men and women, and numbers living at home especially as these facts bear on fraternity life and athletics?
5. Are the undergraduate colleges likely to be a permanent part of the University or are they likely to be abandoned or overshadowed by the graduate schools and colleges despite its quality of instructors and financial support.
II Union Policy toward the Undergraduate Colleges

Despite statements of Presidents Bowen, Freeman, and others, there is uncertainty in the minds of both alumni and faculty as to whether the undergraduate colleges are to continue and with what degree of attention and importance.

This uncertainty is affecting the under the development of the undergraduate curriculum, since there is a tendency not to make changes or make improvements until this policy is known.

The Trustees hesitate to determine their policy because they do not wish to interfere in academic matters. There seems to be no body of the faculty constituted so as to give a recommendation unbiased by personal interests and training. The new president is likely to defer the decision for some time if he ever gets time to think out a policy.

It is possible that a committee of persons familiar with university education but not in the K of C might be helpful in recommending a policy. Such a committee might be composed of:

1. Representative of University or private funds but not in our field, E. H. W.
2. " " a State University
3. " " a moderate-sized college
4. Representative of an educational foundation
5. Persons not familiar with desk work, but with university work

P. S. February 4th, 1925 - Preferably FOURTH FEBRUARY.
Conditions at H.S.C. affecting type of student body at H.S.C and
conditions attracting type coming here.
1 Over ½ the undergraduate men and ½ the undergraduate women
    live at home.
2 There is no concerted effort - as with a field representative -
    to attract to H.S.C. the type of student we are best fitted to help.
3 The Examiners Office is more of a credit bureau than
    a student counselor.
4 Conditions for acquaintance among undergraduates are poor
   bec.
   a) Less than ½ of the undergraduates are full time 4 yr. students
   b) over ½ take from 6 to 14 yrs to get their A.P.
   c) With those doing work in 4 yrs or less, they do over ½ of their
      work off the campus.
   d) About ¾ work over ½ their work elsewhere.
   e) Over ¾ have been at 1 or 2 other colleges.
Facts from Dean Boncher's Analysis of academic history of students granted 13 A. last yr (Sept 1 to Dec 31, 1927 to June 30, 1928)

1. Less than \(\frac{1}{3}\) of these students were regular full time 4 yr students. - 36.6% did practically all their work on the campus, i.e. with 3 or less credits out of 36 elsewhere.

2. Over \(\frac{1}{4}\) of these students took from 6 to 14 yrs to get their A.A.

3. With those who did their work in 4 yrs or less, 38.4% of their work was done off the campus.

4. (Of the students) 87.0% of these students took \(\frac{1}{2}\) or less of their work on the campus and \(\frac{1}{4}\) of these 87.0% did over \(\frac{1}{2}\) their work elsewhere.

5. Over \(\frac{1}{2}\) of these 87.0% students had been at 1 or 2 other institutions of college rank (not advanced credit not counted in this).

6. - 11.7% earned in with over 36 credits from University College: 57% with 3 out of 36 credits from Correspondence courses.
I Of what service can they be to the Univ.?
1. They can give some money.
2. They can help create favorable opinion in the non-alumni public toward the University.
3. They can give advice on educational policies in light of what they want which the Univ. can supply after graduation.
4. Personnel, employment service (Extended beyond 5 year after graduation it is likely to be money wasted)

Information - accurate but not academic, in simple language and small doses about the developments in the thought world which the Univ. touches, & university notices.
1. Some information about what former Univ. classmates & acquaintances are doing. This is small town newspaper stuff to those who do not know the people mentioned, is likely to seem helpful.
2. What is the machinery for supplying their wants and getting their services.

How must the U. of C. experiment be different in the nature of its ideals and alumni from the ex?eriments of other Univ.
1. U. of C. has no effective class organization.
2. Alumni seem more interested in serious pursuits than with most Univ. Q. & less in the reminiscent life & relationship thus from the large Q. of grad students & professional school alumni.
3. U. of C. alumni are not as wealthy as those of older Univ. like Harvard, Yale, Princeton. More U. of C. graduates in teaching, novel paid professions. Fewer have been sent here for the prestige of going to a famed University.
Talks to Alumni Groups
Alumni Map - Single articles - reaches 20% alumni
Press alumni letter - Univ policy
Departmental letters - Teach chiefly small groups
Grad students' qstn dept
Correspondence courses - Too heavy - modified in terms
Library & reading advice - FAX annotated reading
"Outline of last typed article"
Needs are various hence means must be adaptable
III. Maximum for four years

A. For supplying wants

1. Information about level of field of study
Mr. Harold H. Swift,
The Board of Trustees,
The University of Chicago.

Dear Sir:

The Alumni Relations Committee of the Board of Trustees begs leave to submit the following report of progress:

The Committee has turned its attention chiefly to two questions (1) Co-ordination of the work of various committees and offices touching the Alumni body, and (2) Promotion of understanding by the Alumni that the University considers them an integral part of the greater University organization and is interested in them continuously and not merely when they are approached for financial contributions.

On the first question the Committee has held two meetings of representatives of the Alumni Council, the Alumni Office, and offices of the President and Secretary of the University, and arrived at a definite assignment of responsibility for different tasks in connection with semi-annual letters from President's office, departmental letters, meetings of Alumni groups, securing and distributing alumni scholarships, etc.

On the second question, the Committee has not only been pleased to see the interest of the University in the Alumni expressed in statements from the President and University representatives at Alumni meetings of various kinds, but as a concrete evidence of this attitude suggested that all Alumni be invited to make suggestions to the Committee having to recommend a new President for the University. The last suggestion met a cordial response from the Alumni.

As for unfinished work, the Committee is now studying methods of improving Alumni Relations used in other Universities. There is a growing agitation in some institutions that Alumni Relations should include not merely reminiscences of student days and contributions to alumni funds, but also definite and continued service by the University to its Alumni in the way of keeping them in touch with new developments in various fields of knowledge, changing policies of higher education, vocational guidance, etc. How much such programs are adapted to The University of Chicago and what they involve in the way of methods, expense and larger interest of the Alumni in the University are being considered by the Committee and upon these items they will report at a later date.

Very truly yours,

Committee on Alumni Relations
Albert W. Sherer, Chairman,
Charles F. Axelsson
G.W. Gilkey.
The A.V.M. Relations Committee of the Board of\n


Treasurer gave us several suggestions which we will present to the Committee.


Committee on A.V.M. Relations

W. W. Cliften

1st Vice President, Comptroller

R. O. Heffernan

Dean of Plants
MEMORANDUM OF MEETING AT THE UNIVERSITY CLUB NOVEMBER 10th

There were present Messrs Mason, Woodward, Stevens, Swift, McNair, Sills, Davis, Russell, Axelsson, 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 "Chataqua" 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. Harris 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.
MEMENTO OF MEETING OF THE UNIVERSITY COUNCIL, NOVEMBER 15

There were present: Messrs. McIlvaine, Badeau, Osborn, Kellogg, Maret, Stell, Ralston, Oakland, and Leeming.

The purpose of the meeting was to consider an appeal of the instructor in the University College applied to the President of the Board of Trustees, the appeal to be heard by the Educational Committee with the President as chairman and the President as the only member to have a vote.

The committee of the President of the Board of Trustees, who are entitled to all appeals from the Board of Trustees, will consider the appeal and report the same to the Board of Trustees at the next meeting of the Board of Trustees.

The President announced that a resolution had been adopted by the Board of Trustees for the purpose of securing a suitable building for the University College.

The President also announced that the Board of Trustees had adopted a resolution for the purpose of raising funds for the purchase of a suitable building for the University College.

The meeting adjourned.

John A. Ralston, Secretary
While no formal committee has been appointed to work with Mr. McNaught, 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 F. Zimmermann
Wife no formal committee and have sponsored to work with the Minister.

During the plenary session and the opening of the session at 10th Street to help in the sharing of a broader permanent reception.

The plan officially announced in the Green for the purpose of an amnesty.

Congress was finally accomplished. The plan to have a call to arms at the meeting. In agreement with the provisions of the convention to the convention to the mutual understanding and respect for the Convention.

The proposals of the Convention and the Convention to the Convention. With the ideas that can be made.

Some proposals for the Convention and the Convention to the Convention. To have a Convention and a Convention to the Convention.

President: I am speaking on behalf of the Convention and the Convention to the Convention. To have a Convention and a Convention to the Convention.
Dollard

Alumni rites
I want these letters for use Fri noon Feb

T.I.H.
December 13, 1928

Mr. Frederic Woodward
Mr. Harold Swift
Mr. L. R. Steere
Mr. Albert W. Sherer
Mr. Rowland Haynes
Mr. Frank McHale

Gentlemen:

At the request of Mr. Steere, I am sending herewith a sample collection of letters received from alumni contributors to the development fund, for your information and advice as to the method of handling same.

The questions at issue, so far as this office is concerned, appear to include the following:

1) Shall this office, which has been collecting these pledges, attempt to discuss with these alumni correspondents the questions which they raised, or shall some other office, more closely identified with the educational policies, undertake that task. It is possible for this office to do this work, but to do it most effectively, it should have the benefit of advice from educational and other authorities of the University which are determining the policies.

2) Should the answering letter include some general statement from the University to alumni which would attempt to set at rest, as far as possible, the alumni misgivings. Perhaps such a statement might be a special letter to the alumni, or a reprint from the alumni magazine, or some other similar general announcement.

3) Some, if not all, of the letters, it is believed, could be properly handled from this office. Possibly personal interviews in some cases would be desirable. If this were to be done, a conference on the important questions raised by the alumni and of the positions to be taken with respect thereto, would be desirable.

It is understood that the committees on alumni relations, on alumni contributions and a committee from the alumni council are considering the alumni questions and that these committees in cooperation with Mr. Rowland Haynes plan to meet within the next few days to consider this general subject matter.

In the meantime the letters of complaint referred to which are being received from alumni, are being given an acknowledgment with an indication that a further reply will be made shortly.
December 1974
BARBARA WARD
RE: PROGRESS REPORT

Dear Barbara,

I am writing to update you on the progress of the project we discussed during our meeting last month. We have made significant strides in the past few weeks, and I would like to share some of the highlights with you.

Firstly, we have completed the initial phase of the research. We have collected data from various sources and conducted preliminary analysis. The results indicate promising trends that we can build upon.

Secondly, we have begun the development phase. Our team has started working on the prototype, and initial feedback from our beta testers has been positive. We are making adjustments based on their suggestions to improve the functionality.

Finally, we are planning to launch the final version in February. We are currently finalizing the user interface and ensuring that all features are fully tested. We are excited to see the product in action and believe it will meet our users' needs.

I am available for further discussion if you have any questions or concerns. Please let me know if there is anything else you would like to discuss.

Best regards,

[Signature]

[Name]

[Title]
December 19, 1926

It is requested that this office be advised as to the center for handling the subsequent reply and the routine which is to be set up in which this office is to participate.

Yours very truly,

George O. Fairweather

George O. Fairweather
December 12, 1968

It is requested that this office be assigned to the

committee for preparing the appraisal report for the

property in question so I may have this office to perform

work to be done. I am in receipt of this office to perform

Yours very truly,

[Signature]

George O. Paterson
DR. JAMES HERBERT MITCHELL
25 East Washington Street
Chicago

December 13, 1928.

Mr. L. R. Steere
189 W. Madison St.
Chicago, Illinois

Dear Mr. Steere:

At the time I signed up for a contribution to the development fund of the University I had no way of knowing what the development would lead to. I am now in the position of contributing money to a competitor in the practice of dermatology. Three of my patients, who left me and tried out the University clinic, have come back. Many others have not come back. In view of the necessity for redoubling my efforts for making a living and to hang on to my patients, further contributions will be delayed.

Yours truly,

James Herbert Mitchell (signed)
December 15, 1936

Mr. R. Iliff
189 W. Market St.
Chicago, Illinois

Dear Mr. Iliff:

At the time I arrived we had a
contraction to the development and
of the University. I am not an
informer with the development work
least of all, but I am present in the position of
contrubuting somewhat to the cooperation in
the location of Grammar School. Time of
experience and personal friends and per
the University office have come back. In
not appear to be necessary to proceed in
view of the necessity for making a living and to
continue as an examiner. Under circumstances
will pe gained.

Yours truly,

James Harper
(incomplete)
W. E. Phillips, Jr.
7554 Colfax Avenue
Chicago, Illinois

December 4, 1928

Mr. L. R. Steere
169 West Madison Street
Chicago, Illinois

Dear Mr. Steere:

Your letter of November 20th, at hand and contents noted.

I do not think that the existing policy at the University would encourage any alumnus to be prompt with his payments. The present entrance requirements are converting our undergraduate student body into a highly selective group of socialistic intellectuals.

If we cannot have an Undergraduate School made up of men and women who represent more than a high average why not convert the whole University into a Graduate institution.

Yours truly,

W. E. Phillips, Jr. (signed)
December 4, 1968

Mr. Roy S. Speer
185 East Madison Street
Chicago, Illinois

Dear Mr. Speer:

Your letter of November 30th is hand in a file, together with a number of other similar

I am not sure that the American policy

If you would like me to send you a

Yours sincerely,

W. M. Phillips & Co. (stamped)
PHILLIPS & LINDEN
BUILDERS
8239 Ingleside Avenue
Telephone Stewart 7667
Chicago, Illinois

November 30, 1928

Mr. L. R. Steere
169 West Madison St.
Chicago, Illinois

Dear Mr. Steere:

I am extremely sorry that I am not prompted to discharge this payment at once, even increase it, however I am discouraged with the general policy of a graduate school of exceptionally scholarly students at the expense of the development of a first class well rounded undergraduate body of average American youths.

Very truly yours,

F. L. Linden, Jr. (Signed)
ALFRED W. BRICKMAN  
3939 Wallace Street  
Chicago  

November 27, 1938  

Mr. L. R. Steere  
The University of Chicago  
189 West Madison Street  
Chicago, Illinois  

Dear Mr. Steere:  

Most sorry that it was necessary for you to write me a letter asking for my $50.00 payment to the University. I have been out of the country since early summer and just shortly returned.  

I am enclosing my check for $50.00 but at this time wish to express my sentiment and the sentiment of many others that there is a feeling that the University is not living up to their obligations to the undergraduates and to the alumni as stated at the time these subscriptions were taken up. I particularly refer to our athletic situation and as I understand the duty of the University towards the undergraduate body.  

Yours very truly,  

A. W. Brickman (signed)
Mr. H. K. Green
Department of Chemistry
103 West Madison Street
Chicago, Illinois

Dear Mr. Green:

I have received your letter dated February 20th, and I am writing in reply. I am glad to hear that you are interested in the work that I am doing, and I am also pleased to hear that you are planning to come to this country next spring.

I am enclosing my check for $50.00, which I hope you will accept as a token of my appreciation for your help and encouragement. I am also enclosing a copy of the letter that I received from the President of the University of Illinois, in which he expressed his interest in my work and offered me a fellowship for the coming academic year.

I am looking forward to my visit to the United States, and I am grateful for your invitation to stay with you. I hope that we will be able to meet and discuss my work in more detail.

Sincerely yours,

Yours very truly,

[Signature]

A. W. Peterson
GEORGE H. McDONALD  
1550 Monadnock Bldg.  
Chicago  
November 26, 1926  

Mr. L. R. Steere  
Vice President and Business Manager  
The University of Chicago  
Room 1300, 139 W. Madison St.  
Chicago, Illinois

Dear Sir:

I have for acknowledgment your letter of Nov. 20th relative to my pledge to the University of Chicago Development Fund.

I wish to advise that when I made my pledge it was to a University having different ideals and purposes than the University authorities are advancing at the present time. I am one of that vast body of loyal University alumni who deplore the domination of the University by a faculty clique, that is exploiting the vast resources and equipment of the University for the enhancement of the graduate school.

The present unenlightened policy of the University in making the undergraduate school a nonentity; in limiting the freshman class to 750 and raising entrance requirement grades to 95; in destroying fraternity life; and crippling athletics is so suicidal that alumni are quietly organizing to rebel.

I desire to live up to my obligation and will do so when the University changes its policy, but I shall not permit my money to go to the furtherance of the ends of the present regime.

Very truly yours,

George H. McDonald (signed)
DEAR MR. ELLISON,

As President and Business Manager of The University of Chicago,
Room 1812, 1155 East 58th Street,
Chicago, Illinois,

I am glad to receive your letter of Nov.
20th stating your pledge to the University of Chicago.

I write to convey that your pledge is received and
will be given prompt attention.

The President and Business Manager of the University of Chicago,

G. M. McDonald

Very truly yours,

G. M. McDonald (stamped)
Mr. L. R. Steere  
Vice President and Business Manager  
The University of Chicago  
189 W. Madison Street  
Chicago, Illinois

Dear Sir:

Your letter in regard to my pledge received.

I have given this matter considerable thought and do not feel kindly disposed towards the uses the University has made of this money.

When your Alma Mater goes into competition with its graduates with its cut prices, its misplaced charities, without proper investigation, I do not feel that from a business standpoint, which most of us do not possess, that I can afford to give by money to enhance the position of my competitor.

If you can explain the actions of your medical unit satisfactorily, and I do not demand too much, then I shall be glad to pay you my pledge in full. Until then, however, I am antagonistic to your aims and purposes.

Yours truly,

Thomas H. Kelley (signed)
November 30, 1939

Mr. P. O. Snedecor

Acting President and Business Manager

The University of Chicago

1123 W. Norwood Street

Chicago, Illinois

Dear Sir:

Your letter in regard to my degree recently.

I have gone over the matter carefully

and go not feel that it is in accordance

with the University's rules or of this moment.

May your letter here with your letter.

If you can explain the nature of your

request, I will try to lay off for you my degree

under protest, but until you do so, I am not in a position

to grant it. If you can explain the nature of your request,

I am happy to help you.

Yours truly,

Thomas H. Kelyn (acting)
REPORT OF THE ALUMNI RELATIONS COMMITTEE TO THE BOARD OF TRUSTEES

April 11, 1929

I. Alumni meetings since January 1, 1929

There have been the following twelve alumni meetings held throughout the country.

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

A. A. Stagg  
Charles S. Judd  
C. S. Boucher  
Henry C. Cowles  
A. A. Stagg  
A. A. Stagg  
Harold H. Swift  
David H. Stevens  
A. A. Stagg  
Acting President Woodward  
Bertram G. Nelson  
T. V. Smith

II. Descriptive pamphlet of the University

Since one of the suggestions of the alumni has been that the University should use greater effort to draw men to the undergraduate colleges so that a real selection might be made of the best allround candidates, Mr. Dollard, at the suggestion of your Committee, has prepared an attractive pamphlet descriptive of the University and addressed primarily to high school students. This pamphlet contains forty-one illustrations, describes undergraduate life, athletics, the world-wide reputation of the University, placement after graduation, methods of teaching in the colleges, et cetera. It is the first and most convincing piece of literature for the purpose of informing and attracting students to the University. This pamphlet is now being sent out to the 33,000 alumni. With each pamphlet goes a nomination blank asking the alumni to suggest students for the undergraduate scholarships at the University. It is expected that this wide distribution will lead to much interest among the alumni and a better understanding by them of the place of the undergraduate college in the whole life of the University and actual effort on their part to increase the number of students coming from the wide geographical area.

III. Employment of Mr. Kenneth Rouse

Mr. Rouse has been employed for about two months acting as an intermediary between the officials of the University and the prospective students. His task is to create good will and understanding by the prospective student of the University. His purpose is to make the students feel
In the course of our deliberations, we have come to the conclusion that further investigation is necessary in the following areas:

1. Economic Impact
2. Environmental Considerations
3. Public Health
4. Social Implications

To facilitate this process, we propose the following actions:

- Conduct a detailed economic analysis
- Organize a public hearing on environmental concerns
- Initiate a study on the potential health impacts
- Develop a framework for addressing social implications

We believe that these steps will provide a comprehensive understanding of the issues at hand and allow us to make informed decisions.
that they are wanted at Chicago. Follow-up work in connection with the recommendations of alumni of candidates for undergraduate scholarships will be largely in his hands. He will write to the candidate and also to the alumni in his home town who knows about his capacities and fitness as an all-round student at the University. He is putting real friendliness into the contact between the possible student and the University and through his contact with the alumni is showing them that there is someone ready at the University to cooperate with them to get the right kind of students to come here.
I. Studies made so far

1. Study of sources of contributions to the University in the last six years.

   A study of the Auditor's Reports for the six years ending June 30, 1928 was made. It has been learned that the chief sources of the $22,678,000 actually paid in during that period has been as follows:

   - 45% from gifts and bequests of $5,000 and over, mostly from Chicago people and mostly in amounts of $25,000 and over
   - 36% from the Eastern foundations
   - 17% from the Development Campaign and various minor campaigns such as that for the Frank Billings Clinic
   - 2% from miscellaneous gifts not in the Development Campaign in amounts of less than $5,000 each.

2. Study of way in which gifts and legacies from Chicago people have come.

   An analysis has been made of the history of the major gifts from Chicago donors in the last five or six years. From this record it has been learned

   (a) That these gifts have come from willing donors and that in many cases the donors have looked upon their gift to the University as one of the most satisfactory acts of their life.

   (b) That these gifts have come through some personal friend of the donor, from interviews, very seldom from letters.

   (c) That a period of weeks, often of months, sometimes of years, has been needed for the donor to understand fully the opportunity of service at the University and to make up their mind to such an investment. For this reason the donor of one gift is often a good prospect for another gift because he has been convinced of the value of the work of the University. In the last six years there have been 62 major gifts from 42 donors. For the same reason apparent failure to get a gift at a given time is not always a permanent failure. Seven such apparent failures in the last six years have resulted in later gifts.
II. Studies now in progress

1. Study of needs.

With the help of the administrative officers a study is being made of professorships and buildings needed as additions to the present equipment. The purpose of this study is to separate the things that are really needed from those which are desirable. No effort in this preliminary survey is being made to determine the relative urgency of the different real needs.

2. Study of methods of money-raising.

The committee is going over the methods which have been successful as used by the University hitherto and those which are now possible with the present staff.

III. Studies which will come later

1. Study of ten year program.

The Committee plans to work out with the new President and other administrative officers a program for presentation to the Board of Trustees, looking possibly ten years ahead and revised in the light of achievements accomplished and in sight since the publication under President Burton’s administration of the booklet "The University in 1940".

2. Study of publicity methods.

IV. Sketch of an immediate plan of work.

The Committee has felt that while it is studying and developing plans for the future it wishes at once to begin work on a plan which experience has shown to be sound and which will fit into any future plans which may be developed. Following this purpose Mr. Avery has sketched the following outline to work on within the next few months:

1. Each member of the Committee has taken two or three names of people whom they know and whom they think may be interested in some phase of the University’s work. This work is based on the study which has been made of the way in which money has come in the past and which has shown that gifts have come through personal interviews and often after a considerable period of education of the possible donor in the opportunities at the University.

2. It is the understanding of the Committee that while they are responsible for initiating and carrying out plans for developing new financial resources for the University, they also should be the means of enlisting the support of the entire
If you have no direction, you will have no progress.

- John Stuart Mill
Board of Trustees as needed in carrying on these plans. In pursuance of this plan, Mr. Avery has suggested that the Committee ask the rest of the members of the Board to do the same thing that the Committee members are doing, namely, select two or three people whom they will talk to about the University.

3. The Citizens Committee has been very helpful in educating an important group about the work of the University. Some of the members of the Committee are naturally much more active than others. The Committee on Development has already begun conferences with Mr. Sunny, Chairman of the Citizens Committee, with the purpose of getting through him six or eight of the members of the Citizens Committee to select two or three possible donors whom they will talk definitely about the opportunities at the University.

If this three-fold plan outlined by Mr. Avery is carried out, it will result in the course of the next few months of having 50 or 60 people who might make contributions learn more definitely of the University, what it is doing and what are some of the concrete opportunities of service at the University adapted to the giving capacity of the donor. It will also result in learning the special interests of these possible donors as related to definite projects at the University.

The object of this report from the Committee on Development is to ask the Board of Trustees to join with the Committee in this initial canvass. If the suggestion of the Committee is acceptable to the Board, the Committee on Development will ask the Secretary of the University to see each member of the Board personally going over names which have been selected by others so as to prevent duplication and to help each Board member to select two or three persons to educate on the work of the University. The Committee will also ask the the help of the administrative officers, deans, heads of departments, wherever it will be helpful in the conferences with those who wish to learn more about the work at the University.
The Committee on the Conduct of Public Business has been established to
Handle all questions relating to the conduct of public business. The
Committee has the power to investigate and discipline any officer or
Employee of the government who is charged with misconduct in the
Performance of his duties. The Committee will meet regularly to
Consider grievances and complaints filed against officers and Employees.

The Committee will consist of three Members, appointed by the
President, and will be assisted by a Secretary appointed by the
President. The Members of the Committee will serve without
Compensation and shall hold office during the pleasure of the
President.

The Secretary of the Committee will keep a record of all
Proceedings and shall cause the same to be published in the
Gazette at intervals of six months.

The Committee will have the power to punish Officers and Employees
who shall be guilty of misconduct in the performance of their duties.

The proceedings of the Committee shall be secret, and no
Information furnished to or received by any Member of the
Committee shall be made public without the consent of the
Committee.

The Committee shall have the power to hire counsel to assist in the
Performance of their duties.

The Committee shall have the power to demand any paper or documents
relating to the affairs of any department or bureau of the government,
and to require any officer or Employee to give evidence in respect to
any proceeding before the Committee.
RECOMMENDATIONS FOR TRUSTEES COMMITTEE MEETING ON ALUMNI RELATIONS

Friday, February 1, 1929

1. That the Chairman of this Committee take up with the Chairman of the Board of Trustees and the Acting President, the most effective form of issuing an authoritative statement that the undergraduate colleges are considered a permanent and essential part of the work of the University of Chicago and that they are to be developed and improved as the educational development of the country indicates they can be most useful and as funds are available.

Mr. Woodward points out that statements to this effect have been made by President Burton, President Mason, and by himself and he suggests that if any statement comes from the Board of Trustees, it should come as a recommendation from the administrative officers of the University.

2. That there be prepared at once an illustrated pamphlet for wide distribution presenting in readable form the particular advantages which the undergraduate colleges present to students with special reference to the new dormitories, the junior college honors scholarships, and to the athletic opportunities here.

3. That instead of random faculty talks to alumni clubs, Mr. Stagg, Mr. Boucher, Kenneth Price, possibly Mr. Cowley, be used in the larger cities in the Mississippi and Ohio Valleys for an intensive campaign during the next six weeks.

4. That the President find out the possibility of using some of Mr. Price's time this spring for interviews with prospective students.

Dean Boucher's Report on the Make-up of the Student Body

Of the 870 students who took the A. B. degree last year (September and December, 1927, March and June, 1928) the following facts were true:

1. Less than one-third were regular full-time four year students.
2. Over one-fourth of these students took from six to fourteen years to get their A. B. degree.
3. With those who did their work in four years or less, 39.4% of their work was done off the campus, in other institutions or in University College or by correspondence.
4. About one-fourth (24.7%) took over one-half their work elsewhere.
5. Over one-half had been at one or two other institutions of college rank (High School advanced credit not counted in this).

Alumni Complaints

The Business Office has submitted six sample letters of complaint by alumni in connection with the payment of their pledges.

1. Two were from doctors and complained of competition of the clinics.
2. Four complained of the undergraduate conditions, saying that the colleges were being subordinated to the graduate work and that the 750 limitation on freshmen class and 65% rule are crippling athletics and destroying fraternity life.
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2. That there be prepared at once an illustrated pamphlet for widespread distribution presenting in readable form the particular advantages which the undergraduate colleges present to students with special reference to the new dormitories, the junior college honors scholarships, and to the athletic opportunities here.

3. That instead of random faculty talks to alumni clubs, Mr. Stagg, Mr. Boucher, Kenneth Rouse, possibly Mr. Cowley, be used in the larger cities in the Mississippi and Ohio Valleys for an intensive campaign during the next six weeks.

4. That the President find out the possibility of using some of Mr. Rouse's time this spring for interviews with prospective students.

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November 2, 1927

My dear Mr. Zimmermann:

Thank you for your letter of November 1, requesting me to meet with you at the University Club on Thursday, November 10, at 12:30 P.M. to discuss alumni matters. I shall be very glad to be there for I am deeply interested in the attempt to maintain a more effective contact with our graduates.

Yours sincerely,

FREDERIC C. WOODWARD

Mr. Herbert P. Zimmermann
731 Plymouth Court
Chicago, Illinois

Wel
November 8, 1959

Mr. Greenleaf,

Thanks for your kind offer of November 8th. I understand you are meeting you at the University Club on Thursday, November 8, at 11:30 a.m. to go through some mutual matters. I am only free that day to go.

I hope for an early conference in the morning to determine a date at which to start with our exchange.

Yours sincerely,

Phineas O. Woodard

Mr. Greenleaf,

ASD Emancipation

155 East 59th Street

Chicago, Illinois

Nov. 1
November 1, 1927

My dear Mr. Woodward:

Mr. Mason has agreed to meet with a number of us to discuss University-Alumni matters at 12:30 P.M. Thursday, November 10th, at the University Club. If it is at all possible, we would all appreciate very much your being present at this meeting too, as we all believe the items to be discussed can be pretty well advanced at this one meeting.

Will you be so good as to drop me a line or telephone my office, Wabash 2980, and say whether or not you can be there?

Sincerely yours,

Mr. Frederic C. Woodward
The University of Chicago
58th and Ellis Avenues
Chicago, Illinois
November 1, 1927

My dear Mr. Stevens:

Confirming our conversation this morning, I am calling a meeting of the following alumni to meet with Messrs Mason, Woodward and yourself to discuss University-Alumni matters: Messrs Swift, McNair, Sherer, Sills, Davis, Axelson, and Russell. The meeting is to be at 12:30 P.M. in a private room at the University Club on Thursday, November 10th, and I understand that you guarantee to deliver the President there at that time.

With my best thanks, I am

Yours very truly,

[Signature]

Mr. David H. Stevens
The University of Chicago
58th and Ellis Avenues
Chicago, Illinois
November 1, 1929

To: 

In good faith,

Concerning the committee on which you have been selected and to which you have kindly agreed, I am writing to inform you of the following information:

1. The meeting is scheduled for Monday, December 3 at 7:00 P.M. in the Union College Union Hall.
2. The purpose of the meeting is to discuss the university's budget and financial matters.

I hope you will be able to attend. If you have any questions or concerns, please let me know.

Sincerely,

[Signature]
October 29, 1927

My dear Mr. Sherer:

Thank you for your letter of October 28, relating to the Board of Alumni Relations. Mr. Steinert Swift will attend the meeting of the Council next Monday evening, and I sincerely hope that he will be able at that time to report the selection of a chairman of the board with assurance of his acceptance.

Some days ago you wrote me in regard to the appointment of auxiliary committees in connection with the University Clinics. I have since talked with Dr. MacLean, and he has a special reason for not going forward at the present moment. This I shall explain to you the next time we meet.

Yours sincerely,

FREDERIC C. WOOLWARD

Mr. Albert W. Sherer
251 South LaSalle Street
Chicago, Illinois

Wel
Mr. Speaker,

May I have the attention of the House?

I understand from the President of the Senate that the House of Representatives will meet at 11:30 A.M. on Monday next, and I am pleased to report the conclusion of a matter of the greatest importance to the State of Ohio.

I wish to inform the House that I have received the appointment of a special committee in connection with the University of Ohio. I have since learned that the University has made a special request for the appointment of a new committee to carry out the plans of the Board of Education. This is a matter of great importance to the State, and I am confident that the committee will be able to carry out the wishes of the House.

I am, Mr. Speaker,

Yours sincerely,

[Signature]

Mr. Speaker, Speaker

[Handwritten note at the bottom]
Mr. Frederic Woodward,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Woodward:

Will you be good enough to let me know what, if anything, has been done regarding appointment of auxiliary committees in connection with University Clinics?

It looks to me as though we ought to be making some progress on this important phase of our work. Unless some other way has been planned for handling this matter, I should be inclined to put it up to the sub-committee of the Committee on University Clinics - perhaps Sewell Avery and Mr. Swift and Mr. Mason.

Have you had an opportunity of discussing the subject of assistant for Dr. Seag?

Yours very truly,

AWS:GJ.
October 28, 1927.

Mr. Frederic C. Woodward,  
University of Chicago,  
Chicago, Illinois.

Dear Mr. Woodward:

I have told Mr. Zimmermann that you advised me over the 'phone that you would give the subject of Chairman of the Board of Alumni Relations your personal interest and follow-up.

Mr. Zimmermann tells me that he is very desirous of making a report of progress to the Council next Monday evening.

Yours very truly,

AWS: GJ.
Vice President Frederic C. Woodward,
Faculty Exchange.

My dear Mr. Woodward:

After careful consideration and further discussion with Mr. Filbey, I have decided that it would be inexpedient for me to take the vice chairmanship of the Board of Alumni Relations.

1. My present duties not only absorb all of my time and energy, but "cry aloud" for attention which I am unable to give them.

2. I am not in sympathy with some of the things for which I should have to work as Vice Chairman. I do not, for example, believe in the annual "home coming" as an event suited to this institution.

3. I could not perform some of the duties of the position with a good grace. For example, I have always declined to go out as a speaker to alumni organizations. That type of work is not my forte. It would obviously be embarrassing to urge others to do what I decline to do.

4. In every possible way I have sought to promote and cement cordial relations between this Department and its students, while the latter are in residence and continually thereafter. My lively concern about these relations is, however, not an indication of active interest in general alumni affairs. I am not a member of the Alumni Association, rarely see the alumni magazine, never attend an alumni meeting. Other activities on my part have seemed more worth while to the Department and to the University.

5. If some departments in the University fail to look after their alumni as fully or as effectively as seems desirable, suggestions for improvement should (if I may venture the opinion) come from the President's office and not from a faculty board or its Vice Chairman. In any event, I could not bring myself, I think, to the point of making suggestions to my colleagues in other departments.

I fear that I am troubling you with an unduly long letter, but courtesy seemed to require a definite statement of the reasons for my attitude. Some of those reasons I did not state last evening because it would have been very easy for them to be misunderstood by some of the gentlemen present. The field of my service to the University is assuredly in this Department, my hopes and ambitions for which are far from realized.

Very sincerely yours,

Harlan H. Barrows.
Very sincerely yours,

[Signature]

Henry A. Reams
September 14, 1927.

Mr. F. C. Woodward,
Vice-President,
University of Chicago,
Chicago, Illinois.

Dear Mr. Woodward:

In discussing the Alumni Relations situation with Mr. Swift Monday night, I was informed that Mr. Barrows had been appointed to take over Mr. Filbey's work.

This information had entirely escaped my notice.

Will you be good enough to advise me whether this subject has been discussed with the President of the Alumni Association, Mr. H. P. Zimmermann? If not, I am sure he would be interested in having the information.

It occurs to me that it might be desirable for you and Mr. Barrows and Mr. Zimmermann and I to get together at an early date to get your ideas and Mr. Barrows' on this important subject. Have you any suggestions?

I shall appreciate your advising me what time will be convenient for you and Mr. Barrows to meet with Mr. Zimmermann and me. Most any time is all right for me except next week.

Yours very truly,

ALS: GJ.
ALBERT W. SHREER
22 BOWERY STREET
CHICAGO

September 14, 1917

We are receiving the latest intelligence of the situation, and it seems that the
situation is quite critical. The information we have received indicates
that...
June 3, 1927

Dear Mr. Zimmermann:

I shall write you shortly in detail regarding the work of the Board of Alumni Relations, or better still, talk it over with you. I asked Mr. Fillbey some little time ago to think the situation through in view of his experience, and present the situation as he sees it for detailed suggestions. He will have this ready very soon and I shall take it up with you then immediately.

Sincerely yours,
Max Mason

President

Mr. Herbert P. Zimmermann
731 Plymouth Court
Chicago
Dear Mr. Commissioner,

I am writing to inform you of the recent developments in the field of firearm legislation. I have been following the progress of the bill that has been introduced in Congress, and I believe it is important for us to stay informed about these changes.

As you are aware, the bill proposes significant amendments to the current firearm regulations. It seeks to address some of the concerns that have been raised in recent years about gun violence and public safety. I am confident that the bill will be well received by the general public and that it will help to reduce the risk of gun-related incidents.

I would like to urge you to take action and support this legislation. It is crucial that we take a proactive approach to ensure the safety and security of our communities. I am confident that with your support, we can achieve this goal.

Thank you for your attention to this matter.

Sincerely,

[Signature]

[Organization]
June 1, 1927

My dear Mr. Mason:

As the college year is now drawing to its close I am trying to summarize in my mind what the situation is regarding the work of the Board of Alumni Relations so that I may properly present it to the Alumni Council at its meeting early in July.

Mr. Filbey came to see me several months ago and told me that he had accepted a position with the American Institute of Meat Packers and that your office was considering a number of possible successors to him in this position in charge of Alumni Relations.

It will be most gratifying if I can report to the Alumni Council that a successor to Mr. Filbey has been appointed and that the work which he has begun will be continued without a break.

Will you be so good as to let me know what the present status is and also what I may tell the Alumni Council regarding the plans for the future?

Sincerely yours,

Chairman, The Alumni Council

Mr. Max Mason, President
The University of Chicago
58th and Ellis Avenues
Chicago, Illinois
January 1st, 1954

To the Secretary:

I am writing to present to you the report of the Los Angeles City Incorporated Fire Department on the inspection of the fire alarm system in the city.

The inspection was conducted by a team of fire inspectors who examined the system from various points of view. The report indicates that the system is in good working order and meets all safety standards.

I would like to express my gratitude for the cooperation of the officials of the fire department who took time to conduct this inspection.

Sincerely yours,

[Signature]

Secretary, Los Angeles City Incorporated Fire Department
Mr. Charles F. Axelson,
900 The Rockery,
209 S. La Salle Street,
Chicago, Illinois.

Dear Ax:

In the absence of Bert Sherer the next couple of months, will you be good enough to assume the acting chairmanship of the Committee to Cooperate with Alumni Council on Future Alumni Plans, consisting of Charles Gilkey, Bert, and yourself.

I think the question of who shall be appointed in charge of alumni contacts and development in the University is important and needs careful attention. The position is soon to be vacant on account of Mr. Filbey's transferring to other work.

It is important, of course, to work with Herbert Zimmermann and others on this matter.

Yours cordially,

HAROLD H. SWIFT

cc F.C. Woodward
J.F. Moulds
Mr. Steven A. Cohen

200 Park Avenue
New York, New York

Dear Mr. Cohen:

In the absence of your letter from the next copy of

memorandum, will you be good enough to return the nature of your appointment

at the Committee to coordinate with Almanor County on Public Works.

Please contact its Chairman, Robert M. Lyon, and arrange

for an opportunity of me to meet him and to coordinate with

your decision in the matter to be sent on to your secretary

and your office on the matter.

Yours co-operatively,

Harold M. Smith

[Signature]
Mr. Frederic C. Woodward,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Woodward:

Thank you for your letter of April 4th.

As you know, I am to be out of the city until June 15th and have suggested to Harold Swift that he ask some member of the Alumni Relations Committee of the Board to act for me in my absence.

Yours cordially,

AWS:GJ.
Dear Mr. Member,

I am writing to confirm the appointment of Mr. John Smith as the new Director of Operations for our company. Mr. Smith has extensive experience in the field and we believe he is the perfect candidate for the position.

Thank you for your time and consideration.

Yours sincerely,

[Signature]

[Date]
April 4, 1927

My dear Mr. Sherer:

I am writing to assure you that the appointment of the man to take charge of alumni relations is not being neglected. It is my understanding that Mr. Allin-Smith will not be available, and I confess that for the time being I am at a loss. We shall continue, however, to give the matter the most careful consideration.

I shall be glad to meet with you and Mr. Zimmermann whenever you deem it advisable, but at present I have no suggestions to offer.

Yours sincerely,

Frederic C. Woodward

Mr. Albert W. Sherer
231 South La Salle Street
Chicago, Illinois
March 5, 1927.

Mr. Frederic C. Woodward,
Vice-President,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Woodward:

I have just received the enclosed letter from Mr. Herbert Zimmermann, which I replied to as per enclosed copy.

You, no doubt, agree with me that this matter is of first importance and should be taken care of as soon as we can find a man fitted for the work.

It occurs to me that it might be desirable for you, Zimmermann and I to get our heads together at the first opportunity and talk the matter over.

What do you say?

Yours very truly,

AWS:GJ.
Dear Mr. Shearer,

I have just received the notice that you have not received the instruction that you were expecting on the matter of your situation. However, I am sure that the matter will be taken care of in the proper way.

If you have any further questions or need any assistance, please do not hesitate to contact me.

Yours truly,

[Signature]
March 5, 1927.

Mr. Herbert P. Zimmermann,
731 Plymouth Court,
Chicago, Illinois.

Dear Zim:

I have your note of the 4th regarding Allin-Smith.

I agree with you that it is of great importance that a man be found to step into Filbey's place as soon as he leaves.

I am again reminding Fritz Woodward of the situation and suggesting that we get together at an early date to talk the matter over.

Yours sincerely,

AWS:GJ.
Dear Sir,

I have your note of the 4th instant.

The matter was, as you stated, referred to the Credit Committee of this bank. I have no information as to the result of their action. The matter was to be held up as long as possible.

I am under the impression that the mortgage will be foreclosed on the 1st of the next month.

Yours sincerely,

[Signature]
My dear Bert:

Mr. Allin-Smith came in this afternoon and we discussed the situation outlined in your letter of February 10th. It is not at all clear in his mind that the President thought of his taking over Filby's job, nor does he think the job is along the line of his interest, which is Economics. Were it not for that fact, I think he would fill the bill.

At any rate, I think I have a pretty good impression of him and I think he has a pretty good idea of the point of view of the Alumni Council toward the job.

The important thing in my judgment is that the most available man is selected soon, so that he can step into Filby's place when the latter leaves, which I understand is to be soon.

Sincerely yours,
Signed - Herbert P. Zimmermann.

Mr. Albert W. Sherer,
251 South LaSalle Street,
Chicago, Illinois.
February 14, 1927

My dear Mr. Sherer:

The receipt of your letter of February 10, enclosing a letter from Mr. Zimmerman and your reply to him, is acknowledged.

I believe Allin-Smith would make a good man for alumni relations. He is certainly intelligent and energetic. The President, I believe, has talked with him about it, but I am not sure that he will be willing to undertake this particular job. I have just suggested to Mr. Filbey that he and Mr. Allin-Smith see you and Zimmerman and talk the matter over.

Yours sincerely,

Frederic C. Woodward

Mr. Albert W. Sherer
251 South La Salle St.
Chicago, Illinois

FW+L
CHICAGO  February 10, 1927.

IN REPLY REFER TO FILE

Mr. Frederic C. Woodward,
Office of the Vice-President and
Dean of Faculties,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Woodward:

I am enclosing, herewith copy of a letter that I have received from Mr. Zimmermann and also a copy of my reply.

How does Allen Smith appeal to you for this position?

Yours cordially,

AWS: GJ.
Chicago, February 10, 1927

The Currie Furniture Company

Chicago, Illinois

Dear Mr. [Name],

I am presenting my resignation as of the [Date].

I have decided to leave the firm and pursue other opportunities. I have enjoyed my time here and feel confident that your company will continue to succeed.

Please accept my resignation as of [Date]. I will be available to assist with any transition that needs to take place.

Thank you for the opportunity to work here.

Sincerely,

[Signature]

[Date]
February 10, 1927.

Mr. Herbert F. Zimmermann,
R. R. Donnelley & Sons Company,
Plymouth Court, Cor. Polk Street,
Chicago, Illinois.

Dear Herb:

I have your letter of February 6th and heartily agree with you that it is important to get a man on the alumni relations job just as soon as the right man can be found.

Last night I ran into Allen Smith, whom you will remember, was in the Development Office for a time. He has always appeared to me to be an alert, intelligent and likeable fellow and, I believe, has done good work wherever he has been placed.

He said that he had discussed briefly his future work with the University with Mr. Mason and that in this conversation the subject of the alumni relations work had been mentioned.

Believe that it might be worthwhile for you to ask him to come to your office and get acquainted with him so that if his name is mentioned by either Mr. Mason or Mr. Woodward, as a possibility, you will know how you want to vote.

Yours sincerely,

A.W.S.G.J.
Dear [Name],

I am [Your Name], the [Your Title] at [Your Company]. I hope this message finds you well.

I am writing to express my interest in the Position at [Company Name] that you advertised. I believe my skills and experience make me a strong candidate for this role.

I have [Number of Years] years of experience in [Related Industry], with a focus on [Specific Skills or Responsibilities]. My previous work at [Previous Company] involved [Specific Achievements or Responsibilities].

I am particularly impressed by [Company Name] and am excited about the opportunity to join your team. I am confident that [Company Name] can provide me with the challenge and growth I am seeking.

Thank you for considering my application. I look forward to the opportunity to discuss my qualifications further.

Sincerely,

[Your Name]
Mr. Albert W. Sherer,
231 South LaSalle Street,
Chicago, Illinois.

Dear Bert:

Thanks for your letter of February 4th which I found on my return to the city this morning.

Mr. Filby called on me about ten days ago to tell me that he planned to take the position with the American Institute of Meat Packers the following day, and asked whether or not I had any suggestions to offer with respect to a successor to him on the job of representing the President and the University to the Alumni. I told him I had not, and as a matter of fact thought it was the business of the University to make their own appointment — that this is not so much a matter of the Alumni asking the University to appoint such a man, as it ought to be a recognition on the part of the University Administration that their contact with the Alumni ought to be intimate enough to warrant their placing someone special on the job, and that if they do recognize this fact, they ought to know better than the Alumni who could do it most successfully.

As a matter of fact, Mr. Filby said that he had three men in mind. One was somewhere in Wisconsin, I believe, one was at Purdue, and there was a third man. Filby also asked me whether, if they selected a number of names, we would be willing to express our choice from among them, and I told him that so far as we knew the men we should be only too happy to express an opinion, if asked.

The important thing, and this I said also to Filby, is getting a man on the job who can really devote the necessary amount of time to it, which Filby said he personally had not done on account of the pressure of other work.

It will be a help if announcement of the appointment of a new man can be made at the April meeting of the Alumni Council, but it would be better yet if that announcement can be coupled with a statement that Filby's successor had already undertaken the work and was on the job.

Yours very truly,

Signed - Herb Zimmermann
Yours truly,

[Signature]

[Handwritten note: "Very busy."

[Handwritten note: "Can't meet tomorrow."

[Handwritten note: "Phone later."

[Handwritten note: "Please call."

[Handwritten note: "Will call you later."

[Handwritten note: "Thank you."
February 7, 1927

My dear Mr. Sherer:

Receipt of your letter of February 4 is acknowledged. It is true that Mr. Filbey has decided to accept the position of Director of the Institute of Meat Packing. This is a position in the University and was offered to him not by the American Institute of Meat Packers, but by the President of the University who thought that in the circumstances his acceptance of the position would be in the interest of the University. The appointment will not be effective until July 1, and since Mr. Haynes has now relieved Mr. Filbey of work which he has been doing, he will be able, during the next four or five months, to devote a good deal of time and energy to alumni relations.

We appreciate the importance of finding the right man to succeed Mr. Filbey in the development of alumni relations and shall apply ourselves with diligence to the task. We already have two or three men in mind, but have not proceeded far enough to be able to make a definite report to you. I hope that we shall be able to solve the problem to the satisfaction of all concerned.

Yours sincerely,

Frederic C. Woodward

Mr. Albert W. Sherer
1861 Illinois Merchants Bank Building
Chicago, Illinois

FCW#L
L. M. Brown

Secretary of the Tariff Committee to the American Institute of Mining Engineers.

Dear Mr. Brown:

I am writing to express my appreciation of the position offered to me by the American Institute of Mining Engineers. I am grateful for the opportunity to serve in this capacity, and I look forward to contributing my knowledge and experience to the Institute.

Sincerely,

[Signature]
February 4th, 1927

Mr. Frederic C. Woodward,
Vice President,
The University of Chicago.
Chicago, Illinois.

Dear Mr. Woodward:

I did not know until yesterday that Mr. Filby had finally decided to accept the position offered him by the American Institute of Meat Packers.

You will recall that some months ago I was appointed chairman of the Board of Trustees on Alumni Relations.

You are no doubt familiar with what Mr. Filby has been able to do on this part of his job since his appointment. As I have had no detailed report I am not in possession of the facts, but have some knowledge of Mr. Filby's other duties.

I think you know my sentiments on this subject without reciting them, except to say that I have a strong conviction that we ought to put a real man on the job and have the development of alumni relationship his real job rather than as an incident to other jobs, and that the need of finding such a man, and finding him quickly, is of the greatest importance to the University.

I shall appreciate knowing what you plan to do, so that I can keep my committee informed and also keep Mr. Zimmermann in touch with the situation.

Yours sincerely,

AWS-MH