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An analysis of the alumni relations program of Heston College and Bible School.

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AN ANALYSIS
OF THE
ALUMNI RELATIONS PROGRAM
OF HESSTON COLLEGE AND BIBLE SCHOOL

By
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CHAPTER I

THE ANALYSIS AND THE STUDY PROCEDURE

Public Relations Significance. The alumni form the most important off-campus public of most colleges and universities, and there is almost no limit to the good they can do for their institutions, provided the following three facts are true:

(1) The experiences of their undergraduate years can be recalled with appreciation and pleasure.

(2) They are kept fully informed regarding the objectives, policies, progress, and problems of their alma maters.

(3) They are given opportunity to perform challenging tasks for their institutions.¹

One of the best ways of establishing the reputation of a college or university is through its alumni. An industry or company is judged or rated by its product, and what it produces. Colleges, too, are measured by what they produce—their alumni. Every college is known by its graduates. To a large majority of people, the yardstick used to establish an opinion, good or bad, in reference to a given college, are the few former students they know of the school.

Too often college alumni are simply taken for granted. Many educational institutions, even public relations offices, are so busy endeavoring to win new friends and influence them toward the college that their own alumni are shamefully neglected and even ignored. Too many of them are completely forgotten, and when they are rediscovered, it is only to ask them for money for their old alma mater.

The shortsightedness of such a policy is quite obvious. If one receives no news, no letters, no reports from his alma mater except when it is launching a new drive for funds, trying to obtain a subscription to the college annual or the weekly student news publication, there is a good chance that relations will become somewhat strained.

In view of the above facts, one can readily see the importance of striving to maintain good alumni relations, since it is such a strong pillar in the total public relations program for the college.

An analysis of the area to be studied. This thesis analyzes the alumni relations program of Hesston College and Bible School, Hesston, Kansas, past, present, and some proposed changes. The purpose of this study is to analyze and evaluate the strengths and weaknesses of the program at Hesston College, and to get a clear picture of the total
program. After the picture has been clearly shaped up, it is hoped that it will be an aid to improve the present program by following sound public relations techniques.

Study procedure.
A. Sources to be explored
1. Alumni Bulletins from Hesston College
2. Minutes of Alumni Association meetings of Hesston College
3. American College Public Relations Quarterlies
4. American Alumni Council publications
5. Interviews with:
   a. J. N. Byler, former Alumni Relations Secretary, Hesston College
   b. D. D. Driver, Executive Secretary of Alumni Association of Hesston College
   c. Lyle Yost, President of Alumni Association, Hesston College
6. Letters from:
   a. S. N. Nunemaker, one of founders of Alumni Association
   b. Margaret Horst, early graduate
   c. J. N. Weaver, early Alumni Association leader
   d. Milo Kauffman, Past President, Hesston College
   e. Lyle Yost, President, Alumni Association
7. Statistical data from files of Alumni Association, dealing with growth of the Association
8. Alumni publications of several other church-related colleges:
   a. Goshen College, Goshen, Indiana  
   b. Bethel College, North Newton, Kansas  
   c. Friends University, Wichita 12, Kansas  
   d. Eastern Mennonite College, Harrisonburg, Virginia

Methods to be used.
1. Personal interviews
2. Personal letters
3. Research reading of books and other materials listed
4. A review of constitutions and other Alumni publications of several other church-related colleges.
5. A creative approach to the design of an adequate alumni relations program
CHAPTER II
HISTORICAL BACKGROUND

Brief general history of Hesston College and Bible School. Hesston College and Bible School is operated by the (Old) Mennonite Church. This is the largest of the seventeen branches of the Mennonite Church in America, and the designation "Old Mennonite" is used for clarification purposes in differentiating between the various branches.

The early beginnings of the Church date back to the Anabaptist movement in the early 1500s. Numbered among the early leaders were Conrad Grebel, Felix Manz, Wilhelm Reublin, and others.¹ Menno Simons is the best known leader and the most prolific writer of the Mennonite Church, and others named this particular Anabaptist group "Mennonites". Through the years there were migrations and church splits, resulting in the various branches of the church as they are today. The Mennonites came to America at the same time as the Quakers, making first settlements in Pennsylvania, and gradually migrating westward.²

². Appendix A.
For many years the Mennonite Church in America was skeptical of higher education; in fact, a large majority were opposed to education above the grammar school level. This was unfortunate, especially in view of the fact that most of the early European leaders were outstanding for their scholastic achievement. A small nucleus of interested church leaders saw the need for higher education, and pioneered the venture of starting Mennonite Church Schools in America.

For some time the Mennonite Church had been operating a school at Goshen, Indiana. Many of the Mennonites who had settled in the middle west and far west were interested in the beginning of a school more centrally located. Little was actually done about this for some time; however, in 1907, through the efforts of a few very interested individuals, this concern for establishing a church school somewhere in the middle west was brought up and discussed at a meeting of the Kansas-Nebraska Conference of the Mennonite Church. After discussion and prayerful consideration, the question was looked upon with favor. In 1908 the Mennonite Board of Education appointed a committee to investigate a possible location for this school. Several sites were investigated, including property near Canton, Trousdale, and Hesston, Kansas. The fact that Hesston was chosen was not due to a more
desirable site, necessarily, but rather because the late A. L. Hess offered to donate eighty acres of land at that place.

Hesston, Kansas, is located near the geographical center of the United States. It is thirty miles northwest of Wichita, Kansas, on U.S. highway 81. Hesston itself is a village of approximately one thousand, so much of the activity of the town centers around campus happenings. There is no local public high school. This is one of the reasons that Hesston College continues to maintain a high school department.

The first administrative officers were chosen for the new school during 1908. Western Mennonite School was the name decided upon for the institution. Later the name was changed to Hesston Academy and Bible School, and finally, to Hesston College and Bible School.¹

The first building on the donated site was erected during the summer of 1909. On September 22 of the same year the school officially opened for its first year of work. This first building, which is still in use, served as dormitory for both men and women, dining hall, kitchen, chapel, and classrooms.

The first years the school offered academy, normal, Bible, and college preparatory departments. Two years of college work were added in 1915-16. In 1918-19 a full four-year college course was given. This program proved to be too ambitious, because the college was again limited to junior college work in 1927-28. A two year Christian Workers' course of college level was introduced in 1933-34. In the fall of 1945 the junior college was organized on the four year plan. These years consisted of the junior and senior years of high school, and freshman and sophomore years of college. Students in these years were known as junior college freshmen, sophomores, juniors, and seniors, respectively. The first two years of high school were known as ninth and tenth grade preparatory school. This plan was discontinued in the fall of 1951.

By joint action of Goshen and Hesston Colleges, both of whom are operated under the Mennonite Board of Education, a five year curriculum was set up, leading to the degree of Bachelor of Theology (Th.B.). The first three years of this course may be taken at Hesston, the remaining two years at Goshen College, Goshen, Indiana.

Hesston College was authorized in 1943 to grant the Associate in Arts (A.A.) degree for the completion of junior
college work, also the Associate in Arts in Bible at the completion of two years of college Bible.

The Mennonite Board of Education, during its annual meeting in 1949, granted Hesston College the privilege of offering a four-year Bible curriculum¹ leading to the degree of Bachelor of Religious Education (B.R.E.). This course is especially designed to prepare young men and women for service in the church.

The campus has grown extensively from the first original building, until today there are more than seventeen college owned buildings, including modern laboratories, classrooms, library space, dormitories, office space, and recreational facilities.

Aims and objectives of the school. Hesston College was founded with the main intent of educating young people of the Mennonite faith; however, admission has always been granted to those of other denominations. Even though the prime motive of the school was preparing its students in any acceptable vocation, but in a Christian environment, the school has always felt that she was a servant to the church, and endeavored to feel the need of its constituency and provide in the

¹. Ibid., p. 14.
curriculum courses which would adequately fill these needs. Hesston firmly believes that a "Christ-centered" curriculum with a strong evangelical and evangelistic emphasis provides a sound educational foundation for every worthy vocation.¹ This does not supersede the necessity for strong academic standards. This is proven by the fact that the high school department is a member of the North Central Association, and the college department is taking systematic steps toward meeting the requirements for membership in the North Central Association.

The great emphasis on Bible curriculum does not need to be justified, since the Mennonite Church believes that Christianity is a way of life, its principles to be applied to everyday business, social, and recreational activities. Hesston College is vitally interested in the student's being able to take the best training available as far as secular subjects are concerned, with the "plus-services" of Christian education. Naturally, in this type of setup a large group of students will be inspired to enter full-time work for the church such as the ministry, foreign and home mission work, relief work, and teaching in Christian schools.

¹ Pamphelet, "You Should Know", Appendix B.
Growth of the alumni body through the years, Samuel N. Nunemaker, one of the committee that drew up the first constitution for the Alumni Association in 1912 reports:

The year 1912 was the second year in which the Hesston Academy graduated students and the third after the Academy's opening. So there were now twelve graduate students from this institution. These twelve being pleased with the type of scholastic work they had received, and with a strong faith in the prospect of the Academy's future, met after the spring graduation exercises and agreed to organize as 'The Alumni Association of Hesston Academy and Bible School'. They then elected a corps of officers to serve for the year 1912-1913, appointed a committee to frame a constitution and a set of by-laws for the organization which they were instructed to present for change, adoption, or rejection, in a meeting to be held at the close of the school year 1913. This step constituted the beginning of the Hesston Academy and Bible School Alumni Association, which at a later date became The Alumni Association of Hesston College and Bible School. At the time of its birth it had a 100 per cent membership, which was twelve members. The purpose of organization was to retain a means of fellowship among the graduates of the Academy and to work together for the general welfare of the institution.¹

At the second annual meeting of the Alumni Association, the secretary wrote personal letters to all absent members.²

Traditionally, members of the Association have been composed only of graduates. Anyone graduating from Hesston College automatically becomes a member of the Alumni Association. From the group who composed the original Alumni

². Minutes, The Alumni Association of Hesston Academy and Bible School, June 3, 1913.
Association, the organization has experienced regular growth through the years, until at present the membership stands at 1574, distributed through thirty-five states and the District of Columbia, Africa, Argentina, Canada, France, Greece, Paraguay, Puerto Rico, Taiwan, Germany, India, Indonesia, Japan, and Italian Somaliland.¹

Professions and vocations in which alumni are engaged. As in most colleges, members of the Alumni Association are in many occupations. Some years ago a study was begun to determine exactly in which vocation each alumnus and alumna was engaged. For certain reasons, including change in personnel, the study was never completed, so no accurate and detailed record is available. It has not been possible to complete a similar study for this thesis, due to lack of time and funds.

Exact figures are available on those serving in full time positions directly related to the church. There are two hundred eleven in this category. Besides ministers, these include members of faculty and staff in three Mennonite college, many parochial high schools and grade schools, institutions such as old people's homes and children's homes, hospitals, the Mennonite Publishing House, Mennonite Central Committee,

¹ Appendix C.
foreign relief work, and foreign and home mission work.¹

Since the Mennonite Church has been largely composed of a rural people, many of the alumni are engaged in farming and related vocations, such as small town merchants, feed store operators, implement dealers, hatchery men, and poultry and stock raisers. There is an increasing number found in professional fields, such as medicine and dentistry. There are a large number of nurses and school teachers.

The fact that thirteen per cent of the total membership in the Alumni Association is giving full time service to the church partially measures to what extent the school is meeting its aims and objectives.

CHAPTER III

THE ALUMNI RELATIONS PROGRAM IN THE PAST

*Aims and objectives of the Alumni Association.* From its very beginning, the Alumni Association has had as its aims and objectives that of stimulating and maintaining fellowship among the graduates of the institution, as well as to systematically organize the interests in their alma mater so they could efficiently carry out a program to promote her welfare.

The student body of Hesston College is drawn from a wide geographical area. In fact, according to the boundaries set for the constituency by the Mennonite Board of Education, the area includes all the states west of the Mississippi River, plus Canada, and each year finds a number of students from various foreign countries. The Hesston College constituency is extended throughout the entire United States as it pertains to the high school department.

*Homecomings.* As in many church-related colleges, there are two peculiar factors which create interest in annual homecomings. The first is that of re-establishing acquaintances and friendships made during days spent at the alma mater as

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students. The second is that most of the alumni are members of the same church.

Mennonites are even closer than many groups since their culture is so nearly similar throughout the entire United States. The group is very homogeneous, since they spring largely from the same ancestry. It is almost impossible for a Mennonite to go from coast to coast via Mennonite communities without finding some relative or friend of the family. The Mennonite Church is more nearly a sect than a denomination. As was hinted earlier in the preceding chapter, due to violent persecutions the forefathers endured in other countries before coming to America, the groups often lived in a close community pattern. Upon arrival in America, this pattern of building Mennonite communities continued, perhaps largely due to the fact that Mennonites were considered "different". The prime factor, however, in living in separate Mennonite communities was a desire to keep "aloof from the world" and to maintain their distinct culture. With so small a group as the Mennonites (there are between 65,000 and 70,000 members in the Old Mennonite Church\(^1\)), it is quite easy to keep informed on friends and their activities by way of church publications.

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exchange of ministers, and church-wide conferences and meet-
ings.

The annual homecoming at Hesston College has always been
in connection with the Commencement season. Among the acti-

tivities which attract alumni and friends of the school to the
campus during the Commencement season are:

(1) **Chorus reunions.** Music plays an important part in
the extra-curricular activities, since Hesston College has no
inter-collegiate sports. This is even more pronounced since
the church music has traditionally been, and still is, unac-
companied. Her colleges place great emphasis upon improve-
ment of A Cappella singing. Strong competition exists for
membership in one of the five choruses maintained each year
at Hesston. The choruses take extended tours throughout the
constituency each year, bringing the chorus members very close
together. With such close relationships established through
this type of activity, it is a real incentive for members of
the various choruses through the years to desire to return
and participate in singing the songs they sang while students.

There are some numbers that the choruses have sung almost
every year which are repeated at the annual chorus reunions,
when all members join in a mass chorus. These chorus reunions
fill the activities of one morning during the Commencement
week.
(2) **Annual rendition of Gaul's oratorio, "The Holy City"**

This draws the largest crowd of any of the Commencement week activities, including the Commencement exercises. It is unique in that each year the combined choruses of the college plus any former students who have previously sung in "The Holy City" while in school may participate in the annual rendition. There is one rehearsal during Commencement week so former singers may again familiarize themselves with the score and the director can give last minute instructions. The choruses practice this oratorio throughout the entire school year in preparation for the annual event. Soloists are always either students, alumni, or faculty members of the college.

(3) **Alumni-varsity baseball games.** Each year during the Commencement season a baseball tournament is scheduled between the college varsity team and an alumni team. These games have keep competition between two very evenly matched teams, and create a great deal of interest, especially among the men. This draws another element of the total alumni membership to attend the annual homecoming. These games are scheduled each afternoon of the Commencement week except Sunday.

(4) **Alumni chapel.** This chapel service has always been known as the "Student-Alumni Devotional." Perhaps the one thing that alumni miss most after leaving Hesston College is
the daily chapel services. In order that alumni may re-live chapel experiences, this Student-Alumni Devotional is planned. Often a returned missionary or other outstanding alumnus is the speaker.

To better understand the feeling of an alumna toward homecomings, quoting from one of the first Alumni Bulletins is this item:

A soul-lifting tonic that is a sort of annual requirement for restful living is the recalling of reminiscences with old classmates and school friends. We once were star athletes; we once gave readings that held the house breathless and won effusive compliments; we once sang in quartets with a favored foursome and then 'went stepping' afterwards. And—was it thrilling! Once we--like our daughters now--had pink-and-lily complexions, were infinitesimally slender, wore fluffy flower-like dresses, and were much sought after. As we talk and laugh and revel in old memories the wrinkles are being magically massaged out of our spirit.

Alumni banquet. The alumni banquet has been traditionally held Saturday noon or evening of the Commencement week, at which time an outstanding after-dinner speaker is chosen from the alumni body. In addition to an after-dinner speaker, entertainment is provided by talented former students. Often these are vocal or instrumental soloists or members of musical groups. Emphasis is placed not so much on talent as on participation, and again reliving past experiences.

The graduating classes are always the guests of the Alumni Association for the Alumni banquet, and are at that time formally accepted as members.

The executive committee felt the necessity for reducing the banquet to an evening social gathering\(^1\) with light refreshments rather than a meal during part of the war years, 1944 and 1945, due to gasoline rationing, travel curtailment, and food rationing. In this way it was possible to retain the fellowship and transact the necessary business.

With a loosely formed alumni organization, the annual alumni banquet has been a large factor in holding the interest of the alumni, even though the banquet is attended by only a minority of the total membership.\(^2\)

**Class reunions.** At the annual business meeting of the Alumni Association May 10, 1923, suggestions were made concerning the possibility of regular class reunions. A motion was made and accepted that the plan providing regular reunions for each class every five years be approved. This program has been in operation since that time.\(^3\) The Alumni Association

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2. Personal letter from Milo Kauffman, Past President of Hesston College and Bible School, February 6, 1935.

itself has little to do with the implementation of these reunions. The Association offers to be of help, and the Executive Secretary sends out cards to members of the five year classes. The carrying through of plans and success or failure is dependent upon initiative and skill of class officers.

The class reunion plan has been a strong drawing card to former students and graduates of the college. Most classes put forth real effort to have a good representation of their class at these reunions. Special recognition is given these groups at the annual banquet. The reunion itself can be anything the class decides upon. Often the reunions are held in the home of some class member living in the Hesston community. At other times the class reunions take the form of a picnic or lawn party in the community. These are becoming more and more interesting as the alumni body grows in age and their children join their ranks.

Class letters. Class letters, too, are up to the individual graduating classes. Almost every graduating class decides to have a circle letter going to the individual members of each class. It has proven true that the first years are the most difficult for keeping these letters circulating. As the years go by, the class letter takes on more significance to its members. The oldest class letter still in operation is that of the graduating class of 1915. This letter
has welded the class more closely together since graduation than ever before. 1

The graduating classes are becoming larger, so many of them no longer have a personal hand-written letter, but rather, send their letters to a central point, where a class member duplicates these letters and mails them to the respective class members. The "round robin" type letters have proven most interesting, since many contain pictures of the former students with their families.

**Alumni Bulletin.**

The executive committee of the Alumni Association met September 22, 1939, for the purpose of planning the publication of the first quarterly alumni bulletin, which had been voted on at the preceding Board of Director's meeting.

It was agreed that the bulletin be sent out under the Bulletin mailing permit and it be sent the following months: November, February, April, and June, unless the editor should prefer other months.

It was also decided that the Alumni Association put out the four issues of the Hesston College Bulletin annually dealing with alumni interests and that the editors of the bulletin and the president of the Association determine the exact mailing dates. 2

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1. Interview with Gilbert Royer, Alumnus, Class of 1915, Wichita, Kansas, 1950.
The Hesston College Alumni Bulletin made its first appearance February, 1940. Prior to this time, the only printed communication received from their alma mater was an annual alumni letter sent before Commencement time in which an invitation to Commencement week activities was included. The Alumni Bulletin has always been edited by an alumnus who was also a member of the Hesston College faculty. The expenses involved in putting out this Alumni Bulletin has always been borne by the college. The content of the Bulletin has followed a similar pattern through the years, with alumni news items taking the fore. The first issues were four pages only. In recent years this has been increased, but the content remains about the same. There is no subscription cost, and every member of the Alumni Association receives a copy of the alumni number of the Hesston College Bulletin.

Alumni Clubs. The first mention of the organization of Alumni Clubs was in the annual meeting of the executive committee of the Alumni Association, October 1, 1937:

The question of the Alumni Association helping its Alma Mater in a financial way was discussed. After some consideration of the above mentioned question the committee decided that . . . . since we are interested in the welfare of Hesston College and Bible School, that

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1. Personal letter from Milo Kauffman, Past President of Hesston College and Bible School, February 6, 1955.
we take aggressive steps to solicit the help of each member of the Alumni Association in a financial way.

The following plan was offered by J. N. Weaver, who had been appointed by the Board of Directors previously, and adopted by the committee. Each of the various communities including those of Hesston, Canton, West Liberty, Wichita, Harper, Yoder, Protection, and Greensburg shall invite all the members of the Alumni Association and friends of the school to meet at a central location in each of these communities for a social time, and to perfect a permanent organization. A member of the faculty shall visit each of these meetings for the purpose of helping to organize the community, to assist in the entertainment of the meeting and to solicit money and students for the school. The money shall be given either as cash or as an amount to be given at a later definite date.

A motion was made and seconded that Pres. D. D. Driver, J. N. Weaver, and a member of the faculty be authorized to carry out the above mentioned plan for fellowship group meetings. The motion was carried.

This program was carried out during the following year. All available records are very sketchy on these groups. A letter was written to each of those who participated in the organization of these groups, and even they could give little or no help as to the make-up of the alumni groups. From the records available, it appears that all of the groups but one failed and discontinued after one or two meetings.

To give an idea of the varied opinions on some of these.

1. These communities are all located in Kansas.

groups, following are excerpts from letters received from key figures in the Alumni Association:

I think the Fellowships served a good purpose and should have continued. The purposes, as I recall, were to keep in closer contact with the Alumni and help them keep informed about the College. Support of the College was also one of the purposes. Pledges or offerings were usually taken for some purpose at the College. Another purpose was that of fellowship, and the strengthening of bonds between fellow-alumni. Usually a faculty member would be present to give information about the College and present present needs. I believe the meetings pretty well accomplished the above objectives. War times probably had something to do with their death. I think the weakest point was lack of push on the part of the College. I feel we need something like that, and I do not see why what we had would not do the job if someone would furnish the necessary 'push' to keep them going.

... These were successful to the degree to the effort put into them by the members of each community and in some cases were really worth the while. I rather think that the Wichita group is still active. Perhaps the war, scarcity of gasoline, much strenuous effort, etc., etc., were to blame for their decline as much as any one thing. In my opinion a mistake was made in some communities in having stressed finance too much during the first meetings so that those who are sensitive along those lines shied away from the idea.

Alumni projects. As early as 1913, the Alumni Association, even though an infant in size, was interested in taking steps toward supplying financial needs to the school.

Endowment fund. A motion was made and carried that the

1. Personal letter from Milo Kauffman, February 6, 1953.
Association start an endowment fund during a meeting June 5, 1915. A second motion was made and carried that the Association assess each member one dollar annually for establishing this fund.¹

The Alumni Association of Hesston Academy and Bible School discussed and upon proper motion, established an endowment fund during the annual spring meeting of the year 1915.

During this discussion a faculty member stood and said that he doubted whether we really understood what an endowment fund means. He explained that the principal of the fund could not be used to help the academy, but that only the interest from the investment of the principal could be so used. He then said that in considering the small number of Association members, along with their present financial standing, that in his opinion the step being taken was scarcely worth the bother. This speech almost killed the movement. In reply an Alumni member brought out the fact that we hoped for many years of healthy growth, that most movements must of necessity start with small beginnings, and that he had a vision of a future day when the Association would be one of the Academy's most valued assets, not only in financial support, but in furnishing students. The group at this time consisted almost entirely of young people, mostly unmarried, so this remark caused quite a laugh. However, this saved the day for the proposition, and the fund was established. How well this prediction proved to be true, may be judged by the worth-whileness of the present Alumni Association of Hesston College and Bible School.²

Successive years after the inauguration of an endowment fund by the Association found mention in the minutes of the Association of continued effort to increase this fund. A

¹. Minutes, The Alumni Association of Hesston College and Bible School, June 5, 1915.
motion was made and carried during a meeting of the executive committee of the Association in 1924 that the Association raise the amount of the endowment fund to two thousand dollars as a goal to be reached during the year. This goal was reached during the year.

In 1928 the Association adopted a plan presented by the Executive Committee whereby the Association would assume a goal of ten thousand dollars for their part of the endowment program for Christian education.

Year by year the Association has expressed interest and shown by action its desire to increase the endowment fund and by action is making this a reality.

During the early days of the Association, the matter of finances for operating expenses was a serious one, as related by the following excerpt:

Interest in our Alumni Association, when I became identified with it, was principally centered around the annual Alumni Banquet. In fact, as I recall, our only income came from the sale of the banquet tickets, from which the entire annual expense of the organization was met, including the expenses of the alumni representative to the annual Board of Education meeting as well as the cost of the banquet itself. Fortunate were we if perchance the Board met on the Hesston College campus, or, travel via car to Goshen was arranged. I doubt if

1. Minutes, The Alumni Association of Hesston College and Bible School, October 16, 1924.

2. Ibid., January 1926.
any Alumni representative ever turned in their full expense account, they felt so sorry for the treasurer. We certainly sought means either to increase the cost of banquet tickets or additional forms of revenue. Regarding the latter, I recall personally 'hawking' ice cold pop during our famous Alumni-Varsity baseball games, as an Alumni project. Concession privileges were denied to all independents. I am made to wonder how the drink situation is now met during the present games.¹

Student employment. The middle west experienced a severe drouth during the early 1930s. This, coupled with the "Great Depression" all over the country, brought a critical decline in the student body as well as funds for operating the school.

As is true in all schools, it is necessary to keep the enrollment high in order to insure the meeting of operating expenses each year. The alumni recognized this problem facing the college, and decided to work a plan whereby students could attend college and personally pay their expenses by working through a college industry. A committee was appointed by the Alumni Association to look into the possibility of some worthwhile project suitable for employing help on the campus.²

After investigating several possibilities the committee presented a working plan for establishing a broom factory.

This plan was accepted and carried out. A number of students

¹. Personal letter from J. N. Weaver, Media, Pennsylvania, February 7, 1953.

². Minutes, The Alumni Association of Hesston College and Bible School, January 24, 1935.
were given employment. Thus, the objective of this alumni project was achieved.

Chair project..."Every Alumnus the Owner of a Chair".

As the new auditorium-gymnasium neared completion in 1947, the Alumni Association took on the project of interesting every alumnus and alumna in purchasing a chair for the auditorium. At this time there were 1,115 alumni. There was a need for 1,500 chairs, selling for $4.40 each. An all-out drive was carried on by the Association to reach the goal within a year. However, it was not until June of 1949 that this project was completed, at which time a special offering was taken at the alumni banquet to complete the project.\(^2\)

Memorials and Student Loan Fund. Three other projects to which alumni made substantial contributions that directly aided the school were the Glen Hershberger Memorial, the Menno Shellengerger Memorial, and the Student Loan Fund.

The Glen Hershberger Memorial was the equipping of a physics laboratory in the J. D. Charles Hall of Science and Arts in memoriam to Glen Hershberger, a former faculty member who died of a heart attack while he was teaching geometry class in the academy department on April 5, 1949.\(^3\)

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2. Ibid., XXXV, No. 6, June, 1949, p. 2.

The Menno Shellenberger Memorial Scholarship Fund is to furnish scholarships to worthy students in the advanced Bible department. Menno Shellenberger\(^1\) was a graduate of Heaston College in 1918, who died while doing relief work in the Near East.

In November, 1943, the Executive Committee of the Alumni Association adopted a resolution to inaugurate the "Student Loan Fund of the Alumni Association of Heaston College and Bible School". A committee of three appointed by the Executive Committee was to administer the loans at a low rate of interest to qualified, needy, students. The loan was to mature in five years, and the justifiable overhead expense was to be taken from the fund. All money for this fund was, and still is, raised by solicitation from the Alumni Association. Loans are given in proportion to the amount of money in the fund. The Student Loan fund is still in operation, and has helped many students who otherwise would have been unable to attend school.\(^2\)

Heaston College has experienced good alumni relations during the early years of the Association, especially as one considers how little was done on the part of the college to promote and improve an active alumni program.

\(^1\) BIBER, XXXV, No. 6, June, 1949, p. 2.
\(^2\) Minutes, The Alumni Association, November 12, 1943.
CHAPTER IV
THE PRESENT ALUMNI RELATIONS PROGRAM

The transition period. The alumni program of Hesston College is in a transition period at present. A number of reasons might be mentioned which are creating this situation. The Alumni Association is directly influenced by the Hesston College Administration. All but one of the former College Administration has been changed during the last two years, or will be within the next several months. Of the old Administrative Committee, the only remaining member is the Business Manager, Daniel Kauffman. New officers include President Roy D. Roth, Dean Justus Holsinger, Dean of Student Personnel, Leonard Lichti, and Director of Public Relations, Merle L. Bender. For the first time, Hesston College has the office of a full-time Public Relations Director.

Just prior to the change in Administration and at the present time, the campus has seen extensive change in the physical plant. Since 1946 a new auditorium-gymnasium with kitchen, dining hall, and student lounge facilities, a modern Hall of Science and Arts, and a Farm Mechanics Building have been constructed, and at this writing the ground is being broken for what will be the largest building of the entire
campus, a new Church-Chapel, which will also house the entire Bible department. All of this building activity has aroused greater interest on the part of the alumni, and they are seeking for new opportunities to be used in places of responsibility and, with time and money, are making these improvements possible.

In August, 1952, at a con-joint meeting of the College Administration and the Executive Committee of the Alumni Association, it was decided that the Director of Public Relations would also serve as Director of Alumni Relations in order that the programs might be more completely coordinated. In addition to this, Professor D. D. Driver, who has through the years guided the alumni relations program ably in spite of carrying an almost full teaching load and with little help, has been appointed as Executive Secretary, and will during the 1953-54 school year be released one-third of his time for working in the alumni relations program.

The changes have not been limited to college personnel. The Alumni Association has a new President, Lyle Yost, who is President of the local Heaston Manufacturing Company, who is vitally interested in increasing the prestige of the Association and is endeavoring to have the Association assume greater responsibility in promoting the activities of the Association. His fellow Executive Committee members are in whole-
hearted agreement with this policy.

At present the constitution is under study by the Executive Committee of the Alumni Association and the Director of Public Relations at Hesston College. At this time it is almost impossible to make an organisational chart, since lines of authority are jumbled. This problem will be dealt with in the following chapter under "proposed changes for the program." 

**Homecomings.** The annual homecomings at Hesston College have always been connected with the Commencement season, as was stated in the previous chapter. This is still true at present. Since the Commencement season is the first week in June, and since many of the alumni are from the rural areas and are engaged in farming, it is a very busy season, cutting down the attendance at the annual homecoming, not because they are not loyal members, but simply because they must take care of their crops. This is especially true of those raising a great deal of hay, which is only at its best when handled promptly. Too often the day for handling the hay falls on the exact days of Commencement.

A need has been evident, and plans have been in the making the last several years for another homecoming at Thanksgiving time. Many schools that do have homecomings at Thanksgiving time have their activities centered around the
big football game of the season. Since Easton College does not participate in intercollegiate sports, it is necessary to find some other attraction around which to build the homecoming. Realizing that the Alumni Association is a homogeneous group, and remembering that the large majority of the Alumni are members of the Mennonite Church, the committee working toward the first annual homecoming at Thanksgiving time during the last year centered plans around the motive of fellowship. The highlight of the homecoming was to be a Thanksgiving banquet with a prominent speaker. Prior to the last years, many students would return to their homes for the Thanksgiving season. It has been difficult to get in sufficient school days to meet the requirements set up by the state of Kansas, especially as the school tried to give a long holiday season at Christmas-time, making it possible for students living several thousand miles away to spend the vacation with their parents at home. The holiday season at Thanksgiving was never long enough to have a satisfactory vacation, since students wanted to go home, yet could not, because of lack of time. Many students from nearby communities and states did go home and spend the holidays with their parents, but many could not.

The idea came to the committee that it would be just as easy for parents to come to the campus and spend Thanksgiving
Day with the students rather than have students go home for such a brief time. It would also be possible in this way for parents, many of whom were alumni, to again visit their alma mater. The banquet was planned so that students could enjoy the traditional Thanksgiving dinner with their parents and friends. Elaborate arrangements were made in planning for the banquet. It was publicized in the college bulletins, student publications, and the official Church organ as "the first annual Thanksgiving Day homecoming for alumni, parents, and friends." Letters were sent to all parents of students, explaining in detail why no vacation was given other than Thanksgiving Day, and why it would be necessary for the student to remain on the campus, also encouraging parents to spend the day with their son or daughter and at the same time enjoy participating in the first Thanksgiving homecoming.

The banquet was planned for the large college dining hall. Announcements were made far in advance to students as well as parents, preparing them for this change in their Thanksgiving season. The returns from advanced reservations for the banquet far exceeded the anticipations of the planning committee.

The anti-climax came with a violent, mid-western blizzard two days preceding this important event, closing highways, and tying up all travel facilities to the extent that Hesston
townsfolk accommodated many marooned highway travellers instead of the expected homecomers. For the first time in history, U. S. highway 81, leading into the town of Heaston, was impassable for several days due to huge snow drifts.

Even though the first homecoming at Thanksgiving time proved to be on a much smaller scale than had been anticipated, it was a success, according to local alumni reports. Already plans are being made for the second annual Thanksgiving homecoming.

The regular activities which have traditionally been carried on at the Commencement homecoming will not be diminished, but will continue to retain its own place of importance.

Alumni banquet. The alumni banquet, as was outlined in the previous chapter, has been the strong link cementing the good will of the alumni. The most recent banquet during the 1952 Commencement season, was by far the most successful, having a much larger attendance and participation on the part of members of the Association, than ever before. In fact, the 1952 banquet was such a huge success that additional tables were placed in the dining hall after the crowd had gathered and, in spite of every effort to accommodate everyone, there were still thirteen more people than places. Thirteen of the Heaston College faculty who are members of
the Alumni Association volunteered to give their places to members from a distance, and this group proceeded as a body to a local restaurant, returning for the after-dinner activities. Although members of the Association have always been urged to secure tickets early, in the past there were always tickets available just preceding the banquet. In 1952 this was not true for the first time.

**Class reunions.** Class reunions are still being held every five years after graduation, and more effort is being made on the part of the college to encourage and help plan for these reunions. A schedule is prepared showing the time of meeting and available facilities on the campus for the convenience of the classes.

**Class letters.** Class letters are in need of a boost. The more recent graduating classes have been much larger than others of the past, and it has become increasingly difficult for these new alumni to keep a "round robin" type class letter in circulation. The duplicated type of letters, where the former students send information to a central point, where-upon a member of the class relays the duplicated letters to the respective class members, is not proving very satisfactory. The college is offering the equipment of the school to the classes to help remedy this situation. Almost every class
has at least one member who is a resident of the Hesston community, so this duplicating equipment is convenient and helps to insure successful completion of these letters. Some plan will have to be forth-coming to improve the class letters during the crucial first years after graduation if this media for establishing strong alumni relations continues to fill a vital place in the total alumni relations program.

Alumni bulletins. The Alumni Bulletin is continuing to be a quarterly number of the Hesston College and Bible School Bulletin. The Alumni Bulletin is 8½ by 5⅛ inches in size, with two columns to a page. More times than not, there are no cuts included. The content is composed of several general news items from the school plus news sent in from alumni. At intervals the Bulletin is enlarged to as high as thirty-five pages, at which time the issue includes letters from the members of reunion classes.

President Roy D. Roth edits a new publication called This Month, which has supplanted the old traditional Hesston College Bulletin during the past year. This Month is a four page publication which goes to the entire constituency of the college, including the members of the Alumni Association. This Month has proven to be superior to the old Bulletin it replaced.
Professor D. D. Driver, Executive Secretary of the Alumni Association, writes concerning adding an additional Alumni Bulletin to the four already put out yearly:

"... At the present time, we are putting out a bulletin in December, February, April, and June. Our bulletin permit is being revised on account of the beginning of the new bulletin This Month. The question of the publishing of the alumni history is becoming a bit of a problem. I have received expressions from a number of alumni saying these histories have been very interesting. For that reason, I hesitate to discontinue them. I am inclined to think we could use at least one more number in the year."

It is quite evident that the old Alumni number of the Hesston College Bulletin is quite inferior and seems somewhat antiquated, especially when it is compared with the new publication of the college, This Month.

**Personal letters to alumni.** Members of the Administration of the college are increasingly using personal letters to separate groups of alumni to keep them informed and to determine opinions on various issues as they arise at the college. This is especially true in the case of President Roy D. Roth, who has quite regularly sent letters to the alumni who are ministers. He has recognized how important a

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role the ministry plays in the constituency. Other members of the Administration have likewise written personal letters to specific segments of the alumni group, in which they have given them responsible activities such as securing names of prospective students and references on these students, as well as in helping in the total fund-raising program of the college.

Ministers Week. At present Hesston College is offering one week of intensive study for the alumni members who are ministers. This is not limited to alumni only, but is proving to be most valuable in establishing good will for the school in the minds of these alumni ministers. During this Ministers Week the alumni is given an opportunity to return to the campus and observe the school in operation, as well as to receive training in his chosen profession. These observations of the school in action are not possible at a homecoming, since classes are not in session at that time. The ministers being leaders in their respective communities, convey to their people the activities the college is carrying on in serving the needs of the church.

Fund-raising. The fund-raising program at Hesston is carried on mainly by personal solicitation by a member of the College Administration. This technique furnishes an opportunity for the alumni to receive individual answers to
the many questions they may have regarding the current operation of the school. It also gives the administrative officers an opportunity to observe the alumni at work and in their home situations, thus making possible a better opportunity to feel the pulse of the total alumni membership.

The Student Loan Fund established by the Alumni Association continues to operate, and is helping a number of students each year.

**Education Club.** The Education Club is composed of elementary teacher-training students and elementary teachers who are graduates of Hesston College. The club provides opportunities for alumni who have entered the teaching profession to keep up with modern methods and techniques which the college is offering, as well as to enjoy lectures and fellowship with present students and faculty. Outstanding educators are often engaged as speakers.

The Education Club has proven to be of real service to elementary teachers and hence, has created greater appreciation for the alma mater.

**Agriculture Committee.** In the fall of 1950 the Agriculture Department had its beginning at Hesston College.

In the second year of its operation, the Hesston College Administration, in a closed committee meeting, decided that a committee should be selected to help in guiding the future Agricultural program. This was felt necessary since Agriculture is such a prominent occupation among the constituency. As a result of this decision, a committee composed of representatives from the faculty and from the alumni were selected to guide and develop the Agriculture program. Thus, another opportunity has been opened for the alumni to have a voice in policy-forming for the college.
CHAPTER V.

PROPOSED CHANGES AND WHY THEY SHOULD STRENGTHEN THE TOTAL PROGRAM

Handicaps to be faced. The Alumni Association of Hesston College and Bible School faces a somewhat unique problem that many other schools do not have. Among the members of the Alumni Association one finds graduates of the high school department, the two year junior college department, the four year liberal arts, and the four year Bible. To further explain, as was stated in chapter II, for only a short time Hesston College had a full four year liberal arts program, but there were a number of graduates during that time. In 1950 the first students came into the Association via graduation from the new Bachelor of Religious Education curricula.

The bulk of the membership in the Association is made up of students who were graduated from either the high school or junior college departments. In many cases this meant that the student continued to another school to complete his college work. As a result, they look back to Hesston as only a high school or junior college. There is always a definite connotation of "inferior" connected with anything "junior". This fact is recognized, and was the subject for much discussion at the annual meeting of the American Association of Junior
Colleges held at Des Moines, Iowa, in March, 1951. As the student goes on and is graduated from another college, his college loyalty, in most cases, remains with the school of his last attendance.

In the case of students leaving Hesston College and finishing their work at a state college or university, loyalty to Hesston College has in most cases been maintained; in fact, loyalty and appreciation have increased, making even more ardent supporters of their church school. Where the students continue their education in another church-related school, especially another Mennonite college, loyalty tends to shift to the school of higher learning. This tendency is understandable and justifiable, and should be understood by the school the student formerly attended. A proposed change here would be in the attitude of the Alumni Association and the college officials to realize that their task should be one of showing the student that he can be loyal to both schools without sacrificing either one. Since Hesston College is in a somewhat handicapped position, it will be necessary for every alumni venture to be up to par with or superior to that of its sister institutions. This should be a challenge to the persons in charge of the Alumni Relations program.

Among the forty-odd publics which most church-related
colleges list in their program of planned public relations, none is more deserving of special attention or more likely to return rich dividends of good will and tangible support than the alumni. In spite of the fact that public relations directors know this to be true, there are many colleges which largely ignore their alumni except in the time of fund-raising campaigns, or perhaps worse still, take the members of the alumni for granted, thinking that they know all about the institution from first-hand experience and therefore, need no further cultivation. ¹

Hesston College has recognized the fact that their alumni should be informed, but the college is guilty of sending out, for the most part, only one type of information. Whenever a financial need exists, great details are worked out to inform the alumni members of this need. Even though this is a recognized and valid part of the communication which should flow from the college and the alumni office to the members, there should be a balance.

An alumnus made these observations in a letter to the school, reprinted in part in the Alumni Bulletin:

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Now, here's the business. You will notice the.

You may also notice (if you research) that I have received only one Hesston College calendar in all the years since 1949. If you did further research, you might find I've received numerous petitions for assistance in building or expanding programs going on at Hesston, to which I, as a failing son of Hesston, didn't respond to. So then I took myself in hand and said, 'Look—if you'd send some long green to them, they wouldn't forget you,

except when they put on a drive to remember the alumni. They'd remember you in time of prosperity as well as in time of depression.' And then myself answered,

'Well, listen to me, you! Who's crying about who's forgetting who? What have you done for Hesston College since they graduated you? You know those teachers barely get enough pay to live on! Why, those dear lady teachers can't even support a husband on their salary! And then you expect the college to continue to exist without your support . . . You just plainly forget Hesston College!'

So, pleading guilty, here's my alimony to the college. Please put it wherever it is needed most.

Sincerely,

Sgd. — Jim Snyder

F.S. Do I get a calendar out of it?

Many alumni are not so kind, and simply do not write at all, and while silent to officials, are quite vocal in their criticism to members within their local communities, casting a bad reflection on their alma mater.

Students at Hesston College have always done a commendable job raising funds for the student organization, the Young

People's Christian Association. These funds are used to promote the religious life of the students, by the students, and an outreach in evangelism in neighboring communities and cities through various projects carried out completely by the students with a faculty advisor. The YPCA Drive has always exceeded its goal as the appeal is made by the students during one chapel service. The amount raised has exceeded two thousand dollars. This is very commendable, since the full-time student body numbers only three hundred. For a number of years the YPCA executive officers voluntarily included a portion of the drive as a special gift to the school, realizing that the school made possible the formation and organization of the YPCA, although the college gave no financial support. Because of the increasingly heavy demands made by the school in the way of suggestions for this gift, the YPCA officers, with the unsolicited advice of a number of faculty members, have discontinued including a gift to the school in their drive. Special attention should be given in the future as to how student funds and drives are handled on the part of administrative officers. In view of the fact that a good alumni is made during undergraduate days, this is very important.

When experiences such as outlined above are followed immediately after graduation by repeated requests for funds to
assist the college in its building and operating program as the only means of participation on the part of the new alumni, poor alumni relations are assured.

Communications. More emphasis should be placed on having an informed alumni body, since no alumnus gives wholehearted support without full knowledge of the policies and accomplishments, as well as the needs, of his college. The alumni should be the best informed of all the college's many publics, for they are in a sense its most mature and most numerous public relations representatives. The alumni group may be reached through the main channels of general communication—newspapers, magazines, radio. The alumni may be reached as easily and effectively as any of the other publics of the college. Every effort that is made in the way of publicity through these media will hold more than the nominal interest of the average alumnus, since he is usually on the look-out for news and features about his own college when the matter of higher education is the subject. There is a measure of alumni pride involved in this, but mostly it is a case of real interest in the school.

These main channels of publicity should not be undertaken with the alumni primarily in mind, neither should general releases, features, and broadcasts be slanted primarily
toward the alumni, since this involves the danger of attaching to the public a knowledge of the institution which it probably does not have. The public relations director must accept the alumni simply as a part of the public at large, but fully realize that it is a part certain to give special attention to every bit of publicity about his alma mater.¹

In planning the publicity, especially news releases, which go out from the office, the public relations director should make certain that his releases go to the areas where the alumni are most heavily concentrated. Releases should go to the heads of the alumni groups so that every group is kept informed in this manner. Then too, editors of weeklies in small communities where many alumni are concentrated should be visited personally and be shown that these releases will be of special interest to his reading public, since there is such a heavy concentration. This program of communication has been entirely lacking in the public relations program at Hesston. Very little effort has been made to be fair to the editors of small weeklies.

In recent years the college has launched a program of special feature radio programs such as chorus programs and inspirational and devotional programs over various neighboring

¹ Ibid., p. 189.
radio stations. This is good, but very little has been done to inform the alumni of these events prior to their release on the air. Here again, personal letters should go out to alumni leaders in the territories where the program is to be broadcast. These letters should go out well in advance of the program. In this manner the alumni not only know of the program, but will be able to communicate the information to their friends in the community, thus giving a double satisfaction.

The new President of Hasston College is to be commended in his effort of writing letters periodically to ministers in the alumni body. This excellent means of communication should be extended, however, not only by the President, but also by other members of the Administration and faculty to other segments of the alumni group. Heads of departments and instructors should keep in touch with alumni leaders in the various communities who formerly majored in their particular fields.

Alumni News Letter. In the past, almost the only time a letter has gone out from the alumni office has been just preceding the annual business meeting in connection with the banquet. This letter usually includes a ballot for the election of new officers. It would seem that the alumni office is in a position and has news to communicate to its
individual members more often than once a year. A good suggestion for a change would be that a monthly letter telling of items of interest and happenings on the campus go out to every member. These letters would definitely be informative and would shy away from the constant reminder of need of funds. This letter should be kept brief and "chatty" so that it will be read, and it should also be carefully written so that members receiving the letter will look forward to it each month with real anticipation. The Alumni News Letter should include many names of people alumni are likely to know. This would mean sons and daughters of alumni as well as occasionally including bits of information picked up by the Alumni Director in contact with members of the Association that would be of interest.

Alumni magazine. In addition to the proposed news letter, the need is apparent for a first class alumni magazine to eventually supplant the far from adequate Alumni Bulletin. The Bulletin should, of course, be improved with additional cuts and better lay-out. This will probably be taken care of in light of the fact that the Executive Secretary will be given more time to work on the Bulletin than he has previously had, and will receive additional help from the Director of Alumni Relations.
To begin publication of an alumni magazine requires rather careful planning along many lines. It is not so much that the magazine requires greater skill than any other activity. Rather there is greater publicity if it fails. Once published it must be assured of continuing existence without too great deterioration. To start with a loud explosion and to finish as a plaintive little squib is more noticeable than a similar shuffle downward in fund drives, club programs, reunions, directories, or any of the other efforts with less definite periodicity. To save face, as much as anything else, it is desirable to inspect the prospective 'infant industry' from every possible point of view before starting it on its journey.

The alumni magazine creates in the heart of the alumnus a "my paper" feeling, and can be used to great advantage in building strong relations. The whole implementation of the new magazine will probably involve a rather high subscription rate, due to the type of magazine, many cuts, and quality of paper. The proposed new venture will come only after a thorough study has been made and desire for the magazine on the part of the alumni is ascertained.

Alumni chapters. An important and essential factor in maintaining a live and profitable alumni relations program is the successful organization of various local chapters through the college constituency. As was mentioned earlier in this study, Hesston College attempted to organize alumni chapters, but the entire program soon collapsed. There are a number of

reasons for this collapse. In the first place, the program included plans for chapters located near the college; in fact, the members of the alumni it involved were quite well acquainted with the school and often came in contact with the school. Secondly, prime emphasis was placed on fund-raising, as was pointed out in letters quoted in Chapter III of this thesis by Past President Milo Kauffman, and Alumnus S. N. Nunemaker. It is interesting to note that the letter from the Past President of Hesston College felt this fund-raising emphasis was entirely in place, while the outside alumni representative, S. N. Nunemaker, felt it was a possible hindrance.

J. N. Weaver, one of those responsible for organizing the "Fellowship Groups", as they were called, moved away from the community soon after their beginning. In regard to them, he writes, under date of February 9, 1953:

As a means to stimulate interest in the program of Hesston, Fellowship Alumni groups were sponsored by the Association. I must refer you to the minutes as to their locations and if any have maintained their organization up to the present. I favor the state or regional alumni organizational plan where sufficient are congregated to make it worth while. Its success in each locale will be dependent upon the ability to locate a live chairman on the regional level. In addition, help and stimulus must come from an alert, discerning alumni office.

1. See page 24.
I personally feel that our Association should be sufficiently developed by the time that scattered alumni can begin to expect other than solely fund-raising pleas from the Central office. An 'esprit de corps' needs to be developed among us that will command our loyalty and respect.

The entire alumni chapter venture seemed to lack breadth and depth of planning. It seems that even people who were definitely responsible knew little of what was really expected as an outcome of the groups.

The problem arises how to reorganize and broaden the entire idea of alumni chapters to include every member of the Alumni Association throughout the entire constituency. A very carefully and well planned program should be instituted that will cover the entire United States and possibly a few chapters in other countries where there are sufficient alumni, especially Canada and Puerto Rico and possibly chapters in Japan, India, and other foreign countries. Most of these members are foreign missionaries, and have opportunity to get together occasionally.

A check of the geographical location of alumni shows that there are alumni distributed in thirty-five different states besides thirteen foreign countries. In at least twenty-four of these states it would be possible to have chapters

1. Personal letter from J. N. Weaver, Media, Pennsylvania, February 9, 1953.

2. See Appendix C.
organized, not only locally, but on a state-wide plan. The number of times the local group meets would be individually decided by the local group and the central office. The state meeting should be at least once a year. The central office at Hesston should stand ready to advise and send representatives.

The most neglected group of the alumni have been the non-Mennonites. In establishing the various alumni chapters on local and state levels, special care should be taken to include these members and let them play a significant part in the organization. One additional suggestion in regard to the non-Mennonite alumni would be that as the member of the college Administration visits the various members of the Mennonite Church on fund-raising trips and student recruitment, he make certain to contact the non-Mennonite alumni as well.

In organizing alumni chapters, either the Executive Secretary or the Director of Alumni Relations should be present to help launch the club. Perhaps the most important factor to keep in mind in the organizing of these local and state clubs is care in choosing key personnel to contact and head the groups. Following the organization of the club, every effort must be maintained to keep these groups fully informed by means of the aforementioned media, plus any other new ideas as they arise. It should also be remembered that communica-
tion will need to flow two ways—from the local clubs to the central office as well as from the campus to the clubs.

It has been pointed out by a number of alumni who have been interviewed, that the central office has been found wanting in respect to being ready to constructively aid groups in the form of time and suggestions.\(^1\) This, again, is understandable, due to lack of personnel in the central office.

Similar situations as Hesston's in regard to alumni chapters exist in the four church-related colleges that were examined in connection with this study. In each case, they have a program they feel is totally unsatisfactory. Bethel College, North Newton, Kansas, reports:

> We have only a few alumni chapters actually organized and functioning. They meet annually for the purpose of reunion and fellowship. At this annual meeting a chairman is elected for the ensuing year. It is his job to engineer the next year's get-together.\(^2\)

Eastern Mennonite College reports:

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\(^1\) Interviews with J. N. Byler, former Director of Alumni Relations at Hesston College, and Lyle Yost, President of the Alumni Association of Hesston College and Bible School.

\(^2\) Personal letter from Erwin C. Goering, Executive Secretary of the Alumni Association of Bethel College, North Newton, Kansas, February 10, 1968.
...we must admit not much has been done (in regard to alumni chapters). We have had what we call Regional Meetings in different areas. There has been no organization as such in any case.

From Goshen College, Goshen, Indiana:

The General Alumni Association encourages the organization of regional chapters but takes no part in their organization. Their chief function is to hold an annual booster program. On request it furnishes a speaker for such occasions and pays all traveling expenses for the speaker.

Friends University, Wichita, Kansas:

We do not have local chapters; however, when occasion arises for a president of the school to be in a community where there are several Friends Alumni, we have arranged for meetings with these people. This idea has not been promoted very largely but we have had a few very satisfactory gatherings.

The fact that these other church schools do not have a very satisfactory program is no reason for Hesston to become complacent and self-satisfied. This proves that it is possible by hard work and careful planning to place the Alumni Relations program on par with the senior colleges. These alumni chapters should furnish additional impetus to members of the local clubs to attend annual homecomings at Hesston.

Homecomings. Perhaps the brightest spot in the entire alumni relations program at Hesston College has been the role played by the annual homecomings. Few changes will have to be made here, only to say that efforts put forth in the past should be continued and accentuated. The present program of initiating a Thanksgiving homecoming should by all means be carried through. The homecomings will naturally be improved and enlarged as the local alumni chapters come into being and receive strength.

Constitution revision. It is an apparent and generally accepted fact that the constitution of the Alumni Association of Hesston College needs revision. At the last two meetings of the Board of Directors this problem has been discussed and has been tabled. At a joint meeting of the Executive Committee of the Alumni Association and the Administration of Hesston College on August 29, 1952, the Executive Committee decided to spend the remainder of this year studying the constitution as it stands, as well as looking at other constitutions of other colleges.

Lyle Yost, present President of the Association, has the following suggestions, some of which will require change in

1. See Appendix D.
the constitution:

a. That the Alumni Association automatically accept all students who matriculate or who have in the past matriculated as Alumni.
b. That the Alumni Association support the College promotional building programs instead of special projects.
c. That the College Executive Committee recognize the Alumni Association to a greater degree, so that the Alumni may be consulted on school policy and by the same token, an alumnus may go to the College Executive Committee with policy recommendations. This would be irrespective of the Board of Education.
d. That the present Alumni Association constitution be waived for a period of time to allow for the above adjustments to be made.

The College Administration has already agreed on point "a", and steps are being taken to implement this change. At the present time a study is being made of this problem as it relates to Eastern Mennonite College. The feeling is that former students should be admitted to their alumni association.

Goshen College and Friends University have for some time accepted every student who has matriculated as an alumnus. Goshen College, however, has not amended her constitution to this effect.

1. Personal letter from Lyle Yost, Hesston, Kansas, February 2, 1953.
2. Personal letter from Sadie Hartzler, op. cit.
4. See Appendix F.
5. See Appendix E.
The Alumni Association of Bethel College has no constitution, but is guided largely by past precedents. Bethel College does have an alumni Board composed of six elected alumni and three ex-officio members from the college administrative staff. They elect two members each year for a term of three years. The election is conducted by mail. The Alumni Board nominates the candidates.1

After a study of the constitutions and alumni relations programs of the four church-related schools, it is apparent that there is a need for a complete and intensive study of the entire alumni organization at Hasston College. Rather than trying to implement all the suggestions set forth in this present study, the suggestion comes that the President of the Alumni Association, meeting with his Executive Committee, show the need for such a study. Following this indoctrination, the President should recommend that a committee of fifteen alumni members be appointed to conduct the study. In regard to the personnel of this committee, it would seem advisable that the President of the Association choose ten members, while the President of Hasston College chooses the remaining five. Directions should be given to

1. Personal letter from Erwin C. Geering, op. cit.
the President of the college that his appointees be other than faculty members. A further suggestion in regard to the committee is that the President of the Alumni Association act as chairman of the fifteen man committee without voting privilege, and the Director of Alumni Relations be an ex-officio member, being present at each meeting. It is strongly recommended that the Executive Secretary of the Association, because of his long experience, be one of the ten members chosen by the President of the Association.

Before going far in their study, the committee will realize the need for a carefully planned organizational chart. As the constitution now stands, it is virtually impossible to draw up a functional organizational chart, showing actual lines of authority for the Association. This is one of the glaring weaknesses of the present set-up. The proposed Committee will give new interest to the entire alumni group, and will provide opportunity for participation on the part of the alumni body. The findings of this committee will be more readily accepted both by the Association and the College Administration than if it were to come from one member of the Administration only.

Their investigation should include:

1. See Appendix D.
(1) Article II, section 1, regarding officers. Something should definitely be done about this section, since it mentions recording secretary, corresponding secretary, and now since this constitution has been waived, there is an Executive Secretary. Then too, there is a treasurer who has nothing to do, since all funds are handled through the college business office.

(2) Article II, section 3, length of office for officers. After careful study of other constitutions, it seems advisable that the length of office should be extended to three years rather than two.

(3) Article III, dealing with the size of the Board of Directors. A question should be raised concerning the advisability of enlarging the Board of Directors from twelve to possibly eighteen; the reason: giving better representation of the total membership. This would be especially necessary since the membership will be greatly enlarged as former students are included in the Association as well as graduates only, along with larger graduating classes. A second reason would be more participation for alumni. To give a greater representation to new members, at least one on the Board of Directors should be chosen from the current graduating classes. This would also help to establish greater participation
at a period when new alumni so often lose interest in the Organization of which they find themselves members.

**Suggested additions to the Public Relations program as it affects alumni.**

**Alumni College.** Hesston College would do well to stage a special series of faculty lectures on timely topics of the day for members of the alumni. In this way, the college can render an educational service to its former students. Refresher courses for business men, farmers, salesmen, and so on, would come into this program. A small fee could be charged, dormitory rooms could be made available at a low cost, and a week of combined lectures and recreation would make this venture worth while and attractive as a different type of vacation.¹

**Alumni convocation.** Throughout this study, much has been said about the fact that good alumni are made during the under-graduate days. So little is told the undergraduates about the Alumni Association while they are students; in fact, their first introduction to the Association is the final Commencement week when they find themselves members of the Association. At this time the entire program caters to old

graduates and the new ones feel out of place.

If the Alumni Association were given opportunity to have at least one convocation during each semester, the student would become somewhat oriented to what the Alumni Association is and what it stands for, as well as the vital role played in the total college program.

**Essay contest.** Carefully thought-through contests are always an incentive to students. An essay contest which would deal with a subject such as "What I Expect of Hesston College After Graduation" would create much interest. This essay contest should be confined to the senior classes. As an extra incentive, suitable cash prizes should be offered. The essays would be judged by a committee composed of members of the College Administration, English Department, and the Alumni Association. Winning essays would be published in the student publication as well as the alumni magazine.

**Special alumni weekends.** A good way for Hesston College to express its appreciation to conscientious alumni workers and at the same time to inform them first-hand of what is going on at the college, would be to bring them back to the campus for a weekend as special guests of the school.

**Individual visits.** Many an alumnus with free time follows the urge to return to his old alma mater throughout the
year. As he returns to the campus, in his mind he is looking for the campus to be just as he left it. Upon his arrival, he finds many new faces among faculty and a great deal of change on the campus. Even though he may have been outstanding as a student, few of the present students know him, and even fewer bother to make his acquaintance and welcome him. Measures should be taken to keep such happenings at a very bare minimum.

The Public Relations and Alumni offices should educate every member of the faculty and staff as well as the student body regarding their personal responsibilities in making visiting alumni feel welcome.¹

Membership in the American Alumni Council. Heaston College alumni workers have never held membership in a national alumni organization. In order that the central office of the Alumni Association be constantly alert and up on new suggestions and new methods and techniques of work among its membership, it would seem advisable that the Executive Secretary and the Director of Alumni Relations become members of the American Alumni Council. This council is composed of members with a wide range of activity in alumni work. It

¹ Personal letter from Margaret Horst, early graduate, Wichita, Kansas, February 10, 1953.
includes members from endowed and State-supported universities, women's colleges, men's liberal arts colleges, coeducational universities, and church-related colleges. It includes alumni secretaries, fund directors, and magazine editors and managers. The combined experiences of this group cover the entire field of alumni work. Membership in the American Alumni Council would provide opportunity for the Executive Secretary and Director of Alumni Relations to become acquainted with leaders in the field of alumni work, and would give opportunity to obtain and exchange new ideas. Membership would also make possible the securing of the fine publications published by the Council. These publications include ideas that have proven satisfactory for other schools.1

Bequests from alumni. Giving in the form of bequest has many advantages. Bequests may be made with full assurance that the donor will not feel any deprivation. This form of giving has cost nothing in premiums and does not require a medical examination. If the bequest is in the form of a residuary estate after all the specific benefits have been satisfied, the college has an excellent chance of receiving

an unexpectedly large sum.\(^1\)

One of the problems arises in securing bequests is the
tasteful handling of the touchy subject, death. The college
will need to stand ready to have experienced personnel, per-
haps in the form of a committee on bequests, who are fully
informed and able to advise wealthy alumni in preparing be-
quests. The college should by all means have available a
legal counsel and expect to pay the fee involved for such
counsel.

The value of bequests is shown in the following report
made by the American Alumni Council:

In the seventeen years ending in 1937, bequests
to forty-nine college reporting yielded forty-three
per cent as much as gifts from the living. The cost
of the earlier years of ground-work is high in com-
parison with the returns, but the long term results
certainly justify the program.\(^2\)

Tact and care cannot be too heavily impressed in working
in the field of bequests.

Placement service. Upon the completion of college work,
every student is faced with the problem of finding a position.
As Commencement nears, many of the students are alarmed and

frustrated because they have not found a definite position.

The maintenance of a college placement office which would assist these students with vocational guidance as well as actual placement would be invaluable in creating good will to these prospective alumni. This service should be maintained for the entire alumni group. Through the office, alumni could be aided in locating business and teaching opportunities, as well as other types of positions.

Merchandise for alumni. Every faithful alumnus is proud of his alma mater. Articles of merchandise placed on sale exclusively for alumni will be another means of helping them satisfy their desire for exhibiting souvenirs that only they may own in their homes, studies, or offices. Such merchandise might include song books, sheet music, phonograph records, books of views, cups and saucers, college plates—there is no limit to the type of novelties which may be used in this manner. This merchandise is not only exhibited or sold at the alumni office. Many times it can be carried and sold more effectively in the college store. However, it does seem that at least a display should be exhibited in the alumni office so the alumni may see what is available each

1. Ibid., p. 113.
time they come into the central office.

Before such a venture is launched, care should be taken in ascertaining the objectives of such a program and what the venture is expected to accomplish. Hasston College should not expect to realize a large amount of profit to the extent that the burden of alumni fund-raising would be decreased, but even if sales efforts break even and no more, the results are worthwhile in other respects. Such merchandise is a definite morale builder for the alumni membership.
CHAPTER VI.

CONCLUSION

The successful maintenance of a strong alumni relations program for a church-related college, or any college or university, is dependent upon a well defined and efficiently operated public relations program. Alumni relations can never be divorced from the total public relations program. The two must be yoked together.

Alumni relations, as public relations, is the job of every administrative, faculty, and staff officer. Alumni relations are not organized on as cooperative a basis as they could and should be.1 The use of committees representing all groups of the alumni will help to overcome this lack of cooperative planning, as well as to provide a better coordinated program. The successful operation of an alumni organization is further dependent upon a central office which is alerted to the needs and potential of its alumni and is ready to guide and advise in the planning and details of the total program. The activities of both the central office and the

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various local and state chapters must be effectively and harmoniously coordinated. Lines of communication must be adequate and in constant operation.

Every college has a wealth of resources. One of the greatest, if not the greatest, is its alumni. Service should be a prime motive on the part of the college and the Alumni Association, each to the other.

This study was designed to analyze and examine the alumni relations program of Hesston College and Bible School, and to point up weaknesses as well as the strong points as they exist. After this was done, recommendations which might improve and insure a better alumni organization and an improved alumni relations program were made.

It is hoped that this study and analysis will help toward furthering the understanding of alumni relations and its application at Hesston and other colleges.
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C. INTERVIEWS

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Driver, D. D., Executive Secretary of the Alumni Association of Hesston College.

Roth, Roy D., President, Hesston College and Bible School.

Yost, Lyle, President of Alumni Association of Hesston College and Bible School.
D. PERSONAL LETTERS

1. Those connected with the Alumni Association of Hesston College and Bible Schools:

J. M. Weaver, Former Alumni representative to the Mennonite Board of Education.

Milo Kauffman, Past President of Hesston College.

Margaret Horst, early graduate of Hesston College.

Samuel N. Nunemaker, one of the founders of the Alumni Association.

Lyle Yost, President of the Alumni Association.

2. Those connected with other church-related schools:

D. W. Binford, Executive Secretary of the Alumni Association, Friends University, Wichita, Kansas.

Erwin C. Geering, Executive Secretary of Alumni Relations, Bethel College, North Newton, Kansas.

Sadie A. Hartzler, Secretary of Alumni Relations, Eastern Mennonite College, Harrisonburg, Virginia.

S. A. Yoder, Director of Alumni Relations, Goshen College, Goshen, Indiana.
APPENDIX
APPENDIX A

A pamphlet giving a brief summary of the history and some of the doctrines of the Mennonite Church.
APPENDIX B

Informative brochure of Heaston College, which has been used extensively as a letter stuffer and at conventions and conferences as a carry-away item.

YOU SHOULD KNOW
# APPENDIX C

## GEOGRAPHICAL DISTRIBUTION OF ALUMNI OF HESSTON COLLEGE AND BIBLE SCHOOL 1952

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APPENDIX D

CONSTITUTION OF THE ALUMNI ASSOCIATION OF THE
HESSTON COLLEGE AND BIBLE SCHOOL

PREAMBLE

We, the former students of Hesston College and Bible School, in order to stimulate and maintain fellowship among the graduates of the institution and to organize our interests in our Alma Mater, that we may more efficiently promote her welfare, do pledge ourselves to be guided by the following constitution and by-laws. To this end we invoke the blessing of God.

ARTICLE I: Name

The name of this Association shall be the Alumni Association of Hesston College and Bible School.

ARTICLE II: Officers and their duties

Section I -- The officers of this Association shall be: president, vice-president, recording secretary, corresponding secretary, treasurer, and historian.

Section 2 -- The president shall be chairman of the executive committee, preside at all meetings, appoint all committees except the executive, and see that all provisions of this constitution are properly executed.

Section 3 -- The vice-president shall help the president in his duties and in absence of the president shall act as president.

Section 4 -- The recording secretary shall keep a record of all the meetings of the Association and of the executive committee, keep a roll of all members, and perform such other duties as pertain to the office of secretary.

Section 5 -- The corresponding secretary shall perform the correspondence duties of the association as requested by the president.

Section 6 -- The treasurer shall receive and hold all money subject to the order of the executive committee, keep a full and accurate account of all money collected and expended, and be ready at any time to give a report when called for by the president of the executive committee.
Section 7 -- The historian shall each year prepare a report as far as possible of each member of the reunion classes which shall be published in the Alumni Bulletin. These reports shall be filed in the minute book of the Association.

Section 8 -- The term of office of all officers shall be two years.

ARTICLE III: Board of Directors

The affairs of the Association shall be entrusted to a board of twelve directors, four of whom shall be elected each year for a term of three years.

ARTICLE IV: Members of the Mennonite Board of Education

Section 1 -- The association shall elect members to the Mennonite Board of Education, the number of members, and the term of office shall be as designated by the constitution of said Board of Education.

ARTICLE V: Elections

Section 1 -- The Board of Directors and the members of the Mennonite Board of Education shall be elected by ballots mailed to the members of the association previous to the annual luncheon. The results of the election shall be announced at the annual luncheon.

Section 2 -- As soon as convenient after election of directors, as called for in article V, Section 1, the annual meeting of the directors shall be held and the officers elected shall take their office immediately after elected.

Section 3 -- The president, vice-president, recording secretary, and the treasurer shall be chosen from the board of directors.

Section 4 -- The corresponding secretary and the historian may be chosen either from the board of directors or at large.

Section 5 -- The president, recording secretary, and historian shall be elected one year; the vice-president, treasurer, and corresponding secretary the following year.

Section 6 -- A member of the executive committee of the association shall complete his term of office even though his
membership on the Board of Directors may have expired.

Section 7 -- Voting shall be done by ballot.

ARTICLE VI: Membership

Section 1 -- All graduates of any course offered at Hesston College and Bible School shall be members of this association.

Section 2 -- Any student who has completed a full year of residence work at Hesston College and Bible School may upon application become a member of this association.

ARTICLE VII: Committees

Section 1 -- The standing committees shall be the executive committee, the auditing committee, and the nominating committee.

Section 2 -- The executive committee shall be composed of all the officers of the association and one member of the faculty chosen by said committee. Its duties shall be to execute the ordinary business of the association. All members of the executive committee including the faculty representative if not elected members of the Board of Directors shall be ex-officio members of the Board of Directors.

Section 3 -- The auditing committee shall audit the books previous to regular annual business meeting.

Section 4 -- The nominating committee shall nominate all nominees for office.

ARTICLE VIII: Meetings

Section 1 -- The board of directors shall have the annual business meeting near the close of the school year at such time and place as designated by the executive committee.

Section 2 -- Special meetings of the board of directors may be called at the discretion of the executive committee.

Section 3 -- During the annual commencement week there shall be a devotional meeting sponsored conjointly by the alumni association and the college.

Section 4 -- A business meeting of the association may be called at the discretion of the executive committee.
ARTICLE IX: Quorum

Section 1 -- A quorum of the board of directors shall consist of six members of the board present either in person or by proxy. No person shall represent more than one proxy.

Section 2 -- A quorum of the association shall consist of all the members who are present in person or by proxy at any meeting called by the executive committee.

ARTICLE X: Amendment

Section 1 -- An amendment to this constitution may be proposed by the executive committee.

Section 2 -- This constitution may be amended by the concurrence of three-fourths of the members present at any regular meetings; provided, that notice of any amendment thereto be given at least one month prior to said meetings.

BY-LAWS

ARTICLE I

Special meetings of the executive committee shall be called by the president at the request of two or more members of the committee at least three days prior to such meeting.

ARTICLE II: Order of Business

1. Reading of minutes of previous meeting.
5. Election of officers.
6. General business:
   a. Unfinished business
   b. New business
7. Adjournment

Amended June, 1951
APPENDIX E

CONSTITUTION

of

The Alumni Association of Goshen College

Preamble

We, the undersigned graduates of the Elkhart Institute and Goshen College, in order to maintain school friendships and a strong school spirit, to further the interests of the school we represent, and to promote higher education, asking the blessing and guidance of Divine Providence, do organize an association and do pledge ourselves that we will be guided by the following Constitution and By-laws.

Article I.

Section 1. The name of this association shall be the Alumni Association of Goshen College.

Section 2. The motto of this association shall be, "Power through unity."

Article II.

Section 1. All former members of the Alumni Association of Elkhart Institute and Goshen College shall, upon the adoption of this Constitution be admitted as members of this association.

Section 2. All graduates of Goshen College from courses covering at least three year's work, shall be eligible to membership to this association.

Section 3. Any person eligible to membership in this association may become a member by a majority vote of the members present at any annual meeting and by his signature to the constitution.

Article III.

Section 1. The general management of this association shall be vested in a board of directors consisting of eighteen members.

Section 2. The officers shall be President, First Vice-President; Second Vice-President; Recording Secretary; Corresponding Secretary; Treasurer; and Historian. All
officers shall be elected from the Board of Directors, except the Corresponding Secretary.

Section 3. There shall be an Executive Committee consisting of President, First Vice-President, and three others members of the Board of Directors.

Article IV.

At each annual meeting of the association six directors shall be elected for a term of three years, one of said directors to be elected from the graduating class.

Article V.

Section 1. The Board shall have charge of all the business affairs of the Association. It shall annually, at the first meeting after the annual meeting of the association, elect the President, Vice-President, the Treasurer, the Corresponding Secretary, the Recording Secretary and the three members of the Executive Committee, whose election is not otherwise provided for, to hold their office for a term of one year.

Section 2. The Executive Committee shall hold and exercise all the powers of the Board when the Board is not in session; provided, that its acts and doings shall not be contrary to any act of the Board or any act of the Association adopted by a three-fourths vote at any annual meeting. A majority shall constitute a quorum of the Executive Committee.

Section 3. The president shall preside at all meetings of the Association and Board and shall exercise a general supervision over all the officers and affairs of the Association. He shall be a member of, and chairman of the Executive Committee and with the Recording Secretary shall sign all notes and bonds and all the instruments in writing issued by the Board or its Executive Committee. He shall annually make to the Association a full report in writing as to all the affairs of the Association.

Section 4. It shall be the duty of the Recording Secretary to keep full and accurate record of all the proceedings of the Association and of the Board and of the Executive Committee, and with the President sign all bonds, notes, and other instruments in writing issued by the direction of the association, its Board, or its Executive Committee; and he shall be custodian of the corporate seal of the association.
Section 6. It shall be the duty of the Treasurer to receive and hold all funds of the association subject to the order of the Board deposited in the name of the association, in some bank, to be approved by the Executive Committee, to keep a full and correct account of the same and to report thereon whenever required by the President, Board, or Executive Committee. He shall give bond subject to the approval of the Executive Committee, in a sum equal to double the amount and value of any property and funds which may at any time be in his custody, and such bond shall be subject to increase by the Executive Committee at its discretion. He shall not turn over the books, moneys and securities in the treasury to his successor until he is notified over signature of the Recording Secretary and President that his successor's bond has been filed and approved by the Executive Committee.

Section 7. It shall be the duty of the Corresponding Secretary to conduct the correspondence of the Association, collections (requesting payment to be made to the order of the Treasurer) and to look after the securing of new members.

Article VI.

Section 1. There shall be one regular annual business meeting of the association.

Section 2. The Board shall hold an annual meeting as soon as practicable after the close of the annual business meeting of the association, and the executive committee shall hold an annual meeting as soon as possible after the close of the annual meeting of the Board.

Article VII.

Section 1. The dues of this association shall be one dollar per year and there shall be no initiation fee; provided, that any member may, if he so elect, pay five (5) dollars at one time in lieu of annual dues.

Article VIII

All funds, donations, bills receivable, (except accrued interest) and the entire balance of the annual dues of the association left after the association has met its own current expenses as economically as possible shall constitute the Alumni Endowment fund, the principal of which shall always remain inviolable. All moneys paid in shall be invested by the Board or its Executive Committee.
The income from the Endowment Fund shall be appropriated as may be directed by the association by a three-fourths vote, or by the Board or by its Executive Committee, but a two-thirds vote of the members present at any regular or special meeting.

Article IX.

This constitution may be amended by the concurrence of three-fourths of the members of the association present at any regular meeting; provided, that notice of the amendment thereto shall be given at least one month prior to said meeting by publication in the official organ of said organization.

By-Laws

Article I.

Section 1. The regular annual business meeting of the association shall be held at such a time and place as designated by the Executive Committee.

Section 2. There shall be an annual literary program and a reunion on the evening of the same date.

Article II.

Section 1. Special meetings of the Board shall be held at the call of the President or at the call of any three members of the Board. Meetings of the Executive Committee shall be held at the call of the President or of any two members of the Executive committee; provided, notices of all special meetings of the Board shall be given to each member of the Board at least ten (10) days prior to such meeting, and notices of all special meetings of the Executive Committee shall be given to each member of the Committee at least three (3) days prior to such meeting.

The order of business shall be as follows:
1. Reading of the minutes of the previous meeting.
2. Presentation and election of new members.
3. Report of the President
4. Report of Treasurer
5. Report of Special Committees.
6. Election of members of the Board
7. General Business. (a) unfinished  (b) new business
8. Adjournment
Article IV

Any article or section of this constitution or By-Laws, except article 9 of the Constitution and 5 of the By-Laws may be suspended for one meeting only, by two-thirds vote of all members present at any regular meeting.

Article V.

These By-Laws may be amended by three-fourths vote of all members present at any regular meeting; provided, the amendment shall be presented in writing and signed by five members.

Standing Rule (Adopted)

Resolved, that this association exempt all such persons who have subscribed for Endowment Fund of the Alumni Association of Goshen College, from paying the interest due on said fund while engaged in occupations which bring us remuneration for their labor.

Standing Rule

Any person united in marriage to a member of the Alumni Association may attend the reunion provided a sum equivalent to the Annual Reunion Fee be paid.

Standing Rule

Class professors and members of the Faculty not otherwise invited shall receive invitations to the Alumni Reunion.
APPENDIX F

CONSTITUTION AND BY-LAWS OF THE ALUMNI ASSOCIATION
OF FRIENDS UNIVERSITY

CONSTITUTION

PREAMBLE: The object of this Association shall be to assist
and advance the interests of Friends University and to cherish the spirit of friendship among its members.

Article I.

The name of this organization shall be: "The Alumni Association of Friends University".

Article II Membership

Section I. Membership in this Association shall be divided into three classes, viz: Active, Associate, and Honorary.

Section II. The active membership shall consist of all graduates of Friends University except such as shall give written notice to the Secretary or Executive Council of their inability or unwillingness to assume the duties of such membership.

Amendment 5/29/36: "Members should consist of all graduates and former students who have credits on the college records."

Section III. There may be also accepted into membership into this Association, to be known as Associate members thereof any person who has been united in marriage to any graduate of the college. Such membership may be secured by application to the Secretary and approval by the Council. This membership does not carry the voting privilege, eligibility to office or requirement for dues.

Article III. Officers

Section I. The Officers of the Association shall be a President, Vice-President, Secretary and treasurer.

Article IV. Executive Council.

Section I. This council shall consist of three past presidents of the Association to be chosen by the Executive Committee. Such Presidents to be residing in Wichita at the time of their appointment.

The Officers of the Association shall also be members of the Executive Council for their term of Office.
Section II. Five members of the Council shall constitute a quorum.
Section III. Any vacancy in the Council shall be filled by appointment by the Council.

Article V. Amendment.

Amendment to this Constitution may be made by a three-fourths vote of the membership present and voting at an Annual meeting provided such proposed amendment shall have passed the Executive Council and received their endorsement or be formally presented to the Association by the written request of at least ten active members.

Article VI.

The regulations of this Association shall be in accordance with the BY-LAWS herein.

BY-LAWS

Article I. Membership

Section I. Members of the Senior Class who have been recommended for graduation by the President of the College, may be initiated into membership in this Association in advance of their graduation which membership shall become full and complete upon their graduation and receipt of certificate from the college.

Section II. The President of Friends University and his wife shall be ex-officio Honorary members of this Association.

Article II. Officers—how elected.

Section I. Nominations for a President, Vice-President, Secretary and Treasurer shall be made by a nominating Committee consisting of three members.

Such Committee shall be appointed by the Council three weeks prior to the Annual Meeting and submit their report at that time. Additional nominations may be made from the floor.

Article III. Officers—Duties

Section I. The President shall preside at all meetings of the Association, be Chairman of the Executive Council, appoint all Committees not otherwise provided for, and perform such other duties as may herein be required.
Section II. In the absence of the President, his duties shall be performed by the Vice-President.

Section III. The Secretary shall conduct the general correspondence of the Association, keep all required records, files, and data of interest and value to the Association, including a roster of its membership.

Section IV. The Treasurer shall collect all Association dues, receive and deposit all moneys due the Association and make all disbursements. He shall file with the Executive Council an annual report of the receipts and disbursements, which shall be audited by the Council and reported to the Association at the Annual Meeting.

**Article IV. Executive Council - Duties**

Section I. The Executive Council shall be responsible for the conduct of the general business of the Association, and shall determine all matters of policy arising in the interval between Annual meetings. It shall refer to the Association at annual meetings such questions of policy or other matters of vital importance as should come before the Association as a whole.

Section II. The Executive Council shall meet on call of the President from time to time for the transaction of such business as may properly come before it.

**Article V. Meetings of the Association**

Section I. The Annual meeting of the Association shall be held the Saturday night preceding Commencement on Monday.

Section II. At the Annual Meeting shall be heard reports from the Officers, Executive Council and all standing Committees. Also a report from the President of the College or his representative concerning the progress of the College and matters of interest and concern to the Association.

Section III. Twenty active members with dues paid to date shall be required to constitute a quorum for the transaction of business at any meeting of the Association whether Annual or Special.

Section IV. Special meetings may be called by the President or on written applications of the Executive Council or on formal request of ten active members of the Association.

**Article VI. Dues**

Section I. Active members shall pay into the treasury as dues the sum of one dollar per year. Amendment 5/29/48, "That the annual does of the Association be raised to $2.50."
Section II. No dues shall be required of Associate or Honorary members.
Section III. All dues are payable on or before the date of the Annual Meeting.

Article VII. Amendment.

Amendments to these by-laws may be made at any Annual meeting by two-thirds affirmative vote of those present and voting; provided such proposed amendment is recommended by the Executive Council with or without the written request of ten active members of the Association.

Executive Council action 9/3/42. "That the president of the Executive Committee be authorized to appoint a cooperative committee as follows: 2 retiring members, 2 faculty members and 2 alumni members to work with the Executive Council."
APPENDIX G

CONSTITUTION OF THE ALUMNI ASSOCIATION OF EASTERN MENNONITE COLLEGE

Preamble

We, the undersigned, in order to stimulate and maintain fellowship among the graduates of the institution and to organize our interests in our Alma Mater, that we may more efficiently promote her welfare, do pledge ourselves to be guided by the following constitution and by-laws. To this end we invoke the blessings of God.

CONSTITUTION

Article I -- Name

The name of this association shall be the Alumni Association of Eastern Mennonite College.

Article II -- Directors, Officers, and their qualifications

Section 1. There shall be a president, vice-president, recording secretary, corresponding secretary, and treasurer. There shall be a board of directors.

Section 2. The board of directors shall be composed of sixteen members consisting of the officers of the association, ten members at large and a representative of the faculty.

Section 3. The members of the board of directors shall be elected from those only who are members of the Mennonite Church and who have pledged themselves to be in full harmony with our Doctrinal Resolution which follows: Resolved that we hereby declare ourselves in hearty accord with the principles of our Alma Mater so long as she is in harmony with the Articles of Faith of the Virginia Conference and of General Conference, and declare our intention to foster and uphold the same.

Article III -- Duties of Directors and Officers

Section 1. The business of the association, including the responsibility for investments of the endowment fund,
shall be conducted by the board of directors.

Section 2. The president shall preside at all meetings of the association and of the executive committee. He shall be chairman of the board of directors, and shall exercise general supervision over all the officers and affairs of the association. He, in consultation with the executive committee, shall appoint all other committees, the program committee excepted. The president shall make a report at the annual meeting of the board of directors. At each annual public meeting of the Alumni Association the president shall read our Doctrinal Resolution (Article II, Section 3) and shall ask all those who are in hearty accord with the same to respond by a rising vote. It also shall be his duty to see that all provisions of this constitution are properly executed.

Section 3. The vice-president shall assist the president in his duties and shall preside at all meetings in the absence of the president.

Section 4. The recording secretary shall keep a record of all the meetings of the association, of the board of directors, and of the executive committee and shall keep a roll of all members and perform such other duties as pertain to the office of secretary.

Section 5. The corresponding secretary shall perform the correspondence duties of the association. He shall endeavor to keep informed concerning the location and activities of each member. He shall give a report at each annual public program, which report shall be preserved in permanent form.

Section 6. The treasurer shall receive all dues and all other money, make minor expenditures and keep a full and accurate account of all money received and expended and be ready at any time to give a report when called upon by the executive committee. He shall submit a financial report at the annual meeting of the board of directors.

Section 7. The term of office of all officers and directors shall be two years, except the treasurer whose term of office shall be four years. The expiring terms of office of the president and recording secretary shall alternate with those of the vice-president, corresponding secretary, and treasurer, those of the president and recording secretary occurring in even years, those of the vice-president,
corresponding secretary and treasurer occurring in odd years. Each year the association shall elect five members at large to the board of directors.

Section 8. Any officer or member of the board of directors having become disloyal to the standards of the association as set forth in Article II, Section 5, may be removed from office at any time during his term of office by a three-fourths vote of the board of directors.

Section 9. Any office becoming vacant shall be filled, for the unexpired part, by vote of the board of directors.

Article IV -- Elections

Section 1. All officers and directors, except the representative of the faculty, shall be elected by correspondence. The slate shall be mailed to members of the association thirty days before the election is to be declared. The nominees shall be declared elected by a majority of votes cast as upon the date set by the executive committee. Results of the election shall be reported at the annual fellowship meeting.

Section 2. All officers and directors shall take office at the close of the annual public meeting.

Article V -- Membership

Section 1. All graduates of any regular course offered (or students who have completed the equivalent of any regular course offered at Eastern Mennonite College and who have been recommended by the faculty) shall become members of the association after signing the constitution and being accepted.

Section 2. All members of the faculty shall be declared honorary members of the association.

Article VI -- Committees

Section 1. The standing committees shall be the executive committee, the auditing committee, the nominating committee and the program committee. The program committee shall be appointed by the executive committee on which the executive committee shall have representation. The program shall be submitted to the executive committee and to the faculty for final approval. Each committee shall serve a term of one year.
Section 2. The executive committee shall be composed of the officers of the association and representative of the faculty and shall execute any urgent business that may arise between the meetings of the board of directors.

Section 3. The auditing committee shall audit all books previous to the annual meeting of the board of directors.

Section 4. The nominating committee shall prepare a slate of all nominees, which slate shall be approved by the board of directors.

Article VII -- Meetings

Section 1. The board of directors shall have at least one annual business meeting at such time and place as designated by the executive committee.

Section 2. There shall be an annual alumni day on which day there shall be held a devotional and fellowship meeting. On this day a public program sponsored by this association shall also be given. Class reunions are encouraged.

Section 3. An annual report of the work of the board of directors shall be made at the annual fellowship meeting for review and approval.

Section 4. The minutes of the meeting of the board of directors including reports of the president, of the treasurer, of the corresponding secretary, and of the annual fellowship and public program, shall be mailed to all members of the association.

Article VIII -- Quorum

Section 1. For a meeting of the executive committee a quorum shall consist of two-thirds of the members.

Section 2. A quorum shall consist of three-fourths of the members of the board of directors.

Section 3. Three-fourths of a quorum must concur to declare a decision valid.

Article IX -- Amendment

This constitution and by-laws may be amended by the recommendation of the board of directors and by the
BY-LAWS

Article I -- Special Meetings

Section 1. Special meetings of the executive committee may be called only by the president.

Section 2. Special meetings of the board of directors may be called only by the executive committee.

Article II -- Restrictions

The president shall not have the right of discussion while occupying the chair.

Article III -- Dues

Section 1. There shall be no initiation fee. The dues of the association shall be one dollar a year or a life fee of twenty-five dollars.

Section 2. All money except life fees shall be placed into a regular fund to be used for current expenses.

Section 3. Money received in payment of life fees shall be placed into the endowment fund which fund shall be carefully invested by the board of directors.

Section 4. The interest from the endowment fund and all money over and above current expenses shall be disbursed at the discretion of the board of directors.

STANDING RULES

Any person uniting in marriage with a member of the Alumni Association is invited to attend the annual fellowship meeting.