A Follow-up Study of Business Administration Graduates from Western Michigan University January, 1953 to August, 1961

David T. Kollat

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A Follow-up Study of Business Administration Graduates
From Western Michigan University
January, 1953 to August, 1961

A thesis presented to the
Faculty of the Graduate School of
Western Michigan University

In Partial Fulfillment of the
Requirements for the Degree
Master of Business Administration

David T. Kollat
July 1962
PREFACE

This is the first follow-up study of the graduates of the School of Business of Western Michigan University. It is hoped that this study will assist in future curriculum planning and course content so that the School can continue to improve its excellent record.

I would like to thank the Records Office for supplying the names of the BBA graduates. I would also like to extend my appreciation to Mr. Ray Fenwick and his staff at the Alumni Office for allowing me the use of their facilities so that the mailing list could be compiled.

It is impossible to express the extent of my appreciation for the assistance and guidance given me by Dr. Robert Trader of the Marketing Department. His unusual ability to foresee problems involved in a study of this type improved the quality of this research immeasurably. His association will always be one of my most rewarding experiences.

Western Michigan University
July 1962

David T. Kollat
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SUMMARY REPORT

The purpose of this study is to determine the location of the BBA graduate prior to attending Western; what he did when he was at Western; what he has done since leaving Western; and what he thinks the School of Business could have done to prepare him more adequately for his profession.

Conclusions

Approximately 84.2% of the BBA graduates lived in Michigan before attending Western. Illinois was the home state of 4.6% while 4.2% came from Indiana.

Over 79% of the graduates participated in extra-curricular activities while at Western.

General Business is the most common major (38.2%) Approximately 23.9% of the graduates were Marketing majors, 20.1% Accounting majors, and 12.7% Management majors.

The percentage of graduates attending school since graduating from Western is 29.1. Graduate degrees have been earned by 5%. Only 17.1% of those individuals doing graduate work have earned a degree. Only .6% of the graduates have received an MBA Degree.

Approximately 44.4% of the BBA graduates obtained their first job via personal application while 26.5% used the College Placement Office and 15.7% were assisted by friends and relatives.
Michigan presently contains 67.3% of the BBA graduates while Illinois and Indiana have 6.8% and 6.0%. Around 30.5% of the graduates presently live in their home town while 18.5% live in Kalamazoo.

Only 10.6% of the graduates do not use their major area of business preparation in their present occupation. These graduates are not employed in their major area for the following reasons: (1) Job not available (22.6%); (2) Higher salary (17.0%); (3) Armed Services (13.2%); (4) Advancement opportunities (13.2%); and (5) Disliked my major area (11.3%).

Approximately 24.3% of the graduates received between $301-350 on their first job; 23.1% between $351-400; and 21.9% between $401-450.

In 1956, 81.7% of the graduates received starting monthly salaries under $400 while only 39.4% of the 1961 graduates were paid this amount.

The largest percentage (14.7) of the BBA graduates presently earn between $501-550 per month while 13% earn $551-600, 12.9% receive $401-450 and 10% earn between $451-500. General Business majors presently receive the highest salaries followed by Management, Marketing, Accounting, Finance, and Business Education majors.

The largest percentage (39.3) of the graduates are originally employed by manufacturing firms while service institutions employ 27.3% retailers 9.8%, wholesalers 4.6%, and the government 4.2%.

The graduates are presently employed by manufacturers (40.1%), services (27.1%), retailers (8.0%), and the Armed Services (6.0%).

The largest number of graduates (14.8%) were originally employed by organizations with annual sales between one and twenty-five million.
Institutions employing less than twenty-six individuals were the largest initial employer of BBA graduates—16.1%.

The largest percentage of graduates (16.3%) are presently employed by institutions with annual sales between one and twenty-five million. Those organizations employing less than twenty-six individuals currently employ the largest percentage of graduates—14.9%.

Approximately 16.7% of the graduates spend between nine and twelve months in a position. Accounting, Marketing, and Management majors have held 1.9 different positions since graduating. Business Education and General Business majors have held 1.7 while Finance majors have averaged 1.2 different positions.

The following five occupations presently employ 57.8% of the graduates: (1) Salesman (22.1%); (2) Accountant (15.1%); (3) Office Manager (10%); (4) Armed Services (6.2%); and (5) Sales Manager (4.4%). Sales and managerial occupations are increasing in importance while accountants are declining.

Approximately 97.8% of the graduates feel that their education at Western equipped them adequately for their occupation. The graduates feel that the School of Business could have prepared them more adequately for their profession by: (1) Placing greater emphasis on the practical aspects of a subject; (2) Establishing a co-op program; (3) Placing greater emphasis on developing public speaking skills; (4) Having more business executives as speakers; (5) Placing greater emphasis on management report writing; and (6) Demanding a greater command of the English language.
Recommendations

The School of Business should increase its efforts to encourage qualified graduates to further their education.

Classroom vitality and realism should be increased. Instructors should have practical business experience. The text should be supplemented with current business practices. Lectures should be minimized in favor of class discussions of the application of principles. The case method of study should receive increased emphasis.

The School of Business should increase its efforts to develop the graduate's ability to communicate. Greater emphasis should be placed on term papers, class discussion, management report writing and public speaking.

The functions of counselors should be expanded into such areas as aptitude testing, employment opportunity information and yearly student evaluation sessions.

The possibility of establishing some type of co-op program should be considered.

The School of Business should continue to raise classroom and degree standards. A more active motivating role should be assumed by the instructor. The student should be impressed with how a particular skill will help him in the business world.
CHAPTER I

THE PROBLEM AND ITS JUSTIFICATION

Statement of the Problem

The purpose of this study is to determine the professional status and location of the individuals who were graduated from the School of Business of Western Michigan University from January, 1953 until August, 1961.

Statement of Objectives

The objectives of this study are as follows:

(1) To determine the geographic location of the BBA graduate prior to attending Western Michigan University.

(2) To determine the major area of concentration of the BBA graduate.

(3) To determine the number and types of extra-curricular activities of the BBA graduate.

(4) To determine the number of BBA graduates that further their formal education; the type of education obtained; the length of time spent obtaining it and the number and types of graduate degrees obtained.

(5) To determine how the BBA graduate obtained his first job.

(6) To determine the present geographic location of the BBA graduate.
(7) To determine the number of BBA graduates who are presently employed in their major area of business preparation.

(8) To determine the reasons for graduates entering fields of work other than their major area of business preparation.

(9) To determine the starting salary of the BBA graduate and the salary increases that he has obtained since that time.

(10) To determine the type and size of business of the BBA graduate's initial and present employment.

(11) To determine how often the BBA graduate receives a promotion within the company and how often he moves from one company to another.

(12) To obtain the BBA graduate's opinion of his job preparation while at Western.

(13) To obtain the BBA graduate's opinion as to how the School of Business could have prepared him more adequately for his profession.

(14) To obtain the sex, marital status, number and ages of children of the BBA graduate.

Significance of the Study

Follow-up studies are a valuable tool to assist in the further development of the educational program of an institution. Enterline expresses his opinion as to the need for follow-up studies:¹

Schools that provide vocational business training and then place their trainees in jobs are not completing their responsibility if they do not follow-up to ascertain whether the trainees make progress and are well adjusted to the job.

The graduate has been compared with a product offered to the public by a manufacturer: 

Too little information is available about the feelings, success and failure of college graduates. All too often, the school releases them and forgets them. We believe that only as we analyze the graduate in action can we know what to do to improve this product and the school that has turned him out.

This project represents the first follow-up study of the Business Administration graduates of Western Michigan University. The study should therefore be of assistance in planning future curriculums and determining course content.

Limitations of the Study

Since this study is concerned only with the Business Administration graduates of Western Michigan University, it is questionable whether the characteristics and opinions expressed in this study are representative of those of other business schools.

The questionnaire used in this study necessarily results in bias to an unknown extent. For example, the question asked concerning initial and present monthly salary may have caused the less successful graduate to refrain from returning the questionnaire. Similarly, the question concerning post graduation school attendance may have had an influence on whether the graduate returned the questionnaire.

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Some bias may result from the fact that questionnaires were mailed to only those graduates whose addresses were available at the Alumni Office. The failure of the graduate to keep the Alumni Office informed as to his current address may be indicative of his general sense of responsibility. This trait could affect his present success as well as his activities while at Western. Furthermore, the respondent selection procedure makes it impossible to statistically estimate the validity of the responses.

A sincere effort has been made to limit the number and scope of limitations inherent in a study of this type. It was recognized before the questionnaire was constructed that the salary and education questions would produce some bias. The desirability of this information was considered more important than the degree to which it would distort the results. Since an attempt was made to obtain all graduate's addresses instead of using a sampling technique, this type bias was minimized.
In 1903, the Michigan State Legislature passed an act which established the Western Michigan College of Education. The purpose of the two-year normal school was to prepare teachers for the public schools. In the first academic year, 1904-1905, 116 students were enrolled. Rented quarters in the city high school building and in the Kalamazoo College building comprised the physical facilities. Ten full-time and three part-time instructors constituted the faculty.

In 1917, the Bachelor of Arts Degree was granted with the completion of a planned four-year curriculum. The year 1925 marked the establishment of a curriculum leading to the Bachelor of Science Degree. In 1926, the curricula in art, music, commerce, manual arts, home economics and physical education were extended from two to three years.

During July of 1938, the State Board of Education and the University of Michigan Board of Regents agreed upon a curriculum for graduate study in the teachers colleges of Michigan. Western
adopted the plan at that time.

The North Central Association of Colleges and Secondary Schools granted formal approval of the College in 1927. In 1928, approval was given by the American Association of Teachers Colleges and in 1941 the College was recognized by the Association of American Universities.³

Although the College continued to emphasize and expand its education curriculum, the growth of society resulted in a broadening of the curriculum offerings. Thus, in 1956, five academic schools were created: Applied Arts and Sciences, Business, Education, Liberal Arts and Sciences and Graduate Studies. During February of 1957, the Michigan State Legislature made Western a University.

The State Board of Education, on recommendation of the President and faculty of Western Michigan University, presently confer the following degrees: Bachelor of Arts, Bachelor of Business Administration, Bachelor of Science, Bachelor of Music, Master of Arts, Master of Business Administration and Specialist in Education.⁴

The present enrollment of Western Michigan University is 9,545. Approximately 91% of the students are Michigan residents while 8% are from other states and only 1% are from foreign countries.⁵


History of Business Schools

The first attempt to supplement private and apprenticeship training in business occurred in 1668. In this year, an evening school for business apprentices was established. Although a number of these evening schools were established, they did not constitute a serious attempt to replace apprenticeship training as a method of business preparation.

In 1845, Benjamin Foster established a private business school in New York. This type of school spread rapidly due to the demand for business managers created by the expansion of industry. These institutions were primarily trade schools offering purely vocational preparation. By 1890, the enrollment in private business schools had reached 100,000.

The continued expansion of the economy into large scale industry brought about a demand for managerial talent with a broad understanding of the economy as well as training in the technical aspects of business. Universities and colleges were called on to fulfill this need.

In 1881, Joseph Wharton's $100,000 bequest led to the founding of the nation's first business school—the Wharton School of Business. In the early years, business preparation at Wharton consisted almost entirely of courses in history, government, and economics. Only a few

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7. Ibid., p. 20.
courses were offered in accounting, business law and business organization.  

During January of 1898, the regents of the University of California established a College of Commerce. The regents stated: "This College is intended to afford an opportunity for the scientific study of commerce in all its relations and for the higher education of businessmen and of the higher officers of civil service." California's four-year course consisted of one-half of the type of studies given in general college courses and the remainder in the fields of philosophy, law, politics, economics, geography, technology and mathematics.

President Eliot suggested in 1898 that Harvard establish a school for diplomacy and government service. This school failed to materialize and in its place Harvard established a School of Business. Initially, Harvard's Business School was part of the Faculty of Arts and Sciences and it was not granted its independence until 1913.

On October 1, 1898, the University of Chicago established a College of Commerce and Politics. President Harper distinguished his College from the others of the period by providing that the work

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"should be organized as a college and administered as such."\textsuperscript{11}

The two main contributors to the development of the business school curriculum were the classical field of economics and the vocational field of bookkeeping. By 1890, bookkeeping had expanded into the more advanced phases of accounting and finance so that the simplified offerings of the metropolitan night schools became inadequate. The reason for the early emphasis of economics is expressed by Roswell C. McCrea of Columbia:\textsuperscript{12}

Without the presence of economics in some vital form, the work of a school of business is likely to degenerate into detail description of business organization and procedure, with no organizing principle other than the possible one of search for effective competitive devices, and with no clear vision of the social goal of business activity.

The early business schools were handicapped by the lack of academic recognition as a result of the partial emphasis on what was termed "vocational training." Curriculum development continued to follow two paths: (1) Courses in specific trade practices and practical business skills; and (2) Courses in economics and related liberal arts fields.\textsuperscript{13}

During the unprecedented growth period of the 1920's, there

\textsuperscript{11} Lyon, \textit{op. cit.}, p. 330.


\textsuperscript{13} Pierson, \textit{op. cit.}, p. 39.
occurred significant trends in the philosophy of education for careers in business. Probably the most important development was the identification and acceptance of the core subjects—accounting, business law, corporate finance, marketing, statistics and production or industrial management. Other significant trends were: (1) Closer ties with certain subjects outside business; (2) Greater emphasis on company-wide management policies; and (3) Extensive analysis of the decision-making process of a variety of business situations.

By World War II, almost every university in the United States had established a school of business. The flow of World War II veterans back to the universities resulted in new courses and majors in such fields as human relations, managerial economics, market research and sales forecasting. In addition, new degree programs at the master's and doctoral level were established and some additional graduate schools of business came into existence.

Table 1 on page 11 lists the earned degrees in business from 1920 until 1958.

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15 Pierson, *op. cit.*, p. 44.


### TABLE 1

**EARNED DEGREES IN BUSINESS: 1919-1920 through 1957-1958**

<table>
<thead>
<tr>
<th>School Year</th>
<th>Bachelor</th>
<th>Master</th>
<th>Doctor</th>
<th>Degrees in Business</th>
<th>Master Degrees as % of all Bus. Degrees</th>
<th>Business Degrees as % of Degrees in all fields</th>
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<tbody>
<tr>
<td></td>
<td>Bachelor</td>
<td>Master</td>
<td>Doctor</td>
<td></td>
<td>Bachelor</td>
<td>All Levels</td>
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<tr>
<td>1919-20</td>
<td>1,576</td>
<td>110</td>
<td>0</td>
<td>1,576</td>
<td>6.5</td>
<td>3.2</td>
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<td>1921-22</td>
<td>3,595</td>
<td>192</td>
<td>0</td>
<td>3,595</td>
<td>5.1</td>
<td>5.8</td>
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<td>1923-24</td>
<td>5,091</td>
<td>267</td>
<td>0</td>
<td>5,091</td>
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<td>1925-26</td>
<td>5,467</td>
<td>390</td>
<td>0</td>
<td>5,467</td>
<td>6.7</td>
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<td>1927-28</td>
<td>6,748</td>
<td>460</td>
<td>3</td>
<td>6,748</td>
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<td>1929-30</td>
<td>6,376</td>
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Western's School of Business

The Economics and Business Departments of Western Michigan College established a Business Administration Curriculum in response to the demand created by the veterans of World War II.

In 1947, the curriculum was subjected to a complete evaluation and revision. This revision resulted in the placement of the curriculum under the jurisdiction of the Business Studies Department.

Two basic criteria were used to evaluate the new program offered by the Business Studies Department:

1. Meeting the needs of the students
2. Meeting the needs of the business community of the College.

The program thus established required the student to take six hours of accounting principles and six hours of business law. An additional twelve hours in the Economics Department led to a major in business administration.18

In January of 1953, the first Bachelor of Business Administration Degree was granted by the Business Studies Department. In 1956, the School of Business was created as one of the five academic schools established by the College.

---

The purpose of the School of Business as outlined in the University Catalog is as follows:

The function of the School of Business is to prepare young men and women for responsible positions in business and industry. As future leaders in society, the business student will need a broad understanding of social, economic, political and cultural trends. Western's General Education Program satisfies these basic needs.

The fundamentals of the modern business world are supplied through the core subjects of the Business Administration Curriculum. These core subjects are: accounting, business law, statistics, business communication, finance, marketing, management and insurance.

The curriculum for the Bachelor of Business Administration Degree is so constructed as to make it possible to achieve the above objectives in the following four phases:

1. Basic studies requirements
2. Core curriculum in business subjects
3. Field of concentration in business
4. Electives to meet the specific interests and needs of the student.

This study is concerned with the January, 1953 to August, 1961 graduates of the Business Administration Curriculum. Therefore, the 1949-50 academic year would probably be the earliest date that a respondent would be enrolled. For this reason the following tables begin with the 1949-50 academic year.

---

Table 2 shows the sequence of development of the major areas of concentration in Business Administration.20

Table 3 shows the required courses for the Business Administration Curriculum.21

Table 4 lists the total number of individuals receiving Bachelor of Business Administration Degrees from January, 1953 until August, 1961.22

20 Undergraduate Catalog and Announcements, 1949-50—1960-61, (Kalamazoo: Western Michigan University)

21 Ibid.

TABLE 2
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Numbers indicate the required number of semester hours in the course.
**TABLE 4**

**BACHELOR OF BUSINESS ADMINISTRATION DEGREES**  
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<td>1954-55</td>
<td>15</td>
<td>82</td>
<td>8</td>
<td>105</td>
</tr>
<tr>
<td>1955-56</td>
<td>18</td>
<td>87</td>
<td>15</td>
<td>120</td>
</tr>
<tr>
<td>1956-57</td>
<td>43</td>
<td>129</td>
<td>29</td>
<td>201</td>
</tr>
<tr>
<td>1957-58</td>
<td>57</td>
<td>137</td>
<td>16</td>
<td>210</td>
</tr>
<tr>
<td>1958-59</td>
<td>55</td>
<td>127</td>
<td>22</td>
<td>204</td>
</tr>
<tr>
<td>1959-60</td>
<td>50</td>
<td>147</td>
<td>25</td>
<td>222</td>
</tr>
<tr>
<td>1960-61</td>
<td>56</td>
<td>137</td>
<td>23</td>
<td>216</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>328</td>
<td>960</td>
<td>163</td>
<td>1,461</td>
</tr>
</tbody>
</table>
CHAPTER III

REVIEW OF LITERATURE

Although many follow-up studies have been conducted, few have been concerned with college or university business administration graduates. According to the annual series Master's Theses in Education, the four studies presented in this chapter are the only follow-up studies of business administration graduates that have been conducted since 1948. These theses were obtained through inter-library loans.

In addition, the King study of Industrial Technology graduates of Western is included so that his findings may be compared with those of this study.

The Ayers Study

Purpose of the Study:

Ayers' study consisted of the 1940–48 business administration graduates of the University of Tennessee. The purpose of Ayers' study was:

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23 Harold E. Ayers, "An Occupational Survey of the Graduates of the School of Business Administration of the University of Tennessee, Since 1940" (unpublished Master's thesis, University of Tennessee, Knoxville, 1948.)
(1) To determine where the graduates were located.
(2) To determine how they obtained their first job.
(3) To determine the occupation of the graduates.
(4) To determine the types of institutions that employ the graduates.
(5) To determine the salary of the graduates.

Methodology:

Questionnaires were mailed to the 320 business administration graduates. Ayers received 280 responses, constituting a 77.6% return.

Findings:

Ayers found that Tennessee was the residence of 196 or 70% of the respondents.

Friends and relatives constituted the most common method of securing initial employment. Direct application ranked second while the University Placement Office and professional placement services were third and fourth in importance.

The graduates were initially employed in twenty-two different types of employment. Of the men respondents, 98 or 73.7% were originally employed in the four positions of general clerk, accountant, manager and salesman. Of the women, 88 or 75.9% were initially employed in the four positions of secretary, general clerk, clerk typist and teacher.
Men were initially employed in 18 different types of organizations with 80 or 60.1% engaged in manufacturing, government and retailing. The women were initially employed in 16 different types of organizations with 83 or 71.5% employed by educational institutions, governmental organizations or manufacturing.

The $1000 to $1500 salary category was checked by the largest number of respondents—96 or 34.3%.

The Brown Study

Purpose of the Study:

Brown in his study of 1949-55 graduates of the Division of Business Administration of Sacramento State College, Sacramento, California, listed the following objectives:

(1) To determine the graduate's major area of business preparation.

(2) To determine the adequacy of the graduate's education in preparing him for his chosen field.

(3) To determine the occupation of the graduate.

(4) To determine the income of the graduate.

(5) To obtain the suggestions of the graduate for the improvement of the business administration program.

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Methodology:

Questionnaires were mailed to the 337 graduates. There were 158 or 47% of the graduates who returned questionnaires in response to the first mailing. Follow-up telephone contact resulted in an additional 19.7% return. Total responses numbered 200 or 66.7%.

Findings:

Brown found that the field comprising the greatest concentration of employment was accounting—40%. Business management ranked second with 21%. Merchandising and personnel administration were third and fourth in importance, each accounting for 12.5% of the respondents.

The greatest number of respondents were found working in five major fields in the following order of frequency: (1) Distribution (classified as trade, finance and service); (2) Manufacturing; (3) Federal government; (4) State of California; and (5) Teaching.

In comparing area of college preparation with present occupation, 82% of the respondents indicated that a close relationship existed.

Approximately 49.5% or 99 respondents indicated that a personal application was the method used to obtain their first job. The College Placement Office and the assistance of instructors each accounted for the placement of 38 or 19% of the respondents.

Forty-two different job titles and classifications were listed by the respondents. A breakdown of job activities revealed that approximately 20% of the graduates had attained a position requiring their supervision of employees.
Approximately 80% or 160 respondents were employed in the 17 counties surrounding the College.

The Byers Study

Purpose of the Study:

Byers conducted a study in 1948 as a basis for the evaluation and further development of the curriculum of the Commerce Department of Kansas State Teachers College. Byers' study was comprised of those individuals who had received either the Bachelor of Science in Commerce Degree or the Bachelor of Science in Commerce Education Degree. Information was requested concerning the present location, occupation and professional status of the graduate.

Methodology:

Questionnaires were mailed to all graduates of the Commerce Department. Of the 538 questionnaires sent out, 365 replies were received, representing a 70.6% return.

Findings:

Byers found that 78 or 53.9% of the men respondents had taken graduate courses. Eighty-seven or 41.6% of the women graduates had

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done graduate work. One male graduate held a doctor's degree and ten others were working toward such a degree. Approximately 27% of the men and 16.8% of the women held master's degrees. An additional 21% of the men and 9.6% of the women graduates were working toward master's degrees.

Fifty-six or 38.8% of the men graduates were engaged in either teaching or school administration. Twenty-four or 16.9% of the graduates were employed in the accounting profession while 13 or 9% were engaged in managerial activities and 5 or 3.5% were salesmen.

The King Study

Purpose of the Study:

In 1960, King conducted a follow-up study of the 1955-59 Industrial Technology graduates of Western Michigan University. The objectives of King's study were:

(1) To determine the professional status and location of the graduates of the terminal and four year programs.

(2) To establish some measure of the effectiveness of the graduate's job preparation while at Western.

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26 Dale D. King, "A Follow-up Study of Industrial Technology Graduates from Western Michigan University" (unpublished Master's thesis, Western Michigan University, Kalamazoo, 1960.)
(3) To obtain the graduate's suggestions for the improvement of the technology programs.

Methodology:

Questionnaires were mailed to 160 of the 243 individuals who graduated from the Industrial Technology Department from 1955 to 1959, inclusive. The sample was obtained by eliminating every third individual in the alphabetized listing of graduates. Questionnaires were received from 106 graduates which constituted a 66.3% return.

Findings:

King's study indicated that 74.5% of the graduates were employed in Michigan. Thirteen additional states contained the remaining respondents.

Approximately 90.5% of the industrial supervision graduates were employed in their field of job preparation. The other fields of industrial technology preparation accounted for the source of employment of the remaining respondents.

The salary mean for terminal and four year graduates was $5,963.12 and $6,096.79, respectively.

The tabulation of graduate's opinions concerning their job preparation while at Western revealed that 39% felt that most job demands had been met; 27% felt that the training was adequate for job demands; and 23% thought that their preparation met job demands.
in a limited way. No respondent felt that his preparation at Western was inadequate for job demands. King did not indicate the opinions of the remaining 11%.

The Koch Study

Purpose of the Study:

Koch conducted a follow-up study of the 1925–58 business graduates of Adams State College, Alamosa, Colorado.\(^{27}\) The purpose of the study was:

(1) To determine the address, age and sex of the business graduate.

(2) To determine the occupation of the business graduate.

(3) To determine the salary range of the graduate.

(4) To obtain the graduate’s opinion as to which of the subjects taken in college were of most value to him in his present position.

(5) To determine the type and extent of graduate work taken by the business graduate.

(6) To obtain the graduate’s recommendations for changes in the business curriculum.

Methodology:

Questionnaires were mailed to the 106 business graduates of Adams State College. Seventy questionnaires were returned.

which constitutes a 66% response.

Findings:

Forty different occupations were listed by the 106 respondents. Teachers, office managers, school principals and superintendents were the most common occupations.

Approximately 48% of the respondents had majored in business administration. Business education majors accounted for 21% while 10% had a combination business administration and education major and 7% had majored in physical education as well as business administration. Two respondents had a major in commercial education which made 41% qualified to teach.

Approximately 86% of those respondents qualified to teach were connected with schools either as a teacher, superintendent or principal.

The average yearly salary of the respondents was $5838 with the largest number (14.3%) being in the $6000-7000 bracket.

Thirty-six or 51.4% of the respondents did not do any graduate work. Of the graduates doing graduate work, 6 or 8.6% had spent one summer, 4 or 5.7% had spent two summers, 10 or 14.3% had spent one year and the remainder had spent between one and three years in attendance. Only 9 or 12.7% of the respondents had obtained a graduate degree.

Table 5 on page 27 is a comparison of the follow-up studies discussed in this chapter.
TABLE 5
COMPARISON OF FOLLOW-UP STUDIES

<table>
<thead>
<tr>
<th>Item</th>
<th>Ayers</th>
<th>Brown</th>
<th>Byers</th>
<th>King</th>
<th>Koch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of study</td>
<td>1948</td>
<td>1955</td>
<td>1948</td>
<td>1960</td>
<td>1959</td>
</tr>
<tr>
<td>Questionnaires mailed</td>
<td>352</td>
<td>337</td>
<td>538</td>
<td>160</td>
<td>106</td>
</tr>
<tr>
<td>Per cent response</td>
<td>77.5%</td>
<td>66.7%</td>
<td>70.6%</td>
<td>66.3%</td>
<td>66.0%</td>
</tr>
<tr>
<td>Salary mean</td>
<td>---</td>
<td>4900</td>
<td>2500</td>
<td>6030</td>
<td>5800</td>
</tr>
<tr>
<td>Number of occupations</td>
<td>22</td>
<td>42</td>
<td>---</td>
<td>---</td>
<td>40</td>
</tr>
<tr>
<td>How first job was obtained</td>
<td>relatives</td>
<td>per. app.</td>
<td>---</td>
<td>90.5</td>
<td>86.6</td>
</tr>
<tr>
<td>Per cent working in field of prep.</td>
<td>---</td>
<td>82</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Per cent working in same state as institution</td>
<td>70</td>
<td>80</td>
<td>---</td>
<td>74.5</td>
<td>---</td>
</tr>
<tr>
<td>Per cent obtaining graduate degrees</td>
<td>---</td>
<td>---</td>
<td>43.8</td>
<td>---</td>
<td>12.7</td>
</tr>
<tr>
<td>Per cent working in accounting</td>
<td>---</td>
<td>40</td>
<td>17</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Per cent working in management</td>
<td>---</td>
<td>21</td>
<td>9</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Per cent teaching</td>
<td>---</td>
<td>26</td>
<td>39</td>
<td>---</td>
<td>35.7</td>
</tr>
</tbody>
</table>
Recent Evaluations of Business Schools

In 1959, two independent studies of business schools were published. Both studies recommended that business schools raise their standards and increase the general education or liberal arts facet of their curriculum. Since these studies have been the subject of much controversy and evaluation, we shall briefly examine them.

The Ford Foundation Study:

The 1959 Ford Foundation sponsored study was directed by Robert Gordon and James Howell and published under the title *Higher Education for Business*. Gordon is Professor of Economics of the School of Business Administration at the University of California. Howell, formerly a Yale staff member, is presently Associate Professor of Economics at the Graduate School of Business at Stanford.

Gordon and Howell surveyed ninety business firms. The objective was to secure information relative to company practices, experiences and policies regarding the employment of college and university graduates. The sample was not selected randomly; hence small companies (fewer than 1000 employees) are under-represented. The findings of this survey supplemented with additional references were used to describe the qualities needed by businessmen.

The business curricula of 125 of the 592 institutions conferring business degrees was analyzed. The first sample was comprised of 37 undergraduate schools which were members of the AACSB in 1955. All AACSB institutions were stratified and the authors selected those institutions which they felt best represented all characteristics and strata.

The authors obtained their second sample by randomly selecting thirty-seven of the seventy-nine schools which were not members of the AACSB.

For the sample of institutions conferring degrees through departments, eighty institutions were selected randomly. Catalogues were then collected until a total of thirty-seven were available. The authors do not consider the sampling bias significant.29

From the surveys described above, the authors compared the qualities needed by a businessman with the business curricula of institutions presently conferring degrees in business. From this analysis the authors arrived at the following conclusions:30

(1) Collegiate business education should educate for the whole career and not primarily for the first job.

(2) Collegiate business education should emphasize the development of basic problem solving and organizational skills and socially constructive attitudes rather than memory of facts or training in routine skills.

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29 Ibid., pp. 471, 472.
30 Ibid., p. 127.
(3) Collegiate business education should recognize that the coming decades will require a higher order of analytical ability, a better command of analytical tools, a greater degree of organizational skill, a greater capacity to deal with external business influences and an increased ability to administer change.

This study revealed that few business schools consistently observe these principles in the details of their educational program. Gordon and Howell therefore recommend the following guidelines for the business curriculum:

(1) A strong nonbusiness base of at least 50%
(2) A high level, analytically oriented professional core of from 30–40%
(3) Either no field of concentration at all or a field of concentration limited to a maximum of twelve semester units of which six would be in a nonbusiness but complementary field.

Table 6 on page 31 contains a summary of the curriculum recommendations of this study. 31

The Carnegie Corporation Study:

The 1959 Carnegie Corporation sponsored study was directed by Dr. Frank C. Pierson and published under the title The Education of American Businessmen. Dr. Pierson has served as Professor of Economics at Swathmore College since 1940.

31Ibid., pp. 173, 209.
TABLE 6
THE FORD STUDY'S PROPOSED MINIMUM REQUIREMENTS FOR UNDERGRADUATE BUSINESS STUDENTS

<table>
<thead>
<tr>
<th>Subject</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HUMANITIES &amp; FINE ARTS:</td>
<td>24-27</td>
</tr>
<tr>
<td>English, language &amp; literature</td>
<td>12-15</td>
</tr>
<tr>
<td>Humanities &amp; fine arts electives</td>
<td>12</td>
</tr>
<tr>
<td>NATURAL SCIENCES &amp; MATHEMATICS:</td>
<td>12-24</td>
</tr>
<tr>
<td>Mathematics</td>
<td>6-12</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>6-12</td>
</tr>
<tr>
<td>BEHAVIORAL-SOCIAL SCIENCES:</td>
<td>24</td>
</tr>
<tr>
<td>Behavioral Sciences</td>
<td>6</td>
</tr>
<tr>
<td>Economics—elementary</td>
<td>6</td>
</tr>
<tr>
<td>Other social sciences</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL GENERAL EDUCATION COMPONENT</td>
<td>60-75</td>
</tr>
<tr>
<td>ORGANIZATIONAL THEORY &amp; MANAGEMENT PRINC.</td>
<td>6</td>
</tr>
<tr>
<td>THE MARKET ENVIRONMENT &amp; FUNCTIONAL MGMT:</td>
<td>9-15</td>
</tr>
<tr>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>Industrial Relations</td>
<td></td>
</tr>
<tr>
<td>Human Relations</td>
<td></td>
</tr>
<tr>
<td>Production or Operations Management</td>
<td></td>
</tr>
<tr>
<td>INFORMATION &amp; CONTROL SYSTEMS:</td>
<td>9-12</td>
</tr>
<tr>
<td>Managerial Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Statistical Analysis</td>
<td>3-6</td>
</tr>
<tr>
<td>ADVANCED ECONOMICS:</td>
<td>6</td>
</tr>
<tr>
<td>Aggregative Economics</td>
<td>3</td>
</tr>
<tr>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>LEGAL ENVIRONMENT OF BUSINESS</td>
<td>3</td>
</tr>
<tr>
<td>BUSINESS POLICY</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL CORE REQUIREMENTS</td>
<td>36-45</td>
</tr>
</tbody>
</table>
Pierson sent a sixteen page questionnaire to 187 institutions having separate schools or colleges of business administration. A shorter form covering the same general areas was sent to 400 institutions with departments or divisions of business administration. According to the U.S. Office of Education, 621 schools conferred degrees in business and commerce at the time of this study.

Questionnaires were returned by 159 or 85% of those institutions receiving the long forms and by 240 or 60% of the institutions receiving the short forms. The respondents account for 86% of the first-level (BBA) business degrees.  

The objective of Pierson's study was to evaluate the various approaches to academic preparation for business careers. Pierson concluded that academic preparation should develop along three broad avenues:

1. Study in the basic disciplines and tool subjects—literature and language, mathematics and statistics, psychology and sociology, legal institutions, economics and accounting.

2. The study of the application of these tool subjects to a few broad functional areas of the firm—finance, marketing, personnel and production.

3. The study of the implementing intrafirm process at the various levels of management.

Pierson submits that the undergraduate school should concentrate on the foundation subjects leaving the detailed study of

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functional specialities and managerial performance to the graduate school and on-the-job training.

Pierson's study revealed that many schools are graduating students with an insufficient knowledge of the basic tool subjects.\(^{33}\) Pierson further concluded that academic standards should be raised. The elementary business skills should be taught by the two-year junior colleges, community colleges and special institutions.\(^{34}\)

Table 7 on page 34 contains Pierson's recommended curriculum.\(^{35}\)

Table 8 compares the curriculum recommendations of the Ford and Carnegie studies with the present curriculum requirements of Western's School of Business.

\(^{33}\) Ibid., p. xiv.

\(^{34}\) Ibid., p. x.

\(^{35}\) Ibid., p. 227.
<table>
<thead>
<tr>
<th>Subject</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HUMANITIES:</strong></td>
<td></td>
</tr>
<tr>
<td>English, literature &amp; composition</td>
<td>18-21</td>
</tr>
<tr>
<td>Humanities electives</td>
<td>9</td>
</tr>
<tr>
<td><strong>MATHMATICS—SCIENCE:</strong></td>
<td>21-24</td>
</tr>
<tr>
<td>Algebra, Trig., Geometry</td>
<td>6</td>
</tr>
<tr>
<td>Calculus &amp; Finite mathematics</td>
<td>6</td>
</tr>
<tr>
<td>Physics, Chemistry</td>
<td>6</td>
</tr>
<tr>
<td>Advanced elective</td>
<td>3-6</td>
</tr>
<tr>
<td><strong>SOCIAL SCIENCES:</strong></td>
<td>21</td>
</tr>
<tr>
<td>History</td>
<td>6</td>
</tr>
<tr>
<td>Political Science</td>
<td>6</td>
</tr>
<tr>
<td>Behavioral Sciences</td>
<td>6</td>
</tr>
<tr>
<td>Advanced elective</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL HOURS OUTSIDE BUSINESS &amp; ECONOMICS</strong></td>
<td>60-66</td>
</tr>
<tr>
<td><strong>BUSINESS FOUNDATION SUBJECTS:</strong></td>
<td>27-30</td>
</tr>
<tr>
<td>Economics—elementary</td>
<td>6</td>
</tr>
<tr>
<td>Microeconomics</td>
<td>3</td>
</tr>
<tr>
<td>Macroeconomics</td>
<td>6</td>
</tr>
<tr>
<td>Accounting &amp; Statistics</td>
<td>6</td>
</tr>
<tr>
<td>Advanced accounting or statistics</td>
<td>0-3</td>
</tr>
<tr>
<td>Political &amp; legal factors in business</td>
<td>3</td>
</tr>
<tr>
<td>Organizational &amp; Human Behavior</td>
<td>3</td>
</tr>
<tr>
<td><strong>FUNCTIONAL BUSINESS SUBJECTS:</strong></td>
<td>12</td>
</tr>
<tr>
<td>Personnel Management</td>
<td>3</td>
</tr>
<tr>
<td>Production Management</td>
<td>3</td>
</tr>
<tr>
<td>Finance Management</td>
<td>3</td>
</tr>
<tr>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td><strong>BUSINESS POLICY &amp; SOCIAL RESPONSIBILITIES</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>STUDIES IN MAJOR SUBJECT</strong></td>
<td>9</td>
</tr>
<tr>
<td><strong>ELECTIVES (No more than one in major subject)</strong></td>
<td>0-6</td>
</tr>
<tr>
<td><strong>TOTAL SEMESTER HOURS IN BUSINESS &amp; ECONOMICS</strong></td>
<td>54-60</td>
</tr>
</tbody>
</table>
TABLE 8
COMPARISON OF THE CURRICULUM RECOMMENDATIONS OF THE FORD AND CARNEGIE STUDIES
WITH THE PRESENT REQUIREMENTS OF WESTERN'S SCHOOL OF BUSINESS

<table>
<thead>
<tr>
<th>Subject Area</th>
<th>Ford</th>
<th>Carnegie</th>
<th>Western&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities &amp; Fine Arts</td>
<td>24-27</td>
<td>18-21</td>
<td>26-28</td>
</tr>
<tr>
<td>Natural Sciences &amp; Mathematics</td>
<td>12-24</td>
<td>21-24</td>
<td>11</td>
</tr>
<tr>
<td>Behavioral-Social Sciences</td>
<td>24</td>
<td>27</td>
<td>12</td>
</tr>
<tr>
<td>Total General Education Required</td>
<td>60-75</td>
<td>66-72</td>
<td>49-51</td>
</tr>
<tr>
<td>Organizational Theory &amp; Management Principles</td>
<td>6-15</td>
<td>9-15</td>
<td>9-15</td>
</tr>
<tr>
<td>Functional Business Subjects</td>
<td>9-12</td>
<td>6-9</td>
<td>9-12</td>
</tr>
<tr>
<td>Accounting &amp; Statistics</td>
<td>6</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Advanced Economics</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Legal Environment of Business</td>
<td>3</td>
<td>3-6</td>
<td>0</td>
</tr>
<tr>
<td>Business Policy</td>
<td>0-3</td>
<td>3-6</td>
<td>0</td>
</tr>
<tr>
<td>Total Semester Hours in Business &amp; Economics</td>
<td>36-45</td>
<td>36-39</td>
<td>30</td>
</tr>
<tr>
<td>Additional Studies in Major Subject</td>
<td>0-6</td>
<td>9</td>
<td>18</td>
</tr>
</tbody>
</table>

<sup>a</sup>Western's requirements are classified as follows:
- Humanities & Fine Arts: Communications; Humanities; Man & Society; Speech
- Natural Sciences & Mathematics: Human Geography or Bio. Science; Mathematics
- Behavioral-Social Sciences: American Government; Economics; Gen. Psychology
- Functional Business Subjects: Correspondence; Finance; Marketing
- Legal Environment of Business: Business Law
CHAPTER IV

METHODOLOGY

Research Design

This is a descriptive study using a statistical method design. This descriptive study attempts to describe the characteristics and opinions of those individuals graduating from Western Michigan University's School of Business between January, 1953 and August, 1961.

The greatest disadvantage of the statistical method is its inability to prove cause and effect relationships. Although this study does not prove cause and effect, the cross classifications of data will show this type relationship.

Data Collection Method

The data for this study were collected from primary sources by using a mail questionnaire survey.

Since this is the first follow-up study of the BBA graduates of Western, it was obviously necessary to collect primary data.

The direct mail method provided the most expedient and least expensive method of data collection. This plan also removed interviewer bias.
A structured, nondisguised questionnaire was used in this study. This type questionnaire has the advantage of lessening the chance for confusion in both the collection of data and the analysis of the results.

The determination of questions to be included in the questionnaire was based on the objectives of this study as specified on pages 1 and 2. Questionnaire construction procedures were reviewed before the questionnaire was written.36

The questionnaire experiences of Ayers, Brown, Byers, King, and Koch were studied in order to minimize the chance that similar problems would occur in this study.

In addition, the mailing list was compiled prior to the construction of the questionnaire. This procedure enabled the writer to gain considerable insight into the activities of the graduates since leaving Western. The questionnaire was constructed to accommodate these activities.

The questionnaire was pre-tested on several recent graduates of the School of Business. The results were analyzed and the questionnaire modified.

A cover letter containing instructions and purposes for the study was enclosed with each questionnaire. This letter was signed by the Dean of the School of Business to convince the graduate of the study's importance.

The final draft of the questionnaire and the cover letter were printed on quality bond paper by the University Print Shop. Although this procedure was more expensive than mimeographing, it was felt that the improved appearance would increase the number of responses.

Copies of the cover letter and questionnaire used in this study are found in Appendix A.

Respondent Selection Method

The names of the 1461 individuals graduating from the School of Business between January, 1953 and August, 1961, inclusive, were obtained from the corrected commencement exercises located in the Records Office.

January, 1953 was selected as the starting date for this study since this was the date that the first Bachelor of Business Administration Degree was conferred.

Addresses for 1175 of the 1461 graduates were obtained from the Alumni Office. Since the Alumni Office had not been able to locate the remaining 286 individuals, it was not possible to include them in the study.

The names and available addresses of the individuals included in this study are indicated in Appendix B.
Field Work

The packet received by the graduates contained the questionnaire and cover letter and a stamped-addressed return envelope. The graduate's name was typed on the envelope sending the packet to him. Dr. A.E. Schneider, Dean, School of Business, Western Michigan University, Kalamazoo, Michigan was printed on the return envelope by means of a rubber stamp. This procedure was followed in order to reduce the graduate's inconvenience and to give him the impression that he was communicating directly with the Dean. It was felt that this procedure would assist in increasing the percentage of responses.

Analysis and Interpretation

Chapter 5 of this thesis attempts not only to present the data obtained in this study but to analyze it as well. The analysis is accomplished by various cross classifications which illustrate, but do not prove, cause and effect relationships.

Whenever possible, the characteristics found in this study have been compared with those of comparable studies and additional secondary sources of data. This is desirable since percentage figures become more meaningful if used in a relative sense.
CHAPTER V

FINDINGS

The 502 questionnaires used in this study represent the response falling within the cutoff date of June 21, 1962. The questionnaires were mailed on April 30 and the graduate was allowed 52 days to complete and return the questionnaire.

Table 9 in Appendix C shows that the 502 questionnaires constitute a 42.7% return. The 1953 graduates had the smallest return percentage (34.4) while the 1960 graduates had the highest (50.5).

Table 9 also indicates that 36.5% of the January, 1953 to July, 1961 BBA graduates are represented by the returned questionnaires. The 1953 graduates had the smallest percentage representation (28.0) while the 1961 graduates had the highest (46.8).

All tables and classifications discussed in this chapter are located in Appendix C.

Activities While at Western

Table 10 shows the geographic location of the respondents prior to attending Western. Approximately 84.2% or 243 respondents lived
in Michigan before attending Western. Since 91% of the University students are Michigan residents, the School of Business seems to be serving a slightly larger geographic area. Illinois and Indiana ranked second and third in number of respondents. Twenty-three or 4.6% of the respondents had lived in Illinois while twenty-one or 4.2% were Indiana residents. Michigan, Illinois and Indiana were the home states of 93% of the respondents.

The major area of concentration is exhibited in Table 11. Approximately 38.2% or 192 respondents were General Business majors. There seems to be a recent trend away from majoring in General Business. This trend is evidenced by the fact that since 1954 the percentage of General Business majors has exceeded the 39.2% figure only three times.

Approximately 20.1% or 101 respondents were Accounting majors, 13.3% or 67 were Sales Management majors and 53 or 10.6% were Personnel Administration majors.

The departmental distribution of the respondent's major area of concentration is shown in Table 12. The General Business Department is the largest with 192 or 38.3% of the respondents; Marketing is second with 120 or 23.9%; Accounting third with 101 or 20.1% and Management fourth with 64 or 12.7%. These four departments account for 95.0% of the respondents.

Table 13 indicates that 398 or 79.3% of the respondents had participated in at least one extra-curricular activity. There
seems to be a slight trend toward an increase in this percentage.

Table 14 shows the type of extra-curricular activity participation of the respondents. Social fraternal organizations were most important as 186 or 31.3% of the respondents belonged to such a group. Academic organizations were second with 137 or 23% of the respondents belonging to a group in this category. Membership in administrative organizations was reported by 89 or 14.9% of the respondents; professional business fraternity membership was indicated by 75 or 12.7% and 47 or 7.9% of the respondents participated in at least one varsity sport.

The percentage of respondents belonging to social fraternities reached a peak in 1956 (47.5) and since then has continually declined as an extra-curricular activity. Similarly, the percentage belonging to business fraternities hit a 1957 high of 25.4% and has subsequently declined. Membership in administrative organizations fails to reveal a trend while social and academic organizations have increased from 13.0% and 16.4% in 1957 to 12.0% and 20.4% in 1961.

Activities Since Leaving Western

Table 15 indicates that 29.1% or 146 respondents have attended school since graduating from Western. The highest percentage of post graduation school attendance is found in the graduates of 1954 (15 or 40.5%), 1958 (27 or 35.1%), and 1960 (23 or 34.8%). This study does not reveal any significant trend toward an increase in post graduation
education. Table 16 reflects the influence of the major area of business preparation on post graduation education. Finance majors are first in importance with 5 or 55.6% of these respondents attending school since graduating from Western while Management and General Business majors are third and fourth with 22 or 34.4% and 63 or 32.8%.

Table 17 shows that formal degree programs of a college or university are the most important type of post graduation education reported by the respondents. Approximately 73.3% or 107 of those respondents furthering their education were engaged in this type program. Note however, that 27 or 18.5% of the respondents were interested only in a specialized course(s).

Table 18 depicts the time spent in post graduation education. Conversion problems have probably understated this table. Nevertheless, 74 or 50.6% of the respondents participated in post graduation education for only one semester. An additional 30 or 20.6% of the respondents attended two semesters. One semester in attendance has progressively increased from 1 or 16.7% in 1955 to 19 or 82.6% in 1961.

Table 19 indicates that 25 or 5.0% of the respondents have earned graduate degrees. As discussed in Chapter 3, the follow-up studies of Byers and Koch revealed that 43.3% and 12.7% of their respondents had obtained graduate degrees. However, it should be pointed out that 38.8% of Byer's respondents and 41% of Koch's respondents were teachers.

A comparison of Tables 15 and 19 reveals that only 25 or 17.1% of those individuals engaging in post graduation education earned
a degree. This can be explained in part by the previously discussed popularity of specialized courses and one semester attendance.

Table 19 shows that the Master of Arts Degree is most numerous as 11 or 44.0% of the graduate degrees were of this type. MBA and LLB Degrees are next in importance as each account for 3 or 12% of the graduate degrees.

Table 19 does not reveal a trend toward an increase in the number of graduate degrees. This is evidenced by the fact that 15 or 60% of the graduate degrees were earned by those respondents graduating before 1958.

It is interesting to note that only 3 or .6% of the 502 respondents have received an MBA Degree. Table 1 on page 11 shows that the Master's Degree in Business as a percentage of all business degrees averages between 9 and 11%. Thus, the respondents of this study are considerably below the national average in this respect.

Table 20 shows that 223 or 44.4% of the respondents obtained their first job via a personal application. The College Placement Office was second in importance with 133 or 26.5% using this method. Friends and relatives assisted 79 or 15.7% of the respondents.

The personal application method seems to be declining in importance. This method reached its peak in 1956 when 19 or 61.3% of the respondents used this medium and has since declined so that by 1961 only 32 or 34.0% of the respondents obtained their first
job in this manner. Conversely, the College Placement Office has increased from a 1956, 16.1% low to a 1961 high of 31.9%.

Ayers found that friends and relatives constituted the most common method of securing initial employment with personal application and the College Placement Office ranking second and third. Brown, as in this study, found that personal application was the most prevalent method. His percentage was 49.5 while this study produced a 44.4% figure. Brown also found that the College Placement Office was the second most common method.

Table 21 shows the present geographic location of the respondents. Michigan presently contains 338 or 67.3% of the respondents. Thirty-five or 6.8% of the respondents presently live in Illinois; 30 or 6.0% in Indiana; and 15 or 3.0% in California.

The 67.3% Michigan residence figure is slightly lower than those produced by comparable studies. Ayers found that 70% of the respondents were located in the same state as the university while Brown found 80% and King 74.5%.

A further analysis of Table 21 reveals a discernable increase in the percentage of respondents presently living in Michigan. This trend is substantiated by the fact that 1961 is the only year since 1954 that the percentage of Michigan residents has fallen below the 67.3% overall average. The low (56.3%) 1961 figure may be due to the fact that 12 or 12.8% of the 1961 graduates are presently in the Armed Services.
Table 22 shows that 153 or 30.5% of the respondents are presently residents of the same town in which they lived prior to entering Western. This percentage should decrease in the future as in five of the last seven years the percentage living in their home town fell below the 30.5% average.

As indicated in Table 23, 93 or 18.5% of the respondents are presently living in Kalamazoo. The tendency for this percentage to increase is questionable as in four of the last seven years this figure has exceeded the average.

Table 24 shows that 159 or 31.7% of the respondents use their major area of college preparation 76–100% of the time; 104 or 20.7% use it 1–25% of the time; 98 or 19.5% use it 51–75% of the time; and 75 or 14.9% use it from 26–50% of the time. Viewed differently, 257 or 50.2% of the respondents perform daily activities directly related to their major area of business preparation in excess of 51% of their time.

Table 25 shows that in performing activities directly related to the major area of college preparation, the greatest amount of time is spent by respondents in the following order: (1) Accounting majors; (2) Finance majors; (3) Business Education majors; (4) Marketing majors; (5) Management majors; and (6) General Business majors.

Tables 25 and 26 also show that 53 or 10.6% of the respondents do not use their major area of college preparation in the performance
of their present occupation. Three or 23.1% of the Business Education respondents used their major area zero percent of the time as did 11 or 17.2% of the Management majors and 18 or 15% of the Marketing majors.

Tables 26 and 27 explain why 53 or 10.6% of the respondents are not presently employed in their major area of college preparation. The reasons cited, in their order of importance, are: (1) Job not available (12 or 22.6%); (2) Higher salary (9 or 17%); (3) Armed Services (7 or 13.2%); (4) Advancement opportunities (7 or 13.2%); and (5) Disliked my major area (6 or 11.3%).

Table 27 reveals that lack of job opportunity was particularly detrimental to Management majors. Six or 54.5% of the Management respondents cited this reason for not accepting employment in the management field. The reason most cited by Accounting majors was advancement opportunity—2 or 50%. Three or 100% of the Business Education respondents said that unemployment due to marriage was the reason they were not employed in their major area. One or 100% of the Finance majors checked fluctuating income, four or 28.7% of the General Business majors listed Armed Services and four or 22.2% of the Marketing majors indicated that advancement opportunities prevented them from accepting employment in their major area of business preparation.

Table 28 shows the starting monthly salary of the respondents. Approximately 24.3% or 122 respondents received between $301-350, 116 or 23.1% received between $351-400 while 110 or 21.9% were paid
between $401-450 on their first job. Thus, 69.1% of the respondents received between $300 and $450 on their first job.

A further analysis of Table 28 reveals a definite trend toward an increase in starting salaries. This is evidenced by the fact that in 1956, 27 or 87.1% of the respondents received starting monthly salaries under $400. Since then the percentage has consistently declined so that by 1961 only 37 or 39.4% received under $400 on their first job.

Table 29 shows that those respondents majoring in Finance received the highest starting salary as 5 or 55.5% of them were paid over $400 per month. Note, however, that 5 of the 9 Finance majors graduated in 1961 when starting salaries were relatively higher. Accounting majors received the second highest starting salary as 46 or 45.6% of these respondents received in excess of $400 per month. Management majors were third with 25 or 39.2%, General Business majors fourth with 72 or 37.5%, Marketing majors fifth with 44 or 36.7%, and Business Education majors last with 1 or 7.7% of the respondents receiving over $400 per month on their first job.

Table 30 shows the present monthly salary of the respondents. Approximately 14.7% or 74 respondents presently earn between $501-550, 66 or 13.1% receive between $551-600, 65 or 12.9% are paid between $401-450 while 50 or 10% currently earn between $451-500.

Table 31 reveals that those respondents majoring in General Business are presently receiving the highest salary as 78 or 46.6%
of them currently receive in excess of $600 per month. Management majors are second highest with 21 or 32.9%; Marketing majors third with 40 or 32.4%; Accounting majors fourth with 31 or 30.8%; Finance majors fifth with 2 or 22.2% and Business Education majors sixth with 1 or 7.7% of the respondents presently earning more than $600 per month.

Table 32 shows the type of institution originally employing the respondents. Manufacturing and refining are first in importance as 198 or 39.3% of the respondents were originally employed in this field. Service industries are second with 137 or 27.3%; retail institutions are third with 49 or 9.8%; and wholesale and civilian government occupations are fourth and fifth with 23 or 4.6% and 21 or 4.2% of the respondents originally employed by these institutions. In total, 475 or 94.4% of the respondents were originally employed by these five types of institutions.

In accordance with national trends, service institutions are continuing to employ a larger percentage of the respondents. Although Table 32 reveals a somewhat erratic fluctuation, service institutions originally employed only 6 or 16.3% of the 1955 graduating respondents as opposed to the 29.8% figure of 1961.

Table 33 indicates that 46 or 45.5% of the respondents majoring in Accounting were originally employed by service institutions while 33 or 32.6% were employed by manufacturing and refining concerns. This is to be expected since public accounting is classified as a service.
Five or 38.4% of the Business Education majors were employed by service institutions while 3 or 23.1% were employed in both manufacturing and teaching.

Service institutions were also the most prevalent source of original employment for Finance majors--5 or 55.6%. Three or 33.3% were originally employed in manufacturing.

Manufacturing was the largest initial employer of General Business majors as 78 or 40.5% were employed by this type institution while 38 or 19.8% were employed by a service industry.

Fifty-seven or 47.5% of the Marketing majors were initially employed in manufacturing while 27 or 22.5% worked for a service institution.

Manufacturing also accounted for the largest number of Management majors as 23 or 35.9% were employed by this type concern while 15 or 23.4% were employed in a service industry.

As discussed above, service institutions continue to constitute a larger source of original employment. Tables 34 and 35 show the type of service institutions originally employing the respondents.

Table 34 reveals that public accounting is the most important service employer as 47 or 33.8% of the respondents were initially employed in this area. Insurance agencies are second with 41 or 39.9%; banks are third with 18 or 13.1% and finance and savings and loan associations are fourth with 15 or 10.9% of the respondents initially employed by this type service institution.
Table 36 lists the types of institutions that are presently employing the respondents. Manufacturing is first in importance as 202 or 40.1% of the respondents are employed in that field. Service industries are second with 136 or 27.1% while retail institutions and the Armed Services are third and fourth with 40 or 8.0% and 30 or 6.0% of the respondents presently engaged in these fields.

Brown found that the greatest number of respondents were working in five major fields in the following order of frequency: (1) Distribution (classified as trade, finance and service); (2) Manufacturing; (3) Federal Government; (4) State of California; and (5) Teaching.

The respondents of this study do not seem to follow the pattern that Brown found which is characteristic of the economy at this time. Furthermore, Table 36 fails to reveal the characteristic trend of employment into the service industries.

Table 37 shows that 40 or 39.6% of the Accounting majors are employed in service industries while 35 or 34.6% are engaged in manufacturing.

The largest percentage (4 or 30.7%) of Business Education majors are employed by the government while manufacturing is second in importance with 3 or 23.1% of the respondents employed in this field.
Finance majors are presently employed in the following three fields: (1) Service (4 or 44.5%); (2) Manufacturing (3 or 33.3%); and (3) Teaching (2 or 22.2%).

Manufacturing is the largest employer of General Business majors (81 or 42.2%) while service and retail institutions are second and third in importance with 47 or 24.5% and 18 or 9.4% of the respondents employed in these two fields.

Manufacturing also employs the largest percentage of Marketing majors—51 or 42.5%. Service and retail institutions are next in importance employing 30 or 25.0% and 13 or 10.0% of the respondents.

Management majors follow the same pattern. Manufacturing is the largest employer (27 or 42.1%) while service and retail institutions are second and third in importance employing 13 or 20.3% and 6 or 9.4%.

Table 38 indicates that insurance agencies are the largest service employer as 45 or 33.2% of the respondents are presently employed in this area. Public accounting is second with 35 or 25.7%; banks are third with 22 or 16.2%; and finance and savings and loan associations are fourth with 16 or 11.8% of the respondents presently employed in this type of service institution.

Comparing the type of service institutions originally employing the respondents with those presently employing them (Tables 34 and 38), we find that insurance agencies have replaced public accounting as the largest employer. Banks and finance and savings and loan associations have maintained their rank although each has gained a few percentage points.
Tables 40-44 attempt to indicate the size of business that originally and presently employs the respondent. This attempt has been hampered by the large number of "no responses."

Table 40 shows that the largest number of respondents (74 or 14.8%) were originally employed by institutions having an annual sales volume between one and twenty-five million. Thirty-one or 6.2% were employed by institutions having an annual sales volume between $100,001 and $500,000 with an additional 21 or 4.2% working for institutions having annual sales in excess of one billion.

Table 41 indicates that 81 or 16.1% of the respondents were initially employed by institutions having less than twenty-six employees. Forty-two or 8.4% were employed by organizations employing between 10,001 and 100,000 while 29 or 5.8% originally worked with 5,001 to 10,000 fellow employees.

Table 42 shows that the largest present employers of respondents (82 or 16.3%) have an annual sales volume between one and twenty-five million. Those institutions with annual sales in excess of one billion are the second largest with 25 or 5.0% while the third largest employer (24 or 4.8%) has an annual sales volume between $100,001 and 500,000.

Comparing Tables 40 and 42 we find a slight trend indicating a movement from the larger to smaller company. This is verified by the fact that 39 or 7.8% of the respondents originally worked for companies
having a sales volume less than one million while presently, 41 or 8.2% are employed by this size company.

Table 43 shows the number of employees of institutions presently employing the respondents. Seventy-five or 14.9% of the respondents are employed by institutions having less than twenty-six employees. Forty-six or 9.2% are presently employed by organizations employing between 10,001 and 100,000 while 28 or 5.6% currently work for institutions in the 5,001 to 10,000 category.

A comparison of Tables 41 and 43 seems to indicate a slight movement toward larger institutions. This trend is substantiated by the fact that 180 or 35.5% of the respondents were originally employed by companies employing less than 500 while presently 171 or 34.3% are employed by this size company. Since this trend contradicts the one discussed above, the movement toward or away from the large company is obscure.

Table 44 indicates that the largest percentage of respondents (16.7 or 153) spend between nine and twelve months in a position. Twenty-one to twenty-four months was mentioned 111 or 12.1% of the time while three to six months was checked 99 or 10.8% of the time.

Table 44 further reveals that Accounting and Marketing majors spent less time in a position than did the other respondents. Approximately 68.1% or 133 of the positions held by Accounting majors and 68.1% or 154 of the positions held by Marketing majors were occupied less than two years. Management majors were third with 67.2% or 92;
Business Education majors fifth with 61.0% or 204; and Finance majors last with 54.5% or 6 positions held for less than two years.

Table 44 can also be interpreted to show that Accounting, Marketing, and Management majors have held 1.9 different positions since graduating. Business Education and General Business majors are third and fourth with 1.7 while Finance majors have averaged 1.2 different positions since graduation.

Table 45 indicates that 54 initial occupations were listed by the respondents. Approximately 59.8% or 300 respondents were originally employed in the following five occupations: (1) Salesman (110 or 21.9%); (2) Accountant (101 or 20.1%); (3) Management trainee (33 or 6.6%); (4) Armed Services (29 or 5.8%); and (5) Sales trainee (27 or 5.4%).

Seventy-five or 74.2% of the Accounting majors checked accountant as their initial occupation. Seven or 6.9% entered the Armed Services while four or 3.9% started in a management training program and three or 3.0% became Internal Revenue Agents.

Nine or 69.2% of the Business Education majors were originally secretaries while 3 or 23.1% became teachers.

The largest percentage (33.3 or 3) of the Finance majors were originally salesmen with the second largest number (2 or 22.2%) entering the accounting field.

Fifty-four or 28.6% of the General Business majors were originally salesmen while 18 or 9.4% became accountants and 17 or 8.9% entered management training programs.
Sales was the predominant original occupation of Marketing majors as 62 or 51.7% entered this field. Twelve or 10.0% entered management training programs while seven or 5.8% assumed an office supervision position.

Sales was also the most important initial occupation of Management majors as 15 or 23.2% started in this field. Eight or 12.4% were originally personnel clerks while five or 7.7% became management trainees.

The fifty-one present occupations of the respondents are listed in Table 46. This number exceeds those of comparable studies as Ayers found 22, Brown 42, and Koch 40. Approximately 57.8% or 293 respondents are presently employed in the following five occupations:

1. Salesman (112 or 22.1%);
2. Accountant (77 or 15.1%);
3. Office manager (51 or 10.0%);
4. Armed Services (31 or 6.2%);
5. Sales manager (22 or 4.4%).

A comparison of Tables 45 and 46 reveals that the occupation of salesman has increased in importance from 110 or 21.9% to 112 or 22.1%. Accounting has declined as 101 or 20.1% were originally employed in this field while only 77 or 15.1% of the respondents listed it as their present occupation. The decline in accountants is also emphasized by the 1955 Brown study which found that accounting constituted the greatest concentration of employment.

Further analyzing the present occupations of the respondents we find that 64 or 63.4% of the Accounting majors are presently accountants.
This is a significant decline since 75 or 74.2% of the Accounting majors originally entered the field. This decline is partially explained by the increase in office managers—2.0% to 7.9%.

Business Education majors are presently employed as secretaries (9 or 69.2%) and teachers (2 or 15.4%).

Sales and teaching are the main occupations of Finance majors as each field employs 2 or 22.2%.

The largest percentage of General Business majors are employed in sales (51 or 26.6%); office management (23 or 12.0%); and teaching (11 or 5.7%). General Business majors seem to have shifted from accounting and management training programs into management positions.

Fifty-two or 43.3% of the Marketing majors are presently salesmen while 13 or 10.8% have become office managers and 10 or 8.3% have attained the position of sales manager. The Marketing major therefore seems to shift from his original job as a salesman into managerial positions.

Sales is the most prevalent occupation of Management majors—8 or 12.5%. Six or 9.4% are presently office managers, personnel directors and sales managers. Thus, management majors also tend to move from sales into management positions.

Opinions of Graduates

Table 47 indicates that only 11 or 2.2% of the respondents felt that their job preparation at Western was inadequate for job demands.
Approximately 40.6% or 204 felt that job preparation was adequate for job demands, 38.4% or 193 felt that most job demands were met and 14.7% or 74 thought that job demands were met in a limited way.

King's study of the Industrial Technology graduates of Western revealed that 39% felt that most job demands had been met; 27% felt that the training was adequate for job demands; and 23% thought that their preparation met job demands in a limited way. Although no respondent in King's study felt that his preparation at Western was inadequate, the respondents of this study have indicated a higher degree of satisfaction with their training at Western.

Table 48 indicates that 3 or 4.7% of the Management majors thought that job preparation was inadequate while 1.6% of the General Business and Marketing majors and 1.0% or 1 of the Accounting majors were not satisfied with their job preparation while at Western.

Table 49 contains the respondent's answers to the question: "What could the School of Business have done to prepare you more adequately for your profession?" Approximately 22.0% or 133 of the suggestions were concerned with increasing realism and vitality in the classroom. Ninety-five or 20.4% were suggestions for curriculum modification while 81 or 14.5% were concerned with the need for developing and improving communication skills. The fourth most often cited suggestion (33 or 5.5%) was that counseling procedures be improved. Twenty-five or 4.2% of the recommendations urged that classroom and degree standards be raised while 5 or .9% were concerned with improving placement procedures.
The following were the most numerous specific recommendations:

1. Emphasize the practical aspects of a subject (38 or 6.3%);
2. Establish some type of co-op or intern program (37 or 6.2%);
3. Emphasize more public speaking (31 or 5.2%);
4. Have more guest speakers (23 or 3.8%);
5. Place more emphasis on management report writing (21 or 3.5%); and
6. Demand a better command of English (20 or 3.3%).

The suggestions most often cited by Accounting majors were:

1. Establish a co-op program (14 or 10.8%);
2. Emphasize management report writing (12 or 9.2%);
3. Offer CPA oriented courses (9 or 6.9%);
4. Demand a better command of English (8 or 9.2%); and
5. Offer specialized accounting courses (8 or 6.2%).

The four suggestions offered by Business Education majors were:

1. Demand more English;
2. Require more public speaking;
3. Emphasize practical teaching methods; and
4. Raise classroom and degree standards.

Finance majors recommended the following: (1) Establish a co-op program; (2) Raise classroom and degree standards; (3) Offer courses in market analysis and principles of marketing services.

The recommendations most often listed by General Business majors were: (1) Emphasize the practical aspects of a subject (15 or 6.7%);
2. Have more guest speakers (14 or 6.2%);
3. Require more public speaking (13 or 5.8%); and
4. Raise classroom and degree standards (12 or 5.3%).
Marketing majors made the following suggestions: (1) Emphasize the practical aspects of a subject (11 or 7.4%); (2) Establish a co-op program (10 or 6.7%); (3) Demand a broader liberal arts background (8 or 5.4%); (4) Require more public speaking (6 or 4.0%); and (5) Have more instructors with a business background (6 or 4.0%).

The following were the most numerous suggestions made by Management majors: (1) Emphasize the practical aspects of the subject (7 or 8.2%); (2) Increase the accounting requirement (6 or 7.1%); (3) Require a course in labor relations (4 or 4.7%); (4) Require more public speaking (4 or 4.7%); (5) Channel counselling toward career guidance (4 or 4.7%); and (6) Establish a co-op program (4 or 4.7%).

**Personal Data**

Table 50 indicates that 473 or 94.2% of the respondents in this study were males. The percentage of females has consistently increased from a 1957 low of 1.5% to 7.4% in 1961. However, the percentage of females graduating from 1953 to 1956 was considerably greater than in the 1957 to 1961 period so the trend is not obvious.

Approximately 77.1% or 387 respondents are married. As logic would indicate, the 1960 and 1961 graduating respondents tend to lower this percentage as only 65.2% and 55.3% of these individuals are married.

Approximately 62.3% or 220 of the married respondents have at least one boy and 54.8% or 212 have at least one girl.
CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

Approximately 84.2% of the BBA graduates lived in Michigan before attending Western. Illinois was the home state of 4.6% of the graduates while 4.2% came from Indiana. Michigan, Illinois, and Indiana have supplied 93% of the graduates. The School of Business serves a slightly larger geographical area than the University.

General Business is the most common major as 38.2% of the graduates concentrated in this field. Approximately 23.9% of the graduates were Marketing majors, 20.1% Accounting majors, and 12.7% Management majors. The percentage of General Business majors should decline in the future.

Participation in extra-curricular activities is very common as 79.3% of the graduates belonged to at least one such organization. This percentage should increase in the future.

Approximately 31.3% of the graduates were members of social fraternities, 23.0% belonged to an academic organization, 14.9% to an administrative group and 12.7% to a professional business fraternity while 7.9% participated in at least one varsity sport. Membership in academic and social organizations should increase in the future while the percentage belonging to social and business fraternities is likely to decline.
Approximately 29.1% of the graduates have attended school since graduating from Western. This study does not indicate future increases in this percentage.

Formal degree programs are the most important type of post graduation education as 73.3% of those graduates furthering their education have entered a program of this type. Specialized courses are second in importance as 18.5% of the post graduation education has been of this type.

The largest percentage of the graduates (50.6) furthering their education spend only one semester doing so. An additional 20.6% attend two semesters. One semester in attendance has progressively increased in importance since 1955.

Graduate degrees have been earned by 5% of the BBA graduates. Of those individuals doing graduate work, 17.1% have earned a degree. The Master of Arts Degree is most numerous as 44% of the graduate degrees are of this type. The MBA and LLB Degrees each account for 12% of the graduate degrees. This study does not reveal a future increase in the percentage of graduate degrees.

Only .6% of the BBA graduates have received an MBA Degree. The graduates are far below the national average in this respect.

Approximately 44.4% of the BBA graduates obtained their first job via a personal application. The College Placement Office is second in importance as 26.5% have used this method while friends and relatives
have assisted 15.7% of the graduates in securing their first position. The personal application method is declining in importance while the College Placement Office is playing a more important role.

Approximately 67.3% of the BBA graduates presently live in Michigan. Illinois is second with 6.8% while Indiana and California are third and fourth with 3.0% and 3.0%, respectively. The percentage of graduates living in Michigan should increase in the future.

The percentage of BBA graduates presently living in the same town that they lived in before attending Western is 30.5. This percentage should decrease in the future. Similarly, 18.5% of the graduates are presently living in Kalamazoo. A definite trend in this percentage is not evident.

The majority of BBA graduates (50.2) perform daily activities directly related to their major area of business preparation in excess of 51% of their time. Only 10.6% of the graduates do not use their major area of college preparation in their present occupation. These graduates are not employed in their major area because: (1) Job was not available (22.6%); (2) Higher salary (17.0%); (3) Armed Services (13.2%); (4) Advancement opportunities (13.2%); and (5) Disliked my major area (11.3%).

Approximately 24.3% of the graduates received between $301-350 on their first job; 23.1% received between $351-400; and 21.9% were paid between $401-450. There is a definite trend toward an increase in starting salaries. In 1956, 81.7% of the graduates received starting monthly salaries under $400 while only 39.4% of the 1961 graduates were paid this amount.
Finance majors received the highest starting salary followed by Accounting, Management, General Business, Marketing, and Business Education majors.

The largest percentage (14.7%) of the BBA graduates presently earn between $501-550 per month. The $551-600 bracket is second in importance as 13% are presently earning this amount while 12.9% receive between $401-450 and 10% earn between $451-500.

Those graduates majoring in General Business are presently receiving the highest salaries followed by Management, Marketing, Accounting, Finance, and Business Education majors.

The largest percentage (39.3%) of the graduates are originally employed by manufacturing concerns. Service institutions are second employing 27.3%; retail institutions third with 9.8%; wholesale organizations fourth with 4.6% and civilian government occupations fifth with 4.2%. Service institutions are increasing in importance as original employers of BBA graduates.

Within the service industry category, 33.8% of the graduates were originally employed in public accounting, 29.9% by insurance agencies, 13.1% by banks and 10.9% by finance and savings and loan associations.

Approximately 40.1% of the BBA graduates are presently employed by manufacturing concerns. Service institutions presently employ 27.1% of the graduates while retail organizations and the Armed Services are third and fourth in importance employing 8.0% and 6.0% respectively. This study fails to confirm the present trend of employment into services.
Insurance agencies are the largest type of service employer as 33.2% of the graduates are presently employed in this field. Public accounting is second employing 25.7%; banks are third with 16.2%; and finance and savings and loan associations are fourth employing 11.8% of those graduates working for service institutions. Insurance agencies have replaced public accounting as the largest service employer of BBA graduates.

The largest number of graduates (14.8%) were originally employed by institutions with an annual sales volume between one and twenty-five million. Organizations having annual sales between $100,001 and $500,000 originally employed 6.2% of the graduates while 4.2% first worked for institutions with annual sales in excess of one billion.

Institutions employing less than twenty-six individuals were the first source of employment of 16.1% of the graduates. Approximately 8.4% of the graduates worked for institutions employing between $100,001 and 100,000 while 5.8% worked with 5,001-10,000 fellow employees.

The largest percentage of graduates (16.3) are presently employed by institutions having an annual sales volume between one and twenty-five million. Those organizations with annual sales in excess of one billion presently employ 5.0% of the graduates while an additional 4.8% are employees of institutions in the $100,001-500,000 bracket.

Organizations employing less than twenty-six individuals presently employ 14.9% of the graduates. Approximately 9.2% of the graduates are now working for institutions employing between 10,001 and 100,000 while
5.6% currently work for organizations in the 5,001 to 10,000 category. A movement toward or away from the large company is not evident.

The largest percentage of graduates (16.7) spend between nine and twelve months in a position. Approximately 12.1% of the graduates spend between twenty-one and twenty-four months in a position while 10.8% stay in a position between three and six months.

Accounting, Marketing, and Management majors have held 1.9 different positions since graduating. Business Education and General Business majors have held 1.7 positions while Finance majors have averaged 1.2 different positions since graduating.

Approximately 59.8% of the graduates were originally employed in the following five occupations: (1) Salesman (21.9%); (2) Accountant (20.1%); (3) Management trainee (6.6%); (4) Armed Services (5.8%); and (5) Sales trainee (5.4%).

The following five occupations presently employ 57.8% of the graduates: (1) Salesman (22.1%); (2) Accountant (15.1%); (3) Office manager (10%); (4) Armed Services (6.2%); and (5) Sales manager (4.4%). A comparison of original and present occupations reveals that sales and managerial positions are increasing in importance while accountants are declining.

Only 2.2% of the BBA graduates feel that their job preparation at Western was inadequate. Approximately 4.7% of the Management majors feel that their job preparation was inadequate while 1.6% of the General Business and Marketing majors and 1.0% of the Accounting majors are not
satisfied with their job preparation while at Western.

Approximately 22.0% of the graduate's suggestions were concerned with increasing classroom realism and vitality. Curriculum modification was the subject of 14.5% of the recommendations while 14.5% urged that communication skills receive greater emphasis.

The graduates feel that the School of Business could have prepared them more adequately for their profession by:

(1) Placing greater emphasis on the practical aspects of a subject.
(2) Establishing some type of a co-op program.
(3) Placing greater emphasis on the development of public speaking skills.
(4) Having more business executives as speakers.
(5) Placing greater emphasis on management report writing.
(6) Demanding a greater command of the English language.

Approximately 94.2% of the BBA graduates have been males. The percentage of females should increase slightly in the future. The greatest percentage (77.1) of the graduates are married. Of those married graduates, 62.3% have at least one boy and 54.8% have at least one girl.

Recommendations

Since 97.8% of the BBA graduates feel that their job preparation at Western was adequate for job demands, we must conclude that Western's School of Business is meeting its responsibilities.
The recommendations of this section are based solely on the writer's interpretation of the findings and conclusions of this study. The following are not criticisms of present practices but rather suggestions as to how the School of Business can improve its performance. Furthermore, the writer fully realizes that various influences and pressures always results in a compromise between the ideal and practical.

This study has pointed out that a relatively small percentage of BBA graduates further their formal education. For example, only 68.6% of the graduates have subsequently earned MBA Degrees. The School of Business should therefore increase its efforts to encourage qualified graduates to further their formal education.

An attempt should be made to increase classroom vitality and realism. The graduates were particularly impressed by instructors who have had practical business experience and who supplement the text with current business practices. Lectures should be minimized in favor of class discussions of the application of principles. As one graduate so aptly stated:

There is nothing more frustrating than to listen to an instructor read the book to you. I'm capable of reading. I'm more interested in learning how a principle can be applied, why it should be applied, and how and when practical considerations may rule out its use.

The School of Business should increase its efforts to develop the graduate's ability to communicate. Approximately 14.5% of the graduate's
suggestions were concerned with the need for improving writing and speaking abilities. Greater emphasis should therefore be placed on term papers, class discussion, management report writing and public speaking.

The various methods of improving the counseling program should be investigated. If possible, the functions of counselors should be expanded into such areas as aptitude testing, information on employment opportunities and yearly student evaluation sessions. A more individualized approach to the student's problems and career plans would be desirable.

The possibility of establishing some type of co-op program should be considered. This was the specific suggestion most often made by both Accounting and Finance majors.

The School of Business should continue to increase classroom and degree standards. In addition, a more active motivating role should be assumed by instructors. Many graduates seem to be unaware of the demands of the business world. As students, they fail to appreciate the need for developing skills. It would be beneficial to the student as well as to the School of Business for the instructors to constantly remind the student why he should be interested in learning all he can about a particular subject. The need for this type of approach was summarized by a Management major who graduated in 1958:

I feel that the School of Business fails to emphasize the drive that is necessary for one to succeed in whatever field he pursues. There are so many that
feel a degree is their guarantee to success without initiative. Many of these men find out too late that their education was only a seed which will not grow without prime fertilizer. That fertilizer is drive and initiative.

I believe I would liken each day in the business world to that of preparing a term paper or cramming for a final examination. This should be instilled in the student's mind. The feeling of relief at having finally made it—no more exams et. al.—is certainly short lived by those who intend to advance into a position that affords one both monetary security and personal achievement.
BIBLIOGRAPHY

Articles and Periodicals


Jepsen, Victor A. "What About Our Graduates?" *Collegiate News and Views*, (May, 1951)


Books


Unpublished Material

Annual Reports of the School of Business to the Vice-President, Academic Affairs, 1951-1961.


Other Sources


APPENDIX A

COVER LETTER AND QUESTIONNAIRE

Copies of the cover letter and questionnaire used in this study are located on pages 74-76 of this appendix.
Dear Graduate:

We are conducting a follow-up study of recent graduates from the School of Business of Western Michigan University. We feel that this study will contribute significantly to the further development of the School of Business and the University.

To provide accurate information for this study, we would like for you to complete the enclosed questionnaire and return it at your earliest possible convenience. Names will not be revealed but they are necessary to validate our mailing list.

Thank you for your cooperation in our study and we wish you continued success in your profession.

Sincerely yours,

[Signature]
Dr. A. E. Schneider
Dean
School of Business
Follow-Up Study of the Business Administration

Graduates of Western Michigan University

ACTIVITIES WHILE AT WESTERN:

1. Please check your college major while attending Western:

   Accounting
   Advertising
   Electronic Data Processing
   Finance
   General Business
   Industrial Management
   Insurance
   Office Management
   Personnel Administration
   Purchasing
   Retailing
   Retail Store Management
   Sales Management
   Salesmanship
   Secretarial Administration
   Small Business Management
   Teaching Business Subjects
   Other (Please specify)

2. Please list your extra curricular activities while at Western: (Organizations, clubs, fraternal groups, societies, sports, etc.)

ACTIVITIES SINCE LEAVING WESTERN:

1. Have you attended any school since graduation from Western?
   Yes _____  No _____

   a. If "yes," please fill in the following:

      Institution  Semesters Attended  Degree


2. How did you obtain your first job? (Check only one)

   Aid of friend or relative  College placement  Referred by instructor
   Personal application  Other (Please specify)

3. Please list in their proper order the positions you have held since graduating from Western. This includes promotion within the company as well as movement from one company to another.

   Type of Firm: (Retail, Wholesale, Manufacturing, Teaching, Govern. etc.)  Annual Sales Volume  Number of Employees  From-To  Title
4. Approximately what percentage of your time is spent each day in performing activities directly related to your major area of college preparation?

- 0%
- 1-25%
- 26-50%
- 51-75%
- 76-100%

a. Answer this question only if the answer to the above question was 0!

Why did you accept employment in a field other than your major area of business preparation?

- Higher salary
- Advancement opportunities
- Job not available
- Disliked my major area
- Other (Please specify)

5. Please place a single check (x) to indicate the MONTHLY salary that you received on your first job after graduation and a double check (xx) to indicate your present salary.

- Under $300
- 301-350
- 351-400
- 401-450
- 451-500
- 501-550
- 551-600
- 601-650
- 651-700
- 701-750
- 751-800
- 801-850
- 851-900
- 901-950
- 951-1000
- 1001-1050
- 1051-1100
- Over 1100

OPINIONS OF GRADUATES

1. Do you feel that your professional preparation at Western:

   - Was adequate for job demands
   - Met most job demands
   - Met job demands in a limited way
   - Was inadequate for job demands

2. What could the School of Business have done to prepare you more adequately for your profession? (Use the back of sheet if necessary)

PERSONAL DATA:

Name ___________________________ Male _______ Female _______
Month and year of graduation ______________________ Single _____ Married ______
Name and address of high school ____________________________
Present address ________________________________
If married, number of boys _______ Ages ________
If married, number of girls _______ Ages ________
This appendix contains the names and available addresses of all individuals receiving a BBA Degree from January, 1953 to August, 1961, inclusive. The listing is alphabetized by month and year of graduation.

January, 1953 Graduates:

Beardslee, William C.
18966 Greenfield
Detroit 35, Michigan

Bloxom, Richard G.
2621 Oakwood Drive
Grand Rapids, Michigan

Boike, Jacob F.
1707 Welch Blvd.
Flint, Michigan

Boyan, Norbert J.
237 Gentry St.
Park Forest, Illinois

Clark, Dale
468 Cliff St.
Battle Creek, Michigan

Cornelius, Franklin L. Jr.
2557 Hall St. S.E.
Grand Rapids, Michigan

Gerencer, Walter C.
2917 Eastland
Muskegon Hts., Michigan

Johnson, Julius R.

Miller, Arthur H.
453 Fontenello S.E.
Grand Rapids, Michigan

Ogden, Glen R.
2033 Rowe
Grand Rapids, Michigan

Prichard, Joseph T. Jr.

Schaefer, John A.
6104 W. Main
Kalamazoo, Michigan

Stahl, Richard K.
19801 Sherry St.
St. Clair Shores, Michigan

Walton, Robert L.
2002 Helen
Kalamazoo, Michigan
June 1953 Graduates:

Anderson, John E.
7303 Rosemary
Dearborn 6, Michigan

Avery, Carroll V.
1794 Capitol N.E.
Battle Creek, Michigan

Bills, Harold L.
143 Buckley St.
Kalamazoo, Michigan

Brown, Willard A. Jr.
100 W. Monroe St.
Chicago 3, Illinois

Bublick, Mandell G.
319 Brownway
Benton Harbor, Michigan

Caro, Frank
3643 Francis Ave.
Kalamazoo, Michigan

Chichester, Philip H.
224 Rockingham
Alma, Michigan

Clark, Edwin R.
103 East Ave. N.
Battle Creek, Michigan

Cotter, Robert W.
RR #1
Centreville, Michigan

De Graw, William R.
2045 Hollywood
Gross Pointe, Michigan

De Lanater, Richard C.
124 Espanola
Kalamazoo, Michigan

Denton, William Jr.
3096 Brookmont
Kalamazoo, Michigan

Duisterhoff, Gordon J.
491 Fineview Ave.
Kalamazoo, Michigan

Durkee, William K.
533 Eighth St.
Manistee, Michigan

Ellinger, James L.
1823 Thurshwood
Kalamazoo, Michigan

Gage, Charles L.
833 N. Hickory Rd.
Detroit 28, Michigan

Goldberg, Alvin S.
285 Capitol Ave.
Battle Creek, Michigan

Harrison, Wendell E.
769 Manordale Court
Milford, Michigan

Hartson, Verne L.
100 Taft St.
Battle Creek, Michigan

Howe, George L.
9222 Wawegon Rd.
Morton Grove, Illinois

Hungerford, John G.
2261 Sheffield Dr.
Kalamazoo, Michigan

Kugler, John H.
1479 Bishop
Benton Harbor, Michigan

Kyes, Alan T.
RR #1
Richland, Michigan

Leighton, William D.
7594 Delware
Riverside, California

Lentz, Marian J. (Mrs. Lester Miller)
113 Santa Ana
Long Beach 3, California

Lucus, James P.
732 Bronson St.
South Bend, Indiana
McLaughlin, Carolyn A. (Mrs. J.R. Rose)
7821 Hillcrest
Garden City, Michigan

Miller, Clarence B., Captain
Federal Office Bldg., Room 33
San Francisco, 2, California

Monsma, Seymour H.
703 Village
Kalamazoo, Michigan

Ongley, George H. Jr.
2601 Wellington
Kalamazoo, Michigan

Otiepka, Paul K.
3366½ South Saginaw Road
Flint 7, Michigan

Papke, Wallace H.
33½ W. Washington
Alpena, Michigan

Pllaez, Gustave

Perry, Lyle
Box 5
Trufant, Michigan

Peterman, Donald L.
339 Prorie St.
Vicksburg, Michigan

Rathka, Raymond A.
489 Thalia
Rochester, Michigan

Rice, Wilfred E.
253 S.21st St.
Battle Creek, Michigan

Richwine, Paul N.
3035 Lake Shore Dr., Grand Beach
Monroe, Michigan

Rathwell, Richard P.
1805 Collins Ave. S.E.
Grand Rapids, Michigan

Rouse, Warren Jr.
Three Mice Hill Road
Middlebury, Connecticut

Ryan, James M.
63¾ Westmore Rd.
Des Plaines, Illinois

Shaw, Lyle F. Jr.
33320 Alvin St.
Garden City, Michigan

Snyder, Charles E.
523 Midway Dr.
Lexington Park, Missouri

Spitler, Donald H.
11123 Hattaus St.
North Hollywood, California

Stultz, Robert H.
4238 Wakefield
Berkley, Michigan

Swayne, Wallace B.
23220 Dale Allen
Mt. Clemens, Michigan

Talbot, Robert E.
827 Clearview
Kalamazoo, Michigan

Urcavich, Joseph H.
50770 Jefferson Ave.
New Baltimore, Michigan

Vargo, Emery R.
PO Box 548
Daphne, Alabama

Vos, Robert J.
1119 Par 4 Road
Kalamazoo, Michigan

Wank, Theodore J.
78 Van Buren
South Haven, Michigan

Wenke, James R.
3303 Oxford Land
South Bend, Indiana

White, Louis J. Jr.
721 Westbury Lane
Kalamazoo, Michigan

Wilson, Carolyn M. (Mrs. Guy Wilson)
Caro, Michigan
July, 1953 Graduates:

Dowsett, Richard N.  
Box 299  
Dowagiac, Michigan

Farnsworth, George J. Jr.  
4704 Sunnydale  
Kalamazoo, Michigan

Morgan, Theodore J.  
Brighton, Michigan

Reifsnyder, Salon B.  

Sharpe, Robert L.  
335 W. Court St.  
Hastings, Michigan

Winans, Paul E.  
2224 LaCrosse  
Kalamazoo, Michigan

January, 1954 Graduates:

Abee, Russell R.  
211 Swensberg N.E.  
Grand Rapids 5, Michigan

Baxter, Marvin R.  
617 N. Mechanic  
Jackson, Michigan

Clark, Joseph S.  
7732 Crandon Ave.  
Chicago 49, Illinois

Christie, John L.  
2617 Winchell  
Kalamazoo, Michigan

Dunham, Robert P.  
1236 Baker Dr.  
Kalamazoo, Michigan

Dyhejkko, Edward I.  
1603 Florence Ave.  
South Bend, Indiana

Ellinger, Bernard L.  
91½ S. Burdick S.  
Kalamazoo, Michigan

Emmert, George F.  
316 Elm St.  
Kalamazoo, Michigan

Fritchie, Allen R.  
7012 Markwood Dr.  
Minneapolis 27, Minnesota

Gregerson, Janice J. (Mrs. D.C. Francisco)  
1238 Ellsmere N.E.  
Grand Rapids, Michigan

Johnson, Marvin O.  
19012 47th Ave. South  
Seattle 88, Washington

Linden, Roger L.  
1836 Darbyshire Dr.  
Defiance, Ohio

McCuaig, David B.  
2211 Dorchester Ave.  
Kalamazoo, Michigan

Peterson, David F.  
1901 Nottingham  
Kalamazoo, Michigan

Tidwell, Ferrell D.  
310 Summit St. Waldorf Hotel  
Toledo, Ohio

Van Liere, John Jr.  
2918 W. Milham  
Kalamazoo, Michigan

Van Overloop, Robert R.  
403 Montrose  
Kalamazoo, Michigan

Weatherwax, Norman G.  
Cement City, Michigan

Whitlock, Harold R.  
628 S. Taylor Ave.  
Oak Park, Illinois
Winther, Arlen R.  
11150 W. Michigan Ave.  
Mattawin, Michigan

June, 1954 Graduates:

Arehart, Eileen M.  
612 W. Main  
Hopkins, Michigan

Balke, Dale H.  
5745 46th Ave. North  
St. Petersburg, Florida

Bayer, Winston E.  
8822 El Manor  
Los Angeles, California

Benson, William C.  
3639 Mackinaw Ave.  
Saginaw, Michigan

Bradshaw, Charles R.  
2811 Apple Lane  
Kalamazoo, Michigan

Broman, Foro L.  
718 Pennoyer  
Grand Haven, Michigan

Brush, Richard L.  
106 South Elm  
Three Oakes, Michigan

Buck, Kenneth J.  
1415 Elysian Ave.  
Poma, California

Clarkson, Donn E.  
607 Copeman Blvd.  
Flint, Michigan

Cleveringa, Richard H.  
3383 Broadway  
Gary, Indiana

Collins, Robert L.  
Sturgis, Michigan

Compton, George W.  
3812 N. Kildare Ave.  
Chicago, Illinois

Cowan, William M.  
203 Wickersham East  
Kokomo, Indiana

Crossley, Joseph J.  
1925 Juanita St.  
San Angelo, Texas

Daley, Lyle D.  
221 Las Manatis  
Santa Fe, New Mexico

Derhammer, Douglas L.  
415 High St.  
Marshall, Michigan

Dornan, Lyle H.  
924 Knappst N.E.  
Grand Rapids, Michigan

Duncombe, Roger K.  
5 W. Main St.  
Hartford, Michigan

Dunton, Harold E.  

Edington, Harold J.

Ewink, Elmer J.

Fennell, Jack N.  
141 Sunset Blvd.  
Battle Creek, Michigan

Flora, Gerald W.

Gage, Norma J.  
833 N. Hickory Rd.  
South Bend 15, Indiana

Garratt, Donald M.  
128 Morningside Dr.  
Battle Creek, Michigan

Gauss, Richard E.  
1216 67th St. N.W.  
Bradenton, Florida
Gloor, Elizabeth J.
125 Sauk Trail
Park Forest, Illinois

Gonder, Richard H.

Greenwood, Wilfred T.
21½ Leahy St.
Muskegon Hts., Michigan

Hadden, Miles A.
1125 Orchard S.E.
East Grand Rapids, Michigan

Hagenbarth, Ronald D.
698 McAllister
Benton Harbor, Michigan

Harner, Robert L.
1617 Myrtle Ave.
Madison Hts., Michigan

Hill, Orville M.
Ass'n. Pur. Agent, Gibson Inc.
Parsons St.
Kalamazoo, Michigan

Holmes, Robert E.
207 W. Columbia
Battle Creek, Michigan

Jacobson, Curtis R.

Johnson, Philip A.
4117¼ Greenbrook
Plymouth, Michigan

Johnston, Jack P.
517 Crosstown Parkway
Kalamazoo, Michigan

Kelley, Donald E.
829 Midway Dr.
Auburn, Indiana

Klusendorf, Robert A.

Knapp, Philip J.
1½ W. Sherman St.
Caro, Michigan

Lammi, Hartley D.
602 W. Hughett
Kalamazoo, Michigan

Landstra, Jerrold R.
31½ Kensboro N.E.
Grand Rapids, Michigan

Langeland, David H.
5830 N. 87th St.
Milwaukee, Wisconsin

Laskowski, Roy G.
1016 Farnsworth S.E.
Grand Rapids 6, Michigan

Linck, Thomas H.
Attorney at Law
Muskegon, Michigan

Lint, Jacques N.
111 S. Orange
Sturgis, Michigan

Meitz, Donald C.
2303 Mapleview Ave.
Kalamazoo 75, Michigan

Meyer, Roger D.
2216 Nelson
Grand Rapids, Michigan

Millsap, Rexell B.
31135 W. Rutland
Birmingham, Michigan

Milnes, William S.
26 S. Fremont
Coldwater, Michigan

Morris, William C.
745 Kuway Circle
Kalamazoo, Michigan

Nocera, Roland R.
11365 S. Edbrooke
Chicago 28, Illinois

Nowinski, Jerry J.
930 Rockside Rd.
Cleveland, Ohio

Plumhoff, Max M.
1300 Samoa St.
St. Louis 26, Missouri
Polan, Ann Marie C.
Polan, Edward F.

Sagan, Edwin J.
1567 Sixth St.
Muskegon, Michigan

Schacht, Erich R.
245 Groves Ave.
Battle Creek, Michigan

Schroder, Edward W.
9 Eagle St.
Battle Creek, Michigan

Shorr, Richard C.
RR #2 4536 Bantry Dr.
Orchard Lake, Michigan

Spitters, Frank
5273 Keyes Dr.
Kalamazoo, Michigan

Symons, Larry B.
RR #1
Fennville, Michigan

Tollens, James F.
435 Chamberlin Dr.
South Bend, Indiana

Wagner, Richard K.
RR #6
Kalamazoo, Michigan

Walbridge, Donald J.
RR #1 331 A
Hickory Corners, Michigan

Wise, Theodore C.
2126 Sheffield Dr.
Kalamazoo, Michigan

Wooley, Edwin J.
Route 9, Box 1570
Battle Creek, Michigan

Zagelmeyer, James E.
570 S. Main
Lombard, Illinois

July, 1954 Graduates:

Balke, Dale H.
5745 46th Ave. North
St. Petersburg, Florida

Berger, Wayne D.
38 N. Riviera Dr.
Battle Creek, Michigan

Creal, Harold F.
323 S. Homan Ave.
Chicago 24, Illinois

Green, Gilbert R.

Griessel, William H.
4018 York Rd.
South Bend 14, Indiana

Hanson, Rudolph F.
1401 Trumble
Kalamazoo, Michigan

Johnston, Roy M.
Summit St.
Harbor Springs, Michigan

Liddocatt, Richard C.
123 Free
Fowlerville, Michigan

Mayo, John P.
RR #1 224 A
Athens, Michigan

Mochamer, Jack A.
1002 Van Buren N.E.
Auburn, Indiana

Oweli, William R.
2915 Maple Ave.
Kalamazoo, Michigan
Spigelmyer, Richard C.
1827 ½ S. Westnedge Ave.
Kalamazoo, Michigan

Thayer, Joyce E.
2431 Brook Dr.
Kalamazoo, Michigan

Thompson, Eugene M.
704 W. Huron
Vassar, Michigan

Walters, Maurice W. Jr.
#6 Calle, Elena Apt. E
Ocean Park, Santurce, Puerto Rico

Wank, Donald W.
78 Van Buren St.
South Haven, Michigan

Young, Robert W.
91 ½ Davis St.
Kalamazoo, Michigan

January, 1955 Graduates:

Courtois, Barbara A.
2919 Gull Rd.
Kalamazoo, Michigan

Crossley, Paul W.
321 ½ Brownue
Flint 4, Michigan

Denison, Robert W.
616 Chrysler
Kalamazoo, Michigan

Gall, Herbert W.

Howard, Timothy E.
630 N. Peter St.
South Bend, Indiana

Kowerduck, Edward M.
1713 S. State
St. Joseph, Michigan

Peterson, David J.

Plumhoff, Max M.
1300 Samoa St.
Louis 26, Missouri

Schwertfeger, James H.
2010 Ramence Rd.
Kalamazoo, Michigan

Smith, Eileen M. (Mrs. Paul Pritchard)
11 Ridgeview Lane
Poland 14, Ohio

Smythe, Paul D.
28184 Park Court
Madison Hts., Michigan

Snyder, Albert L.
2936 Greenfield
Berkley, Michigan

Van Schelven, Robert L.
337 Deerfield St.
Ridgewood, New Jersey

Wattles, John C.
529 Pinehurst
Kalamazoo, Michigan

June, 1955 Graduates:

Adams, James C. Jr.
818 Weaver
Kalamazoo, Michigan

Ake, Charles F.
1136 Wood St.
Muskegon, Michigan

Ayres, King W.
2105 S. Brentwood
Essexville, Michigan

Bathrick, Daryl A.
19713 California
St. Clair Shores, Michigan

Bochese, Sergio P.
23 Louis Lane
Tenafly, New Jersey

Boerma, Arthur H.
18731 Audette Ave.
Dearborn, Michigan
Braamse, Robert B.  
225 Searles Ave.  
Benton Harbor, Michigan

Bradford, William D.  
1021 S. Jefferson  
Hastings, Michigan

Burns, Robert L. Jr.  
436 Pinehurst Blvd.  
Kalamazoo, Michigan

Burrows, Lewis E. Jr.  
555 St. Joseph St.  
South Haven, Michigan

Callaway, Kenneth E.  
1322 32nd St.  
South Bend, Indiana

Carlisle, Raymond L.  
350 Parkview Apt. 1  
Hubbard, Illinois

Casly, Edward J. Jr.  
1639 Margaret S. E.  
Grand Rapids 7, Michigan

Contos, Peter H.  
5304 W. 30th St.  
Cicero, Illinois

Copping, Robert E.  
7747 N. Kalamazoo  
Paw Paw, Michigan

Cripps, Howard D.  
260 Morgan Ave. W.  
Battle Creek, Michigan

Croak, John T.  
1 1/4 Terro Circle N.  
Muskegon, Michigan

DeFrance, Joseph Jr.  
754 Territorial  
Benton Harbor, Michigan

DeGrow, Douglas C.  
1 1/3 W. 28th St.  
Riveria Beech, Florida

Dennis, Kenneth R.  
5855 Duxbury Dr.  
Houston 35, Texas

DeVries, John D.  
RFD 1 Box 117  
St. Joseph, Michigan

Dian, Robert L.  
18920 Baker Ave.  
Country Club Hills, Illinois

Dixon, Bryan D.  
304 N. Grinnell  
Jackson, Michigan

Ebbale, Robert (% Betty Bryant)  
1316 Vassar Dr.  
Kalamazoo, Michigan

Ellis, Stanley  
3321 E. Center St.  
Kalamazoo, Michigan

Farrell, James F.  
1010 Wheaton  
Kalamazoo, Michigan

Firlik, Robert W.  
1045 Eastlawn  
Cleveland, Ohio

Firnsin, Dolores K.  
3823 Euclid  
Berwyn, Illinois

Fliser, James W.  
3701 Briarwood Dr.  
Flint, Michigan

Flynn, Patrick C.  

Foltz, Donald J.  
219 W. Vine  
Kalamazoo, Michigan

Forsman, David F.  
% New Jersey Zinc Co.  
Palmerston, Pennsylvania

Frye, Lou W.  
41 Arlington Dr.  
Battle Creek, Michigan

Galloway, Dorthy M. (Mrs. Edward Yoder)  
17222 Sharon Rd.  
Chesaning, Michigan
Ganeer, Charles N.
RR #1
Mattawan, Michigan

Gall, Herbert W.

Hawkins, Edmond G.
5316 S. Woodlawn Ave.
Chicago 15, Illinois

Hawley, Robert L.
920 Clinton Trail
Charlottesville, Michigan

Hjelm, Harvey E.
204 Elm
Kalamazoo, Michigan

Holiday, John G.
453 State St.
Harbor Springs, Michigan

Hoyes, John S.
729 Darby Rd.
Kalamazoo, Michigan

James, Donald E.
1911 Commonwealth Ave.
Kalamazoo, Michigan

Jones, Hugh
20921 Vernier Rd. Apt. 11
Harper Woods, Michigan

Johnson, Donald J.
806 Lockwood
Royal Oak, Michigan

Kahn, Edward H.
542 Fern
Elmhurst, Illinois

Kauffman, Ralph R.
2506 Emmet Dr.
Logansport, Indiana

Kelderhouse, Dorothy M. (Mrs. Robert Lenecke)
320 Harrison
Midland, Michigan

Kenyan, Gerold P.
3426 Buchanan
Grand Rapids, Michigan

Kiewiet, Herman K.
7616 Julie Dr.
Kalamazoo, Michigan

King, Richard E.
7710 Henry Ruff Rd.
Garden City, Michigan

Koels, John B.
5102 Gaybird Dr.
San Diego, California

Kurschner, Gilbert W.
1779 Remington Rd.
Chamblee, Georgia

McCreight, James E.

Milne, Richard M.
715 Holden
Saginaw, Michigan

Mollan, Steward A.

Mott, Robert K.
205 Bradford Rd.
Benton Harbor, Michigan

Nagee, Alfred J. Jr.
123 Plum St.
Marshall, Michigan

Neibaur, Gene E.
V.F.W. Home
Eaton Rapids, Michigan

Nugent, Frank J. Jr. Capt.
073051 Co. A, 2nd Bg, 3rd Inf. Div. APC
San Francisco, California

Paniccia, Frank A.
507 Austin Ave.
Albion, Michigan

Parks, Floyd L.
3704 Middlebury
Kalamazoo, Michigan

Parrott, Charles W.
1179 Bishop
Benton Harbor, Michigan
Patnode, Clair L. Jr.
1116 E. Alcott
Kalamazoo, Michigan

Peck, Thomas L.
659 Fuller Ave.
Grand Rapids, Michigan

Podgornik, Richard J.
9135 Dobson
Chicago, Illinois

Reeber, James T.
10758 Segovia Way
Rancho Cordova, California

Retzke, Edwin C.
RR #1 Box 318
Stevensville, Michigan

Secard, Jack R.
855 Arlington
Inster, Michigan

Smith, Daniel R.
1305 N. Fletcher
Kalamazoo, Michigan

Smith, Eileen M. (Mrs. Paul Pritchard)
11 Ridgeway Lane
Poland, Ohio

Soergel, Gerold H.
104 Erie St.
South Haven, Michigan

Somers, Shirley J. (Mrs. Fred Esslair)
3104 Fuller Ave., S.E.
Grand Rapids, Michigan

Soule, William O.
706 Gabardine
Kalamazoo, Michigan

Stevens, James E.
10003 Hart
Huntingwoods, Michigan

Stewart, Edward H.
4260 Webb
Detroit 4, Michigan

Stroup, Charles E. Jr.
1629 Homecrest
Kalamazoo, Michigan

Trapp, Philip A.
3212 Tansin Ave.
RR #7, Kalamazoo, Michigan

Van Giesen, Robert E.
3165 Leigh St.
Kalamazoo, Michigan

Waldo, Rondel L.
RR #3
Grandlodge, Michigan

Woodworth, Mary L. (Mrs. Donald Milner)
5605 Kingfisher
Clarkston, Michigan

July, 1955 Graduates:

Boyce, Albert A.
PO Box 9272
Lansing, Michigan

Chalk, Haywood C. Jr.
1940 E. 29th St. Apt. 5
Oakland, California

Covey, Pollston R.
6308 Westchester St.
Kalamazoo, Michigan

Holiday, John G.
453 State St.
Harbor Springs, Michigan

Phelps, Robert A.
318 S. Ashland Ave.
LaGrange, Illinois

Sherman, Jack L.
3655 Springbrook Ave.
Kalamazoo, Michigan

Van Lente, Fred H. Jr.
707 Cottondale
Kalamazoo, Michigan

Weakley, Richard C.
719 Craft St.
Kalamazoo, Michigan
January, 1956 Graduates:

Condon, John E.
117 E. Water
Hancock, Michigan

Covey, Preston R.
6306 Westchester St.
Kalamazoo, Michigan

Denk, William E.

Gillespie, Richard P.
1208 Ida Ave.
Flint, Michigan

Guercio, James V. Jr.
410 Wilbur St.
Oneida, New York

Hill, Harold W.
1007 N. McLellan
Bay City, Michigan

Hogg, William

Kerney, Russell H.
2212 Miller Rd.
Kalamazoo, Michigan

Last, Willard E.
1426 Gay Lane
Lansing 12, Michigan

Lee, William E.
729 Whites Rd.
Kalamazoo, Michigan

Locker, James C.
Valpariso Match RR #2
Valpariso, Indiana

Ridley, Robert O.
4018 Lawndale
Flint 4, Michigan

Scudder, John

Tobin, Martin H.
312 So. Main
Chelsea, Michigan

Wallace, Gordon E.
1333 Southern
Kalamazoo, Michigan

June, 1956 Graduates:

Anderson, Edward W.
4933 N. Wolcott
Chicago 14, Illinois

Beadle, Eldon L.

Behrens, Jack E.
2530 Lomond
Kalamazoo, Michigan

Bemis, Roger S.
17391 Coles Park
Spring Lake, Michigan

Bergin, William H.
2350 5th Ave.
San Diego, California

Brink, William C.

Bugenske, John G.

Button, Donald
920 Lynn
Kalamazoo, Michigan

Cohn, Marlon
1900 N. Lincoln Ave.
Chicago 11, Illinois

Croose, Joel W.
Curtis, Billy L.
Box 72
Fruitport, Michigan

Daley, William J.
318 Caroline Ave.
Ann Arbor, Michigan

DeRyder, Gerald K.
539 N. 5th St.
Corina, California

Dewindt, Douglas R.
319 Edna Ave.
Battle Creek, Michigan

Dickenson, Norman D.
3738 Delaware
Flint, Michigan

Domine, Douglas E.
831 Perorac Court
Niles, Michigan

Dressander, Virgil A.

Everhart, Harold D.
3272 Cones Court
Midland, Michigan

Farrand, Don C.

Fierens, Louis J.
2294 Woodward
Lakewood, Ohio

Frazer, John H.
1426 E. Windemere
Royal Oak, Michigan

Frisinger, Don R.
1812 Banbury Rd.
Kalamazoo, Michigan

Gibson, Thomas F.
66 Devonshire
Pleasant Ridge, Michigan

Gillespie, John T.
626 Pinehurst
Kalamazoo, Michigan

Goldsborough, Raymond E.
11202 Dewey Rd.
Kensington, Illinois

Hanson, Charles O.
211 McConnell N.
Muskegon, Michigan

Heaton, Jerrold W.
3080 Fairlawn Court
Muskegon, Michigan

Hemingway, Wayne R.
1301 S. Euclid Ave.
Benton Harbor, Michigan

Hestwood, Richard T.
1311 Park Ave.
Bay City, Michigan

Hoyt, Donald F.
69 Seward Apt. 31
Detroit 2, Michigan

Humphries, Jack

Hupp, Arleigh G.

Irwin, Robert L.
3608 Mark Orr St.
Royal Oak, Michigan

James, Jerry L.
89 W. Acacia Blvd.
Battle Creek 46, Michigan

Jaqua, Janice
1516 Southern Ave.
Kalamazoo, Michigan

Johnson, Donald J.
806 Lockwood
Royal Oak, Michigan

Johnson, Gordon H.
1114 Logan S.E.
Grand Rapids 6, Michigan
Johnson, I. Mae (Mrs. Donald Gillespie)
3115 Glacier Way
Ann Arbor, Michigan

Johnson, Larry O.
2826 Cleenhaven Ave.
Kalamazoo, Michigan

Jonas, Thomas F.
1823 Columbus Ave.
Bay City, Michigan

Kane, Edward A.
1934 Windsor Dr.
Kokomo, Indiana

Ketchum, Dwight W.
3027 Trafford Rd.
Royal Oak, Michigan

Knapper, Wesley R.

Krupp, Charles C.
3619 Reeds Lake Blvd. S.E.
Grand Rapids, Michigan

Kugler, John H.
1479 Bishop
Benton Harbor, Michigan

Kuhn, Dennis L.

Land, Troy M.
3506 Larchmont St.
Flint 3, Michigan

Lightfoot, Donald L. Jr.
337 Jay St.
Plymouth, Indiana

McConachie, Merrill H.
1822 Hazel
Kalamazoo, Michigan

MacGrayne, Paul R.
3504 Bronson Blvd.
Kalamazoo, Michigan

Mann, Harland K.

Moerdyk, Gordon E.
2309 Faye Dr.
Ann Arbor, Michigan

Montgomery, James P.
1557 Wellesley Dr.
Inkster, Michigan

Moore, Jack R.
215 N. Grand St.
Marshall, Michigan

Moutsatson, James J.
10 N. Erie Court
Midland, Michigan

Nedervelt, Wesley J.
619 William St.
Kalamazoo, Michigan

Neidlinger, Audrey K. (Mrs. George Damming)
627 N. Main St. % M.E. Neidlinger
Berrien Springs, Michigan

Nelson, Harry Jr.

Nolan, David L.
21 Winter St.
Battle Creek, Michigan

Oswald, Dale J.
509 Riverview
Kalamazoo, Michigan

Overbeck, Ardith L.
1217 Elkerton
Kalamazoo, Michigan

Paauwe, James R.
856 Woodbine
Jackson, Michigan

Perry, Fredrick P.
1030 Walter
Port Huron, Michigan

Pike, Jean E.
522 Locust
Big Rapids, Michigan

Pins, Richard E.
255 Valley Ave. N.W.
East Grand Rapids, Michigan
Prentice, Richard E.

Prestage, Richard D.

Schott, Paul H.
509 E. Dutton
Kalamazoo, Michigan

Sheehan, James W.

Stanick, Gerald A.
1817 Crestbrook Lane
Flint 7, Michigan

Starkel, James M.
337 Prospect St.
Vassar, Michigan

Stackweather, Donald B.
2804 Lorraine
Kalamazoo, Michigan

Stembaugh, Thomas W.
112 S. Spaulding St.
Hartford, Michigan

Sugden, Robert C.

Swayze, Robert D.
193 East 111th Place
Denver 29, Colorado

Taylor, Louis C.
2213 Shawnee Dr. S.E.
Grand Rapids 6, Michigan

Thomas, Edward L.
122½ N. Mason St.
Saginaw, Michigan

Tungate, Donald E.
158 Milton St.
Battle Creek, Michigan

Van Dyken, Peter
13829 Biola Ave.
La Mirada, California

Vella, John C.
533 Jeffery
Royal Oak, Michigan

Virdin, Samuel A.
612 Rambling Rd.
Haddonfield, New Jersey

Visser, Julian A.
839 Superior St.
South Haven, Michigan

Walbridge, David H.

Weitzel, Theresa A. (Mrs. Bruce Douglass)
4348 Omega Ave.
Castro Valley, California

Whitlock, James R.
3505 Winchester Rd.
Louisville 7, Kentucky

Woodward, Fred M.
1011 N. 9th St.
Lafayette, Indiana

July, 1956 Graduates:

Beebe, Richard L.
940 S. 28th St.
South Bend 15, Indiana

Bernard, William R.
Riviera Beach
New Buffalo, Michigan

Bosch, Theodore B.
196 W. 10th
Holland, Michigan

Campeau, Vernon R.
181½ W. Genesee
Saginaw, Michigan

Choncoff, Chris
379½ Jackson
Gary, Indiana

Conroy, Patrick L.
Fleece, Stanley J.  
360 Riverside Dr.  
Battle Creek, Michigan

Garst, Roger W.  
N. Ionia  
Albion, Michigan

Howell, David A.

Laver, Richard L.  
Box 348  
Benzonia, Michigan

McNabb, Robert A.  
PO Box 165  
Watervliet, Michigan

Peelen, Duane H.  
16951 Madeline  
Birmingham, Michigan

Peterson, David A.  
1045 Cedar St.  
Lapeer, Michigan

Reeber, James T.  
10758 Segovia Way  
Ranch Cordova, California

Samczyk, John A.  
2720 N. Beulah  
River Grove, Illinois

Smith, Lawton  
PO Box 92  
Neenah, Wisconsin

Strong, Edwin M.  
3738 N. Drexel  
Indianapolis 18, Indiana

Trapp, Phillip A.  
3212 Tamsin Ave. RR # 7  
Kalamazoo, Michigan

Varnum, Joanne (Mrs. R.A. Huss)  
2969 Clarica  
Kalamazoo, Michigan

Wolf, Gerald C.  
5595 Plymouth Rd.  
Ann Arbor, Michigan

January, 1957 Graduates:

Allen, Sidney J.  
31 East Ogden  
LeGrange, Illinois

Andrejack, George H.

Brusewitz, John R.  
78 E. 20th  
Kalamazoo, Michigan

Budde, David L.  
1431 Lewison Ave., N.E.  
Grand Rapids, Michigan

Bunce, Richard G.  
5831 Deerfield  
Kalamazoo, Michigan

Clauss, Lawrence R.  
486 Park  
Valpariso, Indiana

Cook, Gerald L.  
6606 W. 76th Terrace  
Overland Park, Kansas

Crisler, Joseph D.  
111 Greenwood St.  
Lawrong, Michigan

Graham, Gerald A.  
1846 Stadium Blvd., Apt. 6  
Ann Arbor, Michigan

Harris, Arthur L.  
2929 Michael Rd.  
Kalamazoo, Michigan

Hart, Edgar G.

Hoogerheide, Kenneth  
2219 Wilmette St.  
Kalamazoo, Michigan

Jackson, William D.
Johnson, Eugene A.
1310 S. Wilson
Royal Oak, Michigan

Klawson, Peter L.
1834 Skyler Dr.
Kalamazoo, Michigan

Klostermann, Albert J.
2436 Alta Vista
Kalamazoo, Michigan

Kreiger, Clayton E.

Kuball, Thomas A.
4634 S. Delaware
Tulsa 5, Oklahoma

La Flame, James L.
RR# 1
Ceresco, Michigan

McLenithan, Thomas C.
1815 Francis S.E.
Grand Rapids, Michigan

Mayer, Clark F.

Metcalf, Frederick R.
337 Sheffield, Apt. 112 B
Flint 3, Michigan

Moerdyk, Gordon E.
2309 Fage Dr.
Ann Arbor, Michigan

Peelen, Duane H.
16951 Madeline
Birmingham, Michigan

Pfeifle, Thomas F.

Plantefaber, John W.
622 Larkspur
Kalamazoo, Michigan

Ransom, Merlin G.
RR# 2
Corunna, Michigan

Renbarger, Keith D.
620 Middlebury St.
Elkhart, Indiana

Riegal, Stanley L.
5707 N. Oxford
Indianapolis, Indiana

Rowe, Bonnie C.

Schroeder, Orville W.

Shepard, Halden E. Jr.
719 Homecrest
Kalamazoo, Michigan

Swintz, Frederick J.
325 S. Maple
Oak Park, Illinois

Thiel, Eugene G.
1233 E. Lindbergh St.
Appleton, Wisconsin

Tucker, Eugene R.
2045 Byrd
Dearborn, Michigan

Van Cleave, James P.
1754 Petronia
Pontiac, Michigan

Whittier, Walter H.
2669 Cascade Springs Dr.
Grand Rapids 6, Michigan

Whitton, Judy A.
204 Colfax
Plainwell, Michigan

Williams, Charles P.
2280 W. Arbor Ave.
Muskegon, Michigan

June, 1957 Graduates:

Abbott, Leslie D.
22340 Michigan Ave.
Dearborn, Michigan
<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>City, State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allen, Roger A.</td>
<td>155 N. Pamela Dr.</td>
<td>Chicago Hts., IL</td>
</tr>
<tr>
<td>Anderson, James L.</td>
<td>1309 Hibiscus</td>
<td>Mt. Morris, MI</td>
</tr>
<tr>
<td>Andrus, William E.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barrett, Robert C.</td>
<td>3667 20th St. S.E.</td>
<td>Grand Rapids, MI</td>
</tr>
<tr>
<td>Bateson, James L.</td>
<td>Goodwin S.E.</td>
<td>Grand Rapids, MI</td>
</tr>
<tr>
<td>Berghorst, James O.</td>
<td>% First National Bank</td>
<td>Kalamazoo, MI</td>
</tr>
<tr>
<td>Bloomfield, Richard G.</td>
<td>825 Mt. Vernon Blvd.</td>
<td>Royal Oak, MI</td>
</tr>
<tr>
<td>Bloomfield, Robert M.</td>
<td>12443 Renwick St. Westbury</td>
<td>Houston, TX</td>
</tr>
<tr>
<td>Bovee, Ramon W.</td>
<td>58 Mallary Ave.</td>
<td>Tonawanda, NY</td>
</tr>
<tr>
<td>Boyer, Donald L.</td>
<td>2127 Lewis Dr.</td>
<td>Niles, MI</td>
</tr>
<tr>
<td>Brown, Robert J.</td>
<td>7356 N. End Station</td>
<td>Detroit, MI</td>
</tr>
<tr>
<td>Buist, Phillip C.</td>
<td>1993 Lewis Dr.</td>
<td>Niles, MI</td>
</tr>
<tr>
<td>Cain, Donald L.</td>
<td>3628 Huron</td>
<td>Kalamazoo, MI</td>
</tr>
<tr>
<td>Coolidge, John H.</td>
<td>Box 100</td>
<td>Kalamazoo, MI</td>
</tr>
<tr>
<td>Corbus, Frederick C.</td>
<td>906 S. Park St.</td>
<td>Kalamazoo, MI</td>
</tr>
<tr>
<td>Corkery, Edward L.</td>
<td>12011 Plainview Ave.</td>
<td>Detroit, MI</td>
</tr>
<tr>
<td>Cortright, Phillip G.</td>
<td>Route 8, Box 773</td>
<td>Battle Creek, MI</td>
</tr>
<tr>
<td>Crandall, Frank R.</td>
<td>2335 Hill</td>
<td>Ann Arbor, MI</td>
</tr>
<tr>
<td>Crawford, Richard C.</td>
<td>8206 Bauerdale Dr.</td>
<td>Parma 29, OH</td>
</tr>
<tr>
<td>Davis, Norman (%) Edward Davis</td>
<td>2020 Chicago Blvd.</td>
<td>Detroit, MI</td>
</tr>
<tr>
<td>DeRyder, Gerald K.</td>
<td>RR# 1</td>
<td>Richland, MI</td>
</tr>
<tr>
<td>Dew, Charles R.</td>
<td>511 Charles St.</td>
<td>Dowagiac, MI</td>
</tr>
<tr>
<td>Dewitt, Robert J.</td>
<td>30½2 Homewood St.</td>
<td>Grandville, MI</td>
</tr>
<tr>
<td>Demink, Jerald A.</td>
<td>1300 S. Burdeek St.</td>
<td>Kalamazoo, MI</td>
</tr>
<tr>
<td>DeRyder, Gerald K.</td>
<td>RR# 1</td>
<td>Richland, MI</td>
</tr>
<tr>
<td>Dew, Charles R.</td>
<td>511 Charles St.</td>
<td>Dowagiac, MI</td>
</tr>
<tr>
<td>Dewitt, Robert J.</td>
<td>30½2 Homewood St.</td>
<td>Grandville, MI</td>
</tr>
</tbody>
</table>
McGregor, Gerald L.
9721 Ball Rd.
Anaheim, California

MacHoltz, Fred R.
231 Lamar Dr.
Kalamazoo, Michigan

MacKenzie, John B.
11180 Dale
Detroit 26, Michigan

Magnus, Herbert G. (% Maxine Lamb)
520 E. Main St.
Sturgis, Michigan

Mains, Martin L. (% Marvin E. Mains)
310 Division
Vicksburg, Michigan

Matz, Marshall E.
Box 42
Hillsdale, Michigan

Meadema, William G.
13½ Grand St.
Wellington, Ohio

Meinzinger, Dale G.
292½ Crestview
Kalamazoo, Michigan

Melelli, Ron A. (% Mr. Arthur Borretti)
Loretto, Michigan

Millard, Robert G.
2909 Rolling Hills
Kalamazoo, Michigan

Miller, Arthur F.
453 Fontenelle S.E.
Grand Rapids, Michigan

Miller, John A.
1011 W. Main
Kalamazoo, Michigan

Monica, Bruce W.
Cloverdale, Michigan

Mosier, Thomas C.
32½ N. Madison
Marshall, Michigan

Moutsatson, James J.
10 N. Erie Court
Midland, Michigan

Nelson, Charles K.
107½ 5th St.
Ludington, Michigan

Nifffenegger, Arthur D.
76½ Michigan Ave.
South Haven, Michigan

Nulty, Robert D.
1385 Park Place
Plymouth, Michigan

O'Brien, Thomas B.

Overley, James K.
2620 S. Rose
Kalamazoo, Michigan

Perry, Frederic P.
1030 Water
Port Huron, Michigan

Preston, Randall R.
2627 De Hop S.W.
Grand Rapids, Michigan

Purdy, William E.
PO Box 125
Hart, Michigan

Rapp, Joseph R.
5283 Riverview
Kalamazoo, Michigan

Richter, Gary A.
669 Crystal Dr.
Frankfort, Michigan
Roberts, John T.
1112 Nassau St.
Kalamazoo, Michigan

Robinson, Leslie E.
713 South Rose St.
Kalamazoo, Michigan

Rodgers, Peter A.
Box 863 Phillips
Niles, Michigan

Ross, Richard H.
6475 Oaklund Blvd.
Dearborn, Michigan

Schoenberg, Richard A.
% Carl Schoenberg
Copoc, Michigan

Scoville, Gary H.
45 South Norwood
Hillsdale, Michigan

Setterman, Ralph A.

Sheets, Richard A.
3303 Canterbury
Kalamazoo, Michigan

Shipp, Wilbur L.
210 Jones St.
Kalamazoo, Michigan

Shumar, Richard W.
6340 Oakland Dr.
Kalamazoo, Michigan

Simonson, Charlew R. (%Mrs. E.O. Stons)
10705 Central Ave.
East Gary, Indiana

Smith, Thomas D.

Smith, Jack R.

Sommerville, William
3816 Indian Woods Rd.
Orlando, Florida

Spronen, Kenneth Wl
14010 Monica, Apt. 22
Detroit 38, Michigan

Soyster, Harry D.
233 Sutton Ave. N.
Canton 20, Ohio

Stanley, Carlton R.
RR# 4
Marshall, Michigan

Stergis, Richard J.
Mohawk Trailer Court, 28495 Joy Rd.
Garden City, Michigan

Stewart, Stanley M.
5843 Edgewood Blvd.
Monroe, Michigan

Stone, Jerry E.
2772 Thomas Ave.
Berkley, Michigan

Thiel, Jack H.
121 W. State
Scottsville, Michigan

Tibbott, Joel D.
RR# 1
Sturgis, Michigan

Torigoe, Edgar M.
Box 8
Olaa, Hawaii

Travers, George M.
1625 Miles Ave.
Kalamazoo, Michigan

Ulrich, William J. Jr.
20743 Christine Court
Grosse Pointe Woods, Michigan, Zone 36

Underhill, Robert N.
3429 N. Carrollton St.
Indianapolis, Indiana

Warner, Robert D.
365 McKinley
Grosse Pointe Farms, Michigan

Watson, Walter K.
3023 Larkin St.
Muskegon, Michigan
Werner, Leonard L.
400 Whitney Bldg.
New Orleans 12, Louisiana

White, Otto W. Jr. (% Mrs. Otto White)
102 Bowen
Battle Creek, Michigan

White, Robert C.
1742 Roland
Utica, Michigan

Williams, Dean R.
1634 Gull Rd.
Kalamazoo, Michigan

Wilson, James G.
9622 S. Oakley
Chicago 43, Illinois

Woodruff, Stan W.
8900 E. Jefferson
Detroit, Michigan

Young, Gerald
1610 Pontiac
Ft. Wayne, Indiana

Zelen, Donald J.
1524 Calumet Ave.
Whiting, Indiana

Zorn, Robert A.
893 Post Rd.
Muskegon Hts., Michigan

July, 1957 Graduates:

Czyz, Thomas E.
1311 Henry
Hammond, Illinois

Hestwood, Richard J.
1311 Park Ave.
Bay City, Michigan

Hungerford, William B.
1717 Sunset Lane S.E.
Washington 23, D.C.

Johnson, Robert L.
2422 Glendale
Kalamazoo, Michigan

Jones, Phillip L.
91 Midway Dr.
Botavio, Illinois

Poleo, Carl E.
212 Thornapple St.
St. Clair, Michigan

Prestin, Ronald L.
309 Marigold Ave.
Kalamazoo, Michigan

Rynbrand, Jack S.
750 Keenway
Kalamazoo, Michigan

Soule, William O.
706 Gabardine
Kalamazoo, Michigan

Touse, James B.
135 Indiana Court
Hillsdale, Michigan

Washburn, Constance A. (Mrs. Paul Robinson)
224 W. Sycamore
Mason, Michigan

January, 1958 Graduates:

Bancroft, Arden R.
1235 Shepard St.
Lansing, Michigan

Bate, Harold G.
595 Barrington St.
Grosse Pointe, Michigan

Boike, Leo F.
1707 Welch Blvd.
Flint, Michigan

Bradley, Rich E.
109 S. Lansing St.
St. Johns, Michigan

Crowley, Bruce B. 0555249
522 Cm Co. 3rd Platoon, APO 407
New York, New York

Denbraber, Roger L.
121 Eldred St.
Kalamazoo, Michigan
Ferguson, Donald J. (% Roto Finish)  
3700 E. Milham  
Kalamazoo, Michigan

Goldman, Marshall  
Box 2  
Union Pier, Michigan

Hamilton, John L.  
3403 Kraft Rd.  
Port Huron, Michigan

Hargie, Richard A.  
4021 Nichols Rd.  
Kalamazoo, Michigan

Hosking, Norman D.  
1019 W. 13 Mile Rd.  
Royal Oak, Michigan

Hosseindoust, Ali (% G.H. Massoud)  
Massoud St.  
Yakhchal, Ghohak, Tehran, Iran

Howe, Robert P.  
305 W. Jackson  
Mendon, Michigan

Jorgenson, John M.  
661/3 Askew  
Kansas City, Missouri

Kirshman, Ronald L.  
414 Glendale Blvd.  
Parchment, Michigan

Klompares, Paul  
683 W. 24th St.  
Holland, Michigan

Kurant, Robert W.  
2212 5th St.  
Muskegon Hts., Michigan

Lambright, William E.  
1125 Greenwood Ave.  
Kalamazoo, Michigan

Martin, Maynard R.  
2931 Cimmaron Dr.  
Kalamazoo, Michigan

Martin, Robert B.  
211 Elliott St.  
Kewanee, Illinois

Martin, Thomas D.  

Melby, Donn L.  
438 W. Michigan  
Marquette, Michigan

Mervenne, James F.  
1841 Hillmount N.W.  
Grand Rapids, Michigan

Metzelaars, Maurice H.  
1528 Jonathan  
Kalamazoo, Michigan

Miller, John C.  
409 Weeks St.  
Battle Creek, Michigan

Monaghan, William D.  
218 E. Milham  
Kalamazoo, Michigan

Morton, Richard A.  

Mulvaney, Ward B.  
309 Clifton Rd.  
Toledo, Ohio

Neimanis, Leonids  
W. 51 Oak Dale Lane  
Mundelein, Illinois

Newman, Roger H.  
% Otsego High School

Parks, Raymond G.  
168 Brabant St., Apt. 6A  
Staten Island 3, New York

Pische, Thomas A.  
620 Oak St.  
Kalamazoo, Michigan

Sanford, Gail E.  

Sauve, John L.  
1949 Ribble Rd.  
Saginaw, Michigan
Schoff, Ernest, E.
246 Richmond St.
LaPorte, Indiana

Shier, Dwight W.
627 S. Rose St.
Kalamazoo, Michigan

Stockham, William J.
525 Iowa St.
Alma, Michigan

Sweet, Bruce H.
423 S. Wesnedge
Kalamazoo, Michigan

Verdon, Thomas R.

Visser, Gerrit J.
778 W. Michigan Ave.
Kalamazoo, Michigan

Wagasky, Thomas A.
1916 Pallas St. N.
Braddock, Pennsylvania

Wayman, Jeffrey
715 Washington
Grosse Pointe, Michigan

Wilder, Gerald P.
RR# 2
Ionia, Michigan

Weber, Walter L.
22600 Ten Mile Rd.
St. Clair Shores, Michigan

White, Bruce E.
114 Jackson St.
Augusta, Michigan

Younggren, William E.
217 N. Alice
Rochester, Michigan

June, 1958 Graduates:

Ames, Karon E. (Mrs. Nelson Brinkerhoff)
122 N. Church St.
Hudson, Michigan

Anderson, Robert W.
246 S. Silver St.
Bad Axe, Michigan

Armbrust, Richard C.
2415 E. 7 Mile Rd.
Detroit 34, Michigan

Baker, Daniel E.
161 S. Monroe
Rockford, Michigan

Barnhill, Richard D.
3123 Norwood
Ann Arbor, Michigan

Beck, Rodney M.
1018 Poseyville Rd.
Midland, Michigan

Beegle, Robert L.
2904 Brearwood
Kalamazoo, Michigan

Bednartz, Walter W.
26495 W. Hills Dr.
Inkster, Michigan

Bell, James W.
1475 Beardsley
Muskegon, Michigan

Bennett, Nancy L.
% American Embassy, USIS
London, England

Bertch, James C.
5012 Merryview
Kalamazoo, Michigan

Boersma, Dale A.
1330 Calhoun
Kalamazoo, Michigan

Brandt, Ralph N.
129 Orchard Ave.
Battle Creek, Michigan

Brems, Donald R.
135 S. Connecticut
Royal Oak, Michigan
Brown, Richard B.
25 Kingman Court
Battle Creek, Michigan

Carter, Edgar R.

Cosgrove, Roger A.
Island Park, Lot 550, 132½0 Ave.
Chicago 33, Illinois

Damminga, George H.
627 N. Main St., M.E. Neidlinger
Berrien Springs, Michigan

Delanty, John P.
1511 Hiawatha Ave.
Hillside, New Jersey

DeMink, Larry L.
412 Gilbert
Kalamazoo, Michigan

Dennis, Herbert K.
125 Superior, Alfred Dennis
Kingsford, Michigan

Dhondt, Harry L.
420 E. Lafayette
Monticello, Illinois

Dok, William L.
3259 Kalamazoo, Mrs. John Dok
Grand Rapids, Michigan

Dollahan, James E.
37½7 Phillips St.
Kalamazoo, Michigan

Dyer, Kenneth R.
306 Iroquois Ave.
Battle Creek, Michigan

Farrow, Raymond A.
120 N. Berkeley
Kalamazoo, Michigan

Fitzpatrick, David A.
6703 Fescue St.
Kalamazoo, Michigan

Fonger, James M.
317 King St.
Lowell, Michigan

Gauger, Jay G.
270 Parkview Ave.
Plymouth, Indiana

Gill, Donald G.
1616 Grand Ave.
Kalamazoo, Michigan

Glish, Floyd
2910 Range
Kalamazoo, Michigan

Graham, James A.

Gregory, Lawrence N.
35 S. LaVista Blvd.
Battle Creek, Michigan

Griest, Jon L.
328 S. Swan, W. Griest
Colon, Michigan

Gruthoff, Fletcher L.
191¼ Homecrest
Kalamazoo, Michigan

Guehl, James A.
136 Winston Dr.
Battle Creek, Michigan

Harding, Larry R.
52½7 Woodmont Dr.
Kalamazoo, Michigan

Hermanson, Donald H.
5260 Anderson Rd.
Montague, Michigan

Hildebrand, Kathryn F. (AmericanRedCross)
Yokosuka Naval Base, Box 20, Navy3923
San Francisco, California

Himes, Sue E.
7773 West 0 Ave.
Kalamazoo, Michigan
Hinkel, Victor E.
PO Box 2021
Kalamazoo, Michigan

Holiday, James A.
137 E. Bluff Dr.
Harbor Springs, Michigan

Hovie, Robert J.
610 Washington Way
Sault St. Marie, Michigan

Hoyt, Fred E.
1125 Alexander St.
Houston, Texas

Humfrey, Robert R.
706 Garfield Ave.
Bay City, Michigan

Jackabon, Robert L.
% John Andrulis
Fountain, Michigan

Jackson, Charles W.
3132 Thomas
Berkley, Michigan

Jersey, Malcolm M.
1839 Miles Ave.
Kalamazoo, Michigan

Johnson, Clifford
1089 Spring
Muskegon, Michigan

Jones, Joseph D.
115 Timber Trail
Elgin, Illinois

Kammerer, Ronald B.
9220 S. 87th Ave.
Hickory Hills, Illinois

Keech, Roy E.
241/2 Sharon Ave.
Grand Rapids, Michigan

Kinning, Robert K.
2533 W. 5th St.
Gary, Indiana

Knight, Elwood H.
2609 Madelyn Dr. S.W.
Grand Rapids 9, Michigan

Lange, William D.
305 Dunham St.
St. Joseph, Michigan

Langerveld, Charles D.
603 N. Kalamazoo St.
Paw Paw, Michigan

Lee, Robert M.
504 Calico Ave.
Kalamazoo, Michigan

Lewis, Lynda A.
11390 Hartwell
Detroit 27, Michigan

Long, Robert D.
18710 Middle Belt Rd.
Romulus, Michigan

Long, Roger L.
225 Fairview
Kalamazoo, Michigan

McKay, Terry A.
185 B Lester
Park Forrest, Illinois

McLaughlin, Emerson P.
1535 Ogden Ave.
Benton Harbor, Michigan

Malone, Wayne W.
201 Rall St.
Allegan, Michigan

Warren, James J.

Martell, John B.
2312 N. Mason
Saginaw, Michigan

Mathisen, Jerrold W.
1249 Miami Rd.
Benton Harbor, Michigan

Matrone, Donald R.
150 N. Broad St.
Battle Creek, Michigan

Mead, Norris L.
6921 Keystone
Kalamazoo, Michigan
Keinhert, Lewis S.
44 Heatheridge Dr.
Battle Creek 49, Michigan

Miller, Charles D.
723 W. South Apt. 1
Kalamazoo, Michigan

Miller, Richard W.
9190 Almena Dr. R. #1
Kalamazoo, Michigan

Milnes, John K.
19 Waterman Ave.
Coldwater, Michigan

Mischke, Fred C.
#379-3600 Sheffield Ave.
Hammond, Indiana

Mitchener, James A.
2136 Wetters Rd.
Kawkawlin, Michigan

Montgomery, Carl B.
4625 Westshire
Comstock Park, Michigan

Nelson, Ralph C.
255 Bailey Ave.
South Haven, Michigan

Nelson, Glenn W.
Box 236 Rf 2
Three Oaks, Michigan

Nichols, William A.
600 W. Napier
Benton Harbor, Michigan

Noack, Gordon K.
285 Ohio
Benton Harbor, Michigan

Pabreza, Robert M.
Box 211
Edwardsburg, Michigan

Pagel, Jack L.
Windslow Trailer Park
Okemos, Michigan

Palmiter, Janis G. (Mrs. Lewis Meinert)
44 Heatheridge
Battle Creek 49, Michigan

Person, Dwight V.
7034 N. Paulina
Chicago 26, Illinois

Pleyte, Gary L.
613 Miller Rd.
Plainwell, Michigan

Pontius, Kenneth L.
3621 Hoover St.
Kalamazoo, Michigan

Prior, Thomas J.
1313 Manor
Kalamazoo, Michigan

Quiriconi, Frank A.
RR #2 Box 213
Caloma, Michigan

Rathbun, Carl R.
2207 Homecrest
Kalamazoo, Michigan

Rocchio, Anthony J.
6710 Amberly St.
Kalamazoo, Michigan

Roe, Harry J.
3804 Robbins Lane
Kalamazoo, Michigan

Rossi, Charles A.
1228 Clinton Ave.
Kalamazoo, Michigan

Saurer, John O.
325 Johnson St.
Charlotte, Michigan

Shaver, Robert C.
L57 Malthy St. S.E.
Grand Rapids 8, Michigan

Shaw, Robert V.
31,63 Chime St.
Oshtemo, Michigan

Shoults, Donald D.
1059 Baldwin Dr.
Kalamazoo, Michigan

Sovern, Theodore E.
327 Clover Lane
Battle Creek, Michigan
Stifler, Donald J.
6833 Rothbury St.
Kalamazoo, Michigan

Stone, Jerry F.
7835 Van Buren
Munster, Indiana

Stratton, Lynne R.
510 S. Fair
Otsego, Michigan

Strong, Fred L.
924 Parchment St.
Parchment, Michigan

Sweet, Bruce H.
423 S. Westnedge St.
Kalamazoo, Michigan

Truex, Richard K.
1621 Frances Ave.
Elkhart, Indiana

Tubbs, Norman L.
1210 W. Michigan
Lansing, Michigan

Tuttle, Kenneth L.
18 C Escondido Village
Stanford, California

Vandermolen, Kenneth J.
1708 Lakeview St.
St. Joseph Michigan

Van Dusen, Gordon L.
511 Paris Ave. S.E.
Grand Rapids, Michigan

Van Tassel, James M.
2939 Broadway St.
Kalamazoo, Michigan

Walters, Gary M.
8315 W. Long Lake Rd.
Kalamazoo, Michigan

Weier, Charles J.
9420 Lathers St.
Livonia, Michigan

White, Robert H.
303 Oak Grove Ave.
Kalamazoo, Michigan

Wittbrodt, Gerald J.
212 S. Walnut St.
Kalamazoo, Michigan

Wolf, Gerald C.
5595 Plymouth Rd.
Ann Arbor, Michigan

Worline, Robert J.
195 E. Michigan St.
Three Rivers, Michigan

Ybarra, Reynaldo

Zeller, Michael J.
24519 Rosalind St.
East Detroit, Michigan

Zweering, Frederic
1021 West Street
Three Rivers, Michigan

July, 1958 Graduates:

Beckley, Daniel A.
3010 Denton St.
LaCrosse, Wisconsin

Brayton, Robert F.
11294 Riverview
Detroit, Michigan

Brown, Baylis A.
616 Woodbine Ave.
Oak, Park, Illinois
Cordry, James T.
134 Harvard St.
Battle Creek, Michigan

Cutler, Ronald L.
20580 Fairway
Grosse Pointe, Michigan

Dykstra, Jack L.

Hurley, David H.
61 Lathrop Ave.
Battle Creek, Michigan

Jones, Phillip L.
91 Midway Dr.
Botavio, Illinois

Kirshman, Ronald L.
414 Glendale Ave.
Parchmont, Michigan

McKinley, Kay D.
Route 3
Paw Paw, Michigan

Mills, William A.
3925 S. Burdick St.
Kalamazoo, Michigan

Morrissey, Arthur K.
810 S. Grinnell
Jackson, Michigan

Nolan, Ronald M. Jr.
7 Constable Rd.
Franklin Park, New Jersey

Obey, Frank J.

Roselli, Kenneth J.
1137 N. Keeler St.
Chicago 51, Illinois

Sinen, George O.
1207 W. Prospect
Portage, Michigan

Zuidweg, Donald R.
2001 Fairfield Rd.
Kalamazoo, Michigan

January, 1959 Graduates:

Aduddell, Harold C.
102 E. Elm Ave.
Monroe, Michigan

Allen, Charles B.

Austin, E.B.
RR# 2
Mattawan, Michigan

Balinski, Carol M.
2019 Paddington Rd.
Kalamazoo, Michigan

Bloch, Richard E.
97 5th St.
Bronson Springs, Michigan

Boughton, Richard E.
118 W. Chicago Ave.
Bronson, Michigan

Boyd, Lewis M.
169 Redner Dr.
Battle Creek, Michigan

Bryant, William G.
1116 Howland Ave.
Kalamazoo, Michigan

Bunting, Keith J.
4500 Carrick Ave. S.E.
Grand Rapids, Michigan

Byrne, Edward T.
22112 Algers St.
St. Clair Shores, Michigan

Cannell, Robert J.
1227 Glenfield
Detroit, Michigan
Chick, Robert J.

Chronert, Thomas K.
3204 Riverside Dr.
Burbank, California

Crippin, Gregory A.

Cutler, Ronald
20580 Fairway
Gross Pointe, Michigan

Daley, John E.
133 Devon
Kalamazoo, Michigan

Dean, Cecil J.

Demond, Gary L.
RR # 8, Box 412
Battle Creek, Michigan

Duemler, Ronald L.
901 Wisconsin S.W.
Grand Rapids 9, Michigan

Dziedzic, Richard F.
4102 George St.
Kalamazoo, Michigan

Eaton, Leslie C.
918 Prosperity
Kalamazoo, Michigan

Glidden, Ronald D.
622 Union St.
Dunedin, Florida

Gorham, LaVern E.

Harrison, Peter P.
532 Lake Ave.
Battle Creek, Michigan

Henning, Robert L.
RR # 2
Bristol, Indiana

Howell, Donald E.
624 Woodland
Traverse City, Michigan

Hradek, Norman J.
10912 Park Heights Ave.
Garfield Hts. 25, Ohio

Hurd, Glenn M.
USS Piedmont, AD-17 FPO
San Francisco, California

Krieger, Loren E.
525 Court St.
St. Joseph, Michigan

Loukota, Donald E.
335 N. 29th
Battle Creek, Michigan

Molnar, Louis J.
3510 Michael Rd.
Kalamazoo, Michigan

Moore, Patrick B.
1507 Tarrytown St.
San Mateo, California

Morlin, Richard B.
PO Box 1711
San Francisco, California

Morlock, James E.
611 White St.
Lincoln Park, Michigan

Nagle, Richard P.
173 Ridgewood St.
Kalamazoo, Michigan

Norsworthy, Donald J.
2811 Dickens
Chicago 47, Illinois

Perrigo, Richard P.
509 Linn St.
Kalamazoo, Michigan
Petersen, Jerome L.
918 N. College St.
South Bend, Indiana

Pleyte, Richard G.
509 E. Melody St.
Kalamazoo, Michigan

Rutherford, Marion W.
5029 Meadow St.
Augusta, Michigan

Schmidt, Leonard J.
3757 Madison St.
Gary, Indiana

Seiber, Edward J.
221 East Mary St.
Decatur, Michigan

Selent, Lester L.
538 Cass St.
Benton Harbor, Michigan

Shepard, Robert W.
1203 S. West Ave.
Jackson, Michigan

Smith, Gerald L.
1½21 Winton Ave.
Kalamazoo, Michigan

Stephenson, Bruce O.
170 Jones St. RR # 3
Kalamazoo, Michigan

Strong, Thomas G.

Survillas, Daniel F.
464 Springbrook N.W.
Comstock Park, Michigan

Tevlin, William M.
16185 Green Lawn
Detroit 21, Michigan

Todd, Albert W.
RR # 3
Kalamazoo, Michigan

Tornquist, Fred W.
1819 W. Main
Kalamazoo, Michigan

Van Haften, Carol L.
7½ E. Vine St.
Kalamazoo, Michigan

Weiss, Louis J.
10½ David Dr.
Bensenville, Illinois

Wood, Thomas L.
1809 Nichols Rd.
Kalamazoo, Michigan

Yatowt, Leon J.
320 E. Continental Dr.
Scottsdale, Arizona

June, 1959 Graduates

Ayoub, John N.
1159 Madison S.E.
Grand Rapids 7, Michigan

Baas, Gerald A.
6108 Evergreen St.
Kalamazoo, Michigan

Beiser, David L.
8½3 Lay Blvd.
Kalamazoo, Michigan

Berman, Lawrence H.
1223 Terrace St.
Muskegon, Michigan

Blackwell, Robert B.
105½4 Bongman
Hunting Woods, Michigan
Bowman, Fred E., Jr.
2803 Lorraine Ave.
Kalamazoo, Michigan

Braun, Robert T.
2625 Burton S.E.
Grand Rapids, Michigan

Bunce, Richard G.
5831 Deerfield St.
Kalamazoo, Michigan

Burd, Thomas R.
210 E. Signet
Midland, Michigan

Burnside, Florence J.
719 E. Eastorday Ave.
Sault St. Marie, Michigan

Campbell, Donald D.
9166 Cadieus St.
Detroit, Michigan

Captain, Ronald H.
RR #5
Kalamazoo, Michigan

Churches, Richard L.
11379 S. Dixie Highway
Grand Blanc, Michigan

Close, Douglass G.
210 E. Palisade Ave. D-8
Englewood, New Jersey

Conklin, Charles D.
103 Spaulding
Hartford, Michigan

Conway, Thomas P.
535 W. Ganson St.
Jackson, Michigan

Cookemaster, William A
6245 Date
Kalamazoo, Michigan

Constance, Ronald W.
612 Whites Rd.
Kalamazoo, Michigan

Crim, Robert E., Jr.
1036 Knollwood
Kalamazoo, Michigan

Cuciudean, Peter
115 Queenston Rd.
Hamilton, Ontario

Cutler, John D.
2120 Hemlock Ave.
Kalamazoo, Michigan

Dale, Robert P.
5828 Mt. Vernon Ave.
Kalamazoo, Michigan

Dalrymple, Nancy H. (Mrs. Robert Klesert)
1030 W. Main
Kalamazoo, Michigan

Davidson, Joseph H.
18350 Fairway Dr.
Detroit, Michigan

Dayharsh, Gerald A.
1324 Summit, Apt. 4
Kalamazoo, Michigan

Deter, Richard H.
6044 Syracuse
Taylor, Michigan

DeWard, Donald K.
1039 Alger S.E.
Grand Rapids, Michigan

Doherty, Patrick J., Jr.
6717 W. 31st St.
Berwyn, Illinois

Durian, Ronald J.
6030 Evergreen
Kalamazoo, Michigan
Durbin, George R.
359 E Saratoga
Ferndale, Michigan

Durling, William A.
117 8 Gordon Rd.
Lyndhurst 24, Ohio

Easter, Dale S.
Gen. Depot, APO 11
New York, New York

Erickson, Alvin A.
6830 Ternes
Dearborn, Michigan

Fanjoy, Lewis H.
35 34th S.E.
Grand Rapids 8, Michigan

Feichtenbiner, Michael J.
12780 Regal St. Box 375
Traverse City, Michigan

Ferguson, Thelma L.

Fischer, John A.
726 Bradley
Owosso, Michigan

Flower, Donald M.
3225 Portage
Kalamazoo, Michigan

Flower, John E.
928 Parker
Kalamazoo, Michigan

Frederick, Edward E.
11/1 Dennis Dr.
South Bend 14, Indiana

Frey, David L.
7805 Julie Dr.
Kalamazoo, Michigan

Geer, Rick O.
Box 788
Watervliet, Michigan

Gibson, Chandler J.
1904 Parchment
Parchment, Michigan

Ginebaugh, Norman W.
916 Canterbury S.W.
Grand Rapids 8, Michigan

Gorham, LaVerne E.
210 S. 21st St.
Battle Creek, Michigan

Gotlieb, Edward A.
1409 Homecrest
Kalamazoo, Michigan

Gruss, Thomas V.
1507 Upland Dr.
Kalamazoo, Michigan

Hagadone, Wayne K.
312 Locust
Big Rapids, Michigan

Hamlin, Bruce G.
815 Kent St.
Portland, Michigan

Haner, Duane L
1528 Vasser
Kalamazoo, Michigan

Henwood, James A.
1147 Giddings Ave. S.E.
Grand Rapids 7, Michigan

Hiatt, Leonard L.
1226 Wassau
Kalamazoo, Michigan

Horak, Joseph C.
Route 2 Box 145
Cassopolis, Michigan
Howard, William J.
654 Carr St.
Kalamazoo, Michigan

Hubbard, Dean
6141 E. 33rd St.
Tucson, Arizona

Ingraham, Ronald D.
RR #2 11425 Baseline Rd.
Otsego, Michigan

Jaqua, Charles E.
71/2 McCourtieik
Kalamazoo, Michigan

Johnson, Richard L.
506 Hamilton Dr.
Parchmont, Michigan

Johnston, Warren J.
6418 Ardmore
Jenison, Michigan

Jordan, Kenneth H.
909 Merril
Hammond, Indiana

Kaltz, Bernard S.
518 E. Main
Harbor Springs, Michigan

Kearns, Walter J.
209 N. Elm
Owosso, Michigan

Kiel, William R.
1/91 Agard
Benton Harbor, Michigan

Lemke, Robert R.
8520 Christine
Warren, Michigan

Libby, Robert G.
130 E. Lincoln Ave.
Birmingham, Michigan

Logan, Gene S.
240 Kenbrook St. S.E.
Grand Rapids, Michigan

Longner, Fred A.
1645 Pysestone Rd.
Benton Harbor

Lynch, Charles T.
51 W. Dohota
Detroit 3, Michigan

McCarty, Theodore F.
2412 Bronson Blvd.
Kalamazoo 37, Michigan

McLeod, Donald N.
4717 Clyde Park
Grand Rapids, Michigan

McPharlin, Phillip R.
2001 Pacific Coast Highway
Hermosa Beach, California

McWilliams, James A.
202 Cedar St.
Decatur, Michigan

Malarney, Theron J.
38 W. South St.
Hillsdale, Michigan

Marvin, Roger H.
607 Maple
Three Rivers, Michigan

Maurer, Robert E.
103 N. 27th St.
Battle Creek, Michigan

Maze, William J. Jr.
2318 Hillsdale
Kalamazoo, Michigan

Meyer, Donald J.
2521 Berwick Rd.
Grand Rapids, Michigan
Middleton, Robert W.
9225 Joy Rd.
Plymouth, Michigan

Miller, Fred J.
1523 E. Jefferson Ave.
Detroit, Michigan

Mohan, David C.
3450 Alpine N.W.
Comstock Park, Michigan

Moon, Jo Ann
3413 Downshire
Kalamazoo, Michigan

Morden, Gregory W.
1616 Grant St.
Niles, Michigan

Morlock, James E.
611 White St.
Lincoln Park, Michigan

Morrison, Jerry C.
141 Copier St.
Cadillac, Michigan

Nicholson, William J. Jr.
2525 E. Maple
Birmingham, Michigan

Nicoloff, Clement F.
8574 Indiana
Detroit 4, Michigan

Novy, Joseph F.

Oksas, Donald R.
4008 Four Mile Rd.
Marne, Michigan

Otley, Thomas F.
1407 Lake Ave.
Grand Haven, Michigan

Overbeek, Adrith L.
1217 Elkerton
Kalamazoo, Michigan

Pede, Steven M.
546 Archer Ave.
St. Joseph, Michigan

Perry, Robert J.
1196 Penniman
Plymouth, Michigan

Petersen, Jerome L.
918 N. College St.
South Bend, Indiana

Phillips, Larry G.
2429 Southdale Dr.
Elkhart, Indiana

Phillips, Richard K.
3006 Dearborn
Kalamazoo, Michigan

Powell, David L.
1303 Hillcrest
Kalamazoo, Michigan

Radke, Richard J. Jr.
965 McAllister Ave.
Benton Harbor, Michigan

Reedy, Darwin D.
1317 Northfield N.E.
Grand Rapids 5, Michigan

Rexrode, James R.
U.S. Army, 15th Medical Bn, 1st Cal. Div.
APO 24, San Francisco, California

Rupright, Gene E.
RR #1, Box 234
Hickory Corners, Michigan

Rus, Donald H.
509 516th St.
Escanabu, Michigan

Ryan, David K.
2746 Ewald Circle
Detroit 38, Michigan

Scheer, Dennis E.
RR #1, Box 130
Three Oaks, Michigan
Sheldon, Gordon D.
R.R. 2
Hastings, Michigan

Shembarger, Frank A.
627 Cherry St.
South Haven, Michigan

Simmons, Roger E.
253 Graceland N.E.
Grand Rapids, Michigan

Skiver, Allen E.
1829 Neidhart
Marquette, Michigan

Sleeman, Gordon T.
3166 W. E. Ave.
Kalamazoo, Michigan

Smith, Donald J.
1217 Parchmount
Parchment, Michigan

Smith, Edward J.
2503 Broadway
Kalamazoo, Michigan

Smith, John F.
RR # 3, Box 5550
Three Rivers, Michigan

Smith, William K.
2512 Belaine Rd.
Lansing 10, Michigan

Sonefield, Otto F.
733 Wisconsin St.
Lansing 15, Michigan

Spencer, John G.
RR # 1, Box 417
Benton Harbor, Michigan

Steele, John P.
% Consumer Products Div.-Kimberly Clark
Fort Wayne, Indiana

Steffen, John F.
279 Lewis St.
Rockford, Michigan

Stemm, Norman H.
RR # 1, Box 175
Berrien Springs, Michigan

Stepnitz, Duane A.
1127 Joosten S.W.
Grand Rapids, Michigan

Stiffler, Richard L.
1316 Villa Rd.
Birmingham, Michigan

Stout, Larry G.

Strome, William L.
356 W. Morrel St.
Otsego, Michigan

Teichert, Ralph H.
1187 Allen Ave.
Muskegon, Michigan

Tennant, George W. Jr.
Box 114
New Buffalo, Michigan

Tevlin, William M.
16185 Greenlawn
Detroit 21, Michigan

Thompson, Mary L.
124 N. 4th
Brighton, Michigan

Tift, Harold D.
215 S. 20th
Battle Creek, Michigan

Tout, Leroy W.
RR # 1
Three Rivers, Michigan
Vanderborgh, Clarence N.
1113 Roselawn
Lansing 15, Michigan

VanLoo, Donald E.
323 S. Lincoln
Three Rivers, Michigan

Vermeulen, Jan K. (Mrs. Louis Wagner)
755 Academy
Kalamazoo, Michigan

Wallace, Hugh V.
950 Englewood
Muskogon, Michigan

West, Charles R.
Pomano, California

White, David R.
Box 75
Scotts, Michigan

Winick, Cenda (Mrs. Garrard MacLeod)
1125 Greenwood
Kalamazoo, Michigan

Wisner, Bruce G.
516 Gilbert St. S.E.
Grand Rapids 7, Michigan

Woodworth, Nancy L. (Mrs. Richard Tyler)
301 Henrietta St.
Kalamazoo, Michigan

Zantzer, Norman
5347 Azalia
Kalamazoo, Michigan

Zoller, Harvey F.
409 B Gordon Rd. APO 957
San Francisco, California

Zwergal, Philip H.
1016 Edna S.E.
Grand Rapids 7, Michigan

July, 1959 Graduates:

Agne, Max D.

Bowen, James L.
2986 N. 3rd St.
Kalamazoo, Michigan

Carmody, John R. Jr.
20 Harrison St.
Middletown, Ohio

Galvin, Michael C.
11118 Winthrop
Detroit 21, Michigan

Hill, Raymond V.
401 Gary Ave.
Benton Harbor, Michigan

Hoffman, James M.
2722 S.E.
Grand Rapids, Michigan

Lamborn, James W.
109 Cornelia St.
Sturgis, Michigan

Mikkelsen, Rex T.
5181 W. US 12
Kalamazoo, Michigan

Miller, James O.
506 Albert
Sturgis, Michigan

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 Liaison Team, Ft. Leonard Wood, Missouri

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Jackson, Michigan

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Wree, John D.
710 Kuelmee
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June, 1960 Graduates:

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Three Rivers, Mich.

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DeMay, Harry  
RFD  
Gobles, Mich.

Frost, Merdith M.  

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Young, David W.
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Zarimba, John C.
2912 Park

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1859 Cornelius S.E.
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Harvey, Sally Jane

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<thead>
<tr>
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<td>Van DeGienste, Gerard</td>
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<td>Vasqrins, Gunta M.</td>
<td></td>
</tr>
<tr>
<td>Wagner, Bruce D.</td>
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<tr>
<td>Wardle, Mary E.</td>
<td>836 Washington Rd., Grosse Pointe, Michigan</td>
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<tr>
<td>Warren Roy L.</td>
<td>811 W. Vine St., Kalamazoo, Michigan</td>
</tr>
<tr>
<td>Webster, Roger L.</td>
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</tr>
<tr>
<td>Wehrman, Ronald C.</td>
<td>3715 S. Ridgeland Ave., Berwyn, Illinois</td>
</tr>
<tr>
<td>Wen, Carl J.</td>
<td>115½ E. Chippewa, Grand Rapids, Michigan</td>
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<tr>
<td>Weston, James E.</td>
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<td>Wilson, Terence R.</td>
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July, 1961 Graduates:

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Wilson, Daniel B.
1410 Alger St.
Lake Odessa, Michigan

Wilson, Gary D.
710½ Wheaton
Kalamazoo, Michigan

Williams, Wayne H.
318 Houston
Muskegon, Michigan

Yarger, Gary L.
205 Kellogg
Nashville, Michigan
APPENDIX G

TABLES DISCUSSED IN CHAPTER 5

This appendix contains the forty-one tables that were discussed in Chapter 5. The classifications used in these tables are defined at the end of this appendix under the appropriate table heading.
<table>
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<th>Year of Graduation</th>
<th>Totals Per Group Listing</th>
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LOCATION OF BBA GRADUATES PRIOR TO ATTENDING WESTERN

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**TABLE 12**

DEPARTMENTAL DISTRIBUTION OF BBA GRADUATES
## TABLE 13

### EXTRA-CURRICULAR ACTIVITY MEMBERSHIP

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<td>extra-curricular activity</td>
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### Table 14

**EXTRA-CURRICULAR ACTIVITIES WHILE AT WESTERN**

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TABLE 15

"Have You Attended Any School Since Graduating From Western?"

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TABLE 16
"Have You Attended Any School Since Graduation From Western?"

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TABLE 17

TYPE OF POST GRADUATION EDUCATION

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### TABLE 21—Continued

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TABLE 24

"What Percentage of Your Time is Spent Each Day in Performing Activities Directly Related to Your Major Area of Business Preparation?"

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### TABLE 25

"What Percentage of Your Time is Spent Each Day in Performing Activities Directly Related To Your Major Area of Business Preparation?"

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**Total**

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TABLE 26

"Why Did You Accept Employment in a Field Other Than Your Major Area of Business Preparation?"

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TABLE 27
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| Total           | 21  | 100  | 37  | 100  | 37  | 100  | 31  | 100  | 65  | 100  | 77  | 100  | 74  | 100  | 66  | 100  | 94  | 100  | 502 | 100  |

*Total*: 502

*Percentage*: 100

**Year of Graduation**

- **1953**: 21
- **1954**: 37
- **1955**: 37
- **1956**: 31
- **1957**: 100
- **1958**: 65
- **1959**: 100
- **1960**: 77
- **1961**: 100
## TABLE 29
MONTHLY SALARY RECEIVED ON FIRST JOB AFTER GRADUATION

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## TABLE 30

**PRESENT MONTHLY SALARY OF BBA GRADUATES**

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TABLE 31

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**Total** | 101 | 100.0 | 13 | 100.0 | 9 | 100.0 | 192 | 100.0 | 120 | 100.0 | 64 | 100.0 | 3 | 100.0 | 502 | 100.0
TABLE 32

TYPE OF INSTITUTION INITIALLY EMPLOYING THE BBA GRADUATE

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SERVICE INSTITUTIONS PRESENTLY EMPLOYING BBA GRADUATES

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LENGTH OF TIME SPENT IN A POSITION
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|                          | 120       | 100.0    | 64      | 100.0     | 3         | 100.0      | 502     | 100.0 |
TABLE 47

"Do You Feel That Your Preparation At Western?"

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TABLE 48

"Do You Feel That Your Preparation at Western:"  

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"What Could the School of Business Have Done to Prepare You More Adequately For Your Profession?"

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TABLE 49—Continued

"What Could the School of Business Have Done to Prepare You More Adequately For Your Profession?"

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TABLE 49—Continued

"What Could the School of Business Have Done to Prepare You More Adequately For Your Profession?"

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Classification Definitions

This section defines the classifications used in the tables located in this appendix. The classifications are explained in numeric table number order.

Table 9

Totals per group listing: These totals were obtained from the Annual Reports of the Dean of the School of Business to the Vice-President, Academic Affairs.

Totals per detail listing: These totals were obtained from corrected Commencement Announcements located in the Records Office.

Addresses: These were obtained from the Alumni Office.

Per Cent Return: Number of returned questionnaires divided by the number of available addresses.

Per Cent Representation: Number of returned questionnaires divided by the totals per detail listing.

Table 12

Business Education: Teaching of Business Subjects; Secretarial Administration

Finance: General Finance; Insurance

Marketing: Advertising; Purchasing; Retailing; Sales Management; Salesmanship

Management: Industrial Management; Integrated Data Processing; Office Management; Personnel Administration
Athletics is defined as participation in any of the University sanctioned sports.

A fraternal organization is any Greek letter social fraternity.

Academic organizations: Accounting Society; American Marketing Association; Arista; Debate Club; Economics Club; French Club; Omicron Delta Kappa; Psychology Club; Society for the Advancement of Management; Sigma Tau Chi

Administrative Organizations: Associated Women Students; Class Officer; Dormitory Officer; Interfraternity Council; Men's Union; School Publications; Student Council; Student Court

Religious Organizations: Lutheran Student Center; Newman Club; Wesley Foundation

Social Organizations: Circle K; Glee Club; Hockey Club; Saber and Key; Ski Club; Sky Broncos; Torch and Blade; W-Club

Tabulation Procedure: The respondent was given credit for participating in a "type" of organization if he participated in any activity comprising that type. If he participated in two or more activities falling within the same type, that type was only counted once. Thus, the maximum possible membership for each type organization would be the total number of respondents of this study—502.

Table 14

Table 15 & 16

All formalized schooling is included in the "yes" classification of these tables: Company-sponsored training programs requiring classroom attendance; CPA review courses; Military Schools; Professional Insurance courses; etc.

Table 18

Military Schools have been converted into semesters on the basis of 16 weeks per one semester.

Specialized Courses have been converted on a 16 week equals one semester basis and or 12 credit hours equals one semester.
Terms have been converted on the following basis: 1.5 terms equals one semester.

Tables 32, 33, 36 & 37

Manufacturing: An institution was classified as manufacturing if its primary function was fabrication. Distribution activities in this case were considered secondary and hence disregarded.

Service includes the following: Advertising Agency; Architectural Firm; Finance and Savings and Loan Associations; National Fraternity Administration; Funeral Home; Insurance Agents; Law Firm; Market Research Agency; Public Accounting; Real Estate Agency; Stock Broker.

Tables 40, 41, 42, & 43

Government is defined as the Armed Services and civilian governmental occupations.

Teaching includes school administrators as well as teachers.

No Response: The reader should take note of the large number of "no responses" in these four tables.

Table 44

Length of time spent in a position includes promotion within the company as well as movement from one company to another.

The length of time that the present position has been occupied has been tabulated. The cut-off date for this was set at June 1, 1962.

Those respondents in the Armed Services are not counted unless they specifically listed the time spent in each position.

As evidenced by the large number of "no responses," this question was commonly misinterpreted.