

Midwest ACE

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A 50-Year History

History is the chronicle
of change.

—Henry Ford

This 50 Year History is offered as tribute to the memory and inspiration of the original six Founders of the Association: Wendel W. Burton, F. Lynn Cason, H. S. Dawson, H. G. Goehring, L. R. Hillyard and John E. Steele.

In conceptualizing the need for a 50-year history of the Association, it is helpful to recall the admonition of Dr. William M. Fowler, Jr., History Chairman at Northeastern University. He said, "The past belongs to all of us. If we delay today, there may be nothing left to save tomorrow." (Boston Globe, March 18, 1997)

The initial impetus creating the idea of a 50 year history was spurred on by the urging of John E. Steele and J.W. (Bill) Paquette. They envisioned a document that would preserve significant historical data of the Midwest Association of Colleges and Employers (Midwest ACE), formerly the Midwest College Placement Association (MCPA).

Eugenie Beall and I met on January 27, 1997 to draft the basic outline of such a history, and the Executive Board approved the concept on May 21, 1997. Subsequently a meeting with Dr. William A. Jenkins (retired Chancellor of The University of Michigan-Dearborn) on May 31, 1997 provided the overall guidance for the preparation of the Association's historical perspective.

Chapter outlines and appendices were developed and approved by the Executive Board. A formidable team was recruited for the task of gathering, assembling, writing and editing material for the book. This illustrious group included:

Mike Avgenackis
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Barbara Hundley
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Ken Conway
John Steele
Al Looman
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Bob Vokac
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Larry Goebel
Jan Windmeier
Glenn Rosenthal

Preface

Special recognition is accorded the National Association of Colleges and Employers (NACE) for its vital assistance in this project, and in particular, Marilyn Mackes and Sarita Hunter. Furthermore, this project could not have been completed without the efforts of Muriel Stone and Erle Johnson of the University of Northern Iowa.

And finally, thanks to my wife, Judy, who always provided unflagging support during the entire process, and to our daughter, Betsy, for tireless copy editing and typesetting.

It was apparent from the outset that our ambitious goal to produce the definitive history of MCPA/Midwest ACE would be limited by time and resources. Therefore, what we have done in this document is to present memoirs and capsules of significant events recounted by knowledgeable peers regarding the several decades of the Association's 50 year history. We particularly wanted to highlight 50 years of successful evolution with the Association providing (1) professional cohesiveness among members, (2) personal growth, and (3) research and development of the field.

Fortunately, the wonders of the electronic age will provide a continuing platform for further exploring and preserving past, current and future Midwest ACE historical data, trends and visions.

Therefore, it is our Committee's hope that the material presented herein will not be just yesterday's news, but a carefully prepared buffet cooked up by reasonably knowledgeable Association practitioners for the benefit of all concerned.

Robert B. Vokac, Editor
August 1, 1999

The Fifty Year History Committee:
J. W. Paquette
John E. Steele
Robert B. Vokac

This 50-Year History
is dedicated to
John E. Steele
whose imagination
and insight generated
the success of this
entire venture.

Early History

John E. Steele

Students of history know that there is a lot to be learned from prior experience. It is just as useful for recruiters and college administrators to understand how their professional organizations developed.

Much of our thinking and activities in college placement work (now commonly called Career Planning and Services) has been inherited from the British. Their college administrators appointed graduates to “posts” with employers. Before World War II throughout our country, there were few “Placement Offices”. Employer representatives usually became friendly with selected college faculty and administrators, and depended on such contacts to refer suitable candidates to their companies. In some cases the faculty member made the hiring decision.

In October 1926 several colleges in New England sent their representatives to a special meeting at the Massachusetts Institute of Technology

to organize the first business related placement association in the United States, the Eastern College Personnel Officers Association (ECPO). During the Depression years of the 1930s, a demand developed for placement services at many colleges. However there was no organized forum for employers and college placement people to discuss mutual concerns.

Therefore, during the 1930s and 1940s, informal self exclusive groups were formed, and became known as “Gun and Bottle Clubs”. These were comprised of selected recruiters and placement people. At some of these meetings, informal discussion topics included expected job recruiting, starting salaries for selected occupations, and similar pertinent matters. With the formation of the regional placement associations, and the beginning of what became our national professional association, the need for informal gatherings declined.

1946-1950

During the World War II years (1941-1945), there was a hiatus in college recruiting. The shortage of available men created a tremendous vacuum, especially in management training and the technical fields. The frenetic recruiting activity, starting in 1946, gave momentum to organized recruitment and college placement offices. Faculty members were inundated with recruiters, and put pressure on their Deans to establish facilities for channeling requests for filling jobs and arranging on-campus interviews.

Colleges in the Midwest graduated thousands of students each year, and

were a major source of manpower. In December of 1946, Dr. Frank S. Endicott (Northwestern University) initiated his one-day Conference to enable recruiters and college personnel to discuss mutual concerns and examine midseason recruiting results. He also instituted the annual survey of employers’ recruiting plans.

Starting in December 1947 and continuing until the early 1980s, Bob Canning (General Electric Co.) sponsored a dinner meeting between GE executives and college placement directors immediately following the Northwestern Conference. The Endicott and Canning meetings pro-

vided a tremendous opportunity for college personnel and recruiters to become better acquainted. The result was free discussion of problems, suggestions for improvements in the recruiting system, and a groundswell of thinking that we needed an association to exchange ideas and better practices.

Competition among recruiters became so fierce that unethical practices became apparent. In 1948 the General Electric Co. invited recruiters from major firms and selected placement officials to meet in Schenectady, N. Y. to discuss ethical and other college recruiting problems. From the ideas and discussions at this Conference, the original Code of Ethics was developed. There was also a strong interest in the formation of other placement associations (like ECPO) to provide common meeting grounds for recruiters and placement officials.

From the employers' viewpoint, associations would provide a better understanding of faculty and student needs, and aid in attracting graduates to their companies. Rather than depend on faculty to refer students, recruiting would be better organized through individuals whose primary responsibility was to counsel students and schedule recruiting visits. Employer contacts with college faculty and administrators were very helpful in establishing Placement offices.

Because of existing Internal Revenue Service policies and regulations, organizations run by college people were considered to be "non-profit", while those run by business leaders would be subject to taxes on whatever income was generated. Therefore employer representatives could give support and cooperation,

but were not permitted to hold any "officer" positions in the developing placement associations, and were made "Associate" members. Fortunately, this IRS policy changed slowly during the next few years, and today there are no restrictions on electing officers from business and industry to leadership positions in associations.

It was also during the post World War II years that many companies invited groups of college placement people for visits of one to four days. Such visits not only helped to understand the needs of business and industry, but also gave placement people another opportunity to get better acquainted and discuss their own problems. From such meetings a group of five placement directors from Illinois, Indiana, Iowa State, Purdue and Wisconsin Universities, plus a representative from industry, met at the Illini Center in Chicago's LaSalle Hotel, on June 7, 1949. The express purpose was to discuss the feasibility of forming a professional placement association for the Midwest.

The Fifties

John E. Steele

On May 26, 1950 thirty-one placement and college officials from twenty-five Midwestern colleges met at Purdue University to decide whether to organize an association for discussion of shared challenges and procedures. The favorable response resulted in a unanimous agreement to form an association and to encourage employer representatives to join.

To comply with tax regulations, it was decided to have a meeting each spring for college members on the campus of the current MCPA president, and to have an Annual Conference in the Fall for all representatives. To generate employer interest, we were fortunate to gain the backing of the well-established American Society of Electrical Engineers (ASEE), whose Committee on Ethics of College-Industry Relations agreed to co-sponsor a conference in Detroit on September 12-13, 1950.

At this inaugural Conference we had 64 college placement people, and 120 representatives from business and industry. The Program Committee originally planned for speakers to discuss the problem of a shortage of jobs for college graduates. Because of the

Korean undeclared "war", plans were revised in order to consider the national state of partial mobilization, the probable shortage of male college graduates, and the subsequent shift in the job market from a shortage to a surplus of jobs.

The principal speaker, B. D. Kunkle (General Motors Corporation) delivered a speech stressing the fact that a placement association is a welding organization "bringing together education and industry, plus all forms of business relationships". He admonished "recruiters and college placement people are not merely placing a student on a job, but are directing a life on its course".

At the business session for college members, the first officers and members of the Executive Committee were elected. The proposed one-page Constitution and By-Laws were adopted, thus officially creating the Midwest College Placement Association (MCPA). The first slate of Officers and Executive Committee was composed of the six individuals who had contributed most to the formation of the association.

Midwest College Placement Association First Executive Committee

F. Lynn Cason	Purdue University	President
H. S. Dawson	University of Illinois	Vice President
H. G. Goehring	University of Wisconsin	Secretary/Treasurer
L. R. Hillyard	Iowa State University	College Member
John E. Steele	Indiana University	College Member
Wendel W. Burton	Minnesota Mining and Manufacturing Co.	Industry Member

Chapter 2

In discussing an acceptable procedure for nominating officers, the above group (later called the Founders) decided to use age as the fairest way to have each one become the president of this association. Therefore the first 5 presidents were nominated and elected in the order listed above. (Recall that IRS regulations allowed business people in advisory, but not officer, positions.)

MCPA's first 5 years involved typical activities of new organizations. Dues were set at \$2.50 per year for college members, and \$5.00 per year for Associate (employer) members. The Executive Committee was responsible for establishing committees, prioritizing objectives, planning a calendar of sites and dates for meetings, promoting membership drives, and encouraging research and publications. Since college members had small or no travel budgets, it required ingenious planning to obtain sites and dates that would fit into school calendars, and be inexpensive. A third category of membership was established in 1954 with the election of former Association president H.S. (Hal) Dawson as Honorary member.

Two topics dominated the early history of MCPA. Students complained about employer requirements that individual application forms be completed before each interview, stressing the time involved and the redundancy

of items. The MCPA surveyed 300 company application forms in order to develop a short standard Interview Form. This led to the practice of having students devise a one-page resume that they could use for interviews both on and off campus.

The second dominating topic concerned employer complaints of college placement offices having individual forms requesting data to set up interviews on campus. Recruiters suggested that one sheet of standard information could be sent to each school they planned to visit. At the 1952 Annual Conference a report was given indicating that a single-page Company Information Sheet had been completed by 814 employers from 37 states and the District of Columbia.

In 1953 the MCPA approved the publication of a Newsletter as a communication tool. Leith Shackel and Jane Andrews, both from Carleton College, served as the first two editors. In December 1953 the Executive Committee designated the editor of our Newsletter to be the MCPA representative on the Administrative Board of the Journal of College Placement. The Code of Ethics formulated by the ASEE and accepted at the G. E. conference in 1948 became the standard for MCPA, and was recommended to other placement associations.

The Trend Toward Professionalism

Background

In 1950, when the Korean War began, the entire college recruiting and placement field was embarrassed because no forum existed to field inquiries from the U.S. government regarding recommendations on the military draft. Although there were 6 regional placement associations, there was neither coordination of activities nor a federal government liaison. Each of the associations operated autonomously.

As the regional placement associations grew in size and complexity, their activities, conference dates and projects often overlapped. It became obvious that communication and cooperation on a national basis were required. A coordinating agency was envisioned that could serve all associations in their efforts to improve and professionalize the recruiting and placement fields.

History

In 1940 Dr. Clarence E. Clewell (Univ. of Pennsylvania) helped establish the Association of School and College Placement, and served as editor of its School and College Placement magazine. This was the first journal for recruiters and college personnel. During the 1940's Gordon A. Hardwick served as association president. He often financed the magazine entirely, donated office space, and relied on recruiters and college placement officials for ideas, advice, and articles. When Mr. Hardwick retired in 1950, the demise of the magazine seemed certain. However, several placement officials realized the importance of the magazine, and agreed to assume responsibility for its publication.

Beginning of CPC

Fannie Y. Mitchell (Duke Univ.) was selected to serve as President, and E. Craig Sweeten (Univ. of Pennsylvania)

and John E. Steele (The Ohio State Univ.) as Vice Presidents. In 1951 the name of the magazine was changed from School and College Placement to the Journal of College Placement (JCP). To broaden its functions and encourage more cooperative activities, the name of the organization was changed to the College Placement Publications Council (CPPC).

Beginning with its inaugural conference in Detroit, MCPA members began to appreciate our interrelationships and common problems, and give their support to the development of CPPC. Starting in 1952, the MCPA expressed its support of the JCP by contributing \$200 per year to CPPC. From 1950-1955, the MCPA and CPPC had parallel growth and development records. Of the 7 regional placement associations, the MCPA had the greatest number of members and exerted an important influence on the development of the national organization.

It became apparent that informal arrangements with volunteers were not the best way to promote, communicate, or coordinate activities. A campaign was started to actively involve the regional associations in saving the JCP and in discussing the formation of a national professional organization. It is interesting to note that three MCPA presidents, John E. Steele (The Ohio State Univ.), Helen M. Barnes (State Univ. of Iowa), and Frank S. Endicott (Northwestern Univ.) were instrumental in leading both the MCPA and the CPPC during these critical years. Several members from industry provided tremendous support to both organizations, including Bob Canning (G.E. Co.), Wendel Burton (3M Co.), Ed Smith (Armstrong Cork Co.), and George Lobingier (Westinghouse Corp.).

In June 1955 Helen Barnes chaired

a meeting in Philadelphia of regional placement association presidents or their authorized representatives. Discussions centered on the advisability of forming a national organization to publish the JCP and to promote the coordination of mutual interests and activities. This group developed a proposal to be acted upon in each regional association's fall conference. The proposal was published in the October 1955 issue of the JCP in an article titled "An Advisory Placement Council."

In 1956, under the dynamic leadership of Everett A. Teal (Lehigh Univ.), the CPPC was acknowledged as our national organization, changed its name to the College Placement Council (CPC), and became incorporated in the State of Pennsylvania. Robert F. Herrick was employed as editor of the JCP, and the headquarters of CPC was moved from Philadelphia to Bethlehem, PA.

Research

In 1956 the MCPA initiated a fund to encourage research and hoped to continue financial assistance throughout the years. Research provided a vital platform for discovery of new and better processes, and exploration of new concepts. Surveys were conducted with results provided to members. Recruiting trends became more factual with the annual Endicott surveys (later the Michigan State surveys), and the "Report on Salary and Employment Policy" which was first given at the 1952 MCPA Annual Conference. Similar surveys are now conducted by CPC and are disseminated as the annual Job Outlook and the quarterly Salary Survey.

To help newcomers learn more about the profession, three MCPA members compiled an article

"Selected Reference Data on College Recruiting" which was published in the October 1953 JCP. The authors were Emily Chervenik (Univ. of Wisconsin), Mary Kreul (Univ. of Minnesota), and John E. Steele (The Ohio State Univ.).

MCPA's experience with surveys and research helped our national organization, CPC, to initiate research on a broader basis by establishing a Research Foundation.

Several MCPA colleges tried to write pamphlets to aid in counseling students, and to provide information on potential jobs and employers. The "service" concept was predominant in our thinking, but no one seemed to have the expertise needed to accomplish this objective. One of the early achievements of Bob Herrick was to have CPC launch The College Annual during the 1956-57 school year. This entirely new publication included articles to help counsel students, and provided a listing of employers who had expressed interest in hiring college graduates. It also provided a firm financial basis that enabled the College Placement Council to become self-sufficient, and thus able to originate other services and publications to advance the college recruiting and placement field.

In 1958 an MCPA Business Office was established to assure continuity and stability in meeting the growing needs of our Association. Doug Snider (Indiana Univ.) was appointed the first paid administrator, with the title of Executive Secretary.

In 1959 MCPA was incorporated in the State of Minnesota. At this time the membership was listed as 218 college and 720 employer, for a total of 938 members.

The Sixties: It Was Dubbed The Great Manpower Grab!

Jack Shingleton

The 1960's marked the peak of membership for the Association. The 1968 membership grew to its highest level in 1968, with 294 college and 1206 employer members for a total of 1500. This decade was very important in the Association's history because of three momentous events: the threat from the U.S. Employment Service; the turmoil caused by the Vietnam war; and the growing move to equality in our organizational structure.

Preface

When the history of MCPA is written, a major event will be remembered. It has been dubbed 'The Great Manpower Grab.' It had great significance on the future of college placement.

The October 1964 Reader's Digest cited the U.S. Employment Service is "growing ever stronger with liberal transfusions of tax money, it is picking up telling yardage in its sweeping end run around the battered line of the free enterprise system. USES is out to handle the job placement of every college student in the country." The director of the Colorado State Employment Service has openly boasted according to the same article, "In five years, if we are not hampered by new restrictions, and if we can get adequate funds from Congress, we'll be handling 90 percent of the business. We are not living in a free enterprise system, but rather operating under a controlled economy."

The collective resources of the universities and employers responded to USES in a rapid and forceful way to stem the tide of government encroachment into the world of college employment.

A special thanks to Patrick

Scheetz, Ph.D., and Edwin Fitzpatrick, of the Placement Services staff at Michigan State University, and Rhea A. Nagle of the National Association of Colleges and Employers library staff who assisted with collection of information for this report.

How It All Started

In the early 1960's, the Johnson Administration decided to wage an "unconditional war on poverty." The agency chosen to fight this war "is brazenly using it to advance one of the most ambitious power grabs in the United States history. If it succeeds, every working man and woman in America will one day be forced to seek work through government employment offices." So said U.S. Representative Frank Bow (R-Ohio).

The USES, under the Department of Labor, was already heavily involved in the placement of mostly hourly workers in business, industry, and government. The goal, according to USES Director Louis Levine, was to build a "manpower agency" through which all hiring would be funneled. It would offer "free" resources to colleges and universities for placement activities.

If developed, all college graduates would be under the guidance of a government representative to get a job or change positions. In addition, employers would have to accept the candidates referred or risk getting the government's black list, stated Bow. Carried to the extreme, the USES would become the community manpower center. The USES decision to handle job placement for all college students in the country didn't set well with the universities and employers of the nation.

Some 200 college presidents wrote the College Placement Council denouncing the USES assault. One college president, however, Dr. Eric A. Walker, of Penn State, when offering a bleaker picture, said in the end that the money spent by colleges and universities on placement operations would tip the scales in favor of the USES.

There arose a great cry about the USES agenda and its effect on the free enterprise system. Employers, the media, colleges and universities all deliberated the ramifications of the proposed system. The freedom to choose one's own career or for an employer to select its own employees appeared in jeopardy to many university administrators and employers.

The Trigger

The USES Director, Louis Levine, was invited to speak on his vision for the future of college placement at the 1962 MCPA Spring Conference. He said, "I will have all your jobs in five years!" According to Levine, his service was building "the manpower agency of the nation through which all job hiring will be funneled". With placement directors and employers mostly from the Midwest, this triggered a line of action that formulated employment practices for students throughout the nation.

At this point, there were a few State Employment Services already providing assistance on college campuses. They included St. Mary's College, Santa Clara, Humbolt State College and Sacramento State College in California, Creighton Univ. in Nebraska, Mississippi State College, Auburn State College, Youngstown College (Ohio), North Dakota Univ. and the Univ. of Denver.

With leadership from MCPA, efforts were immediately begun to halt the USES drive to replace college and university placement offices. These included:

- Gathering support from all the regional placement organizations and the College Placement Council (CPC);
- Collecting facts about the USES;
- Communicating to employers, congressional representatives, and college and university administrators;
- Improving college placement offices;
- Urging politicians to pass laws to limit USES activities in this area.

The Response

College and university president responded en mass. Possibly never before had placement personnel acted with the vigor that they demonstrated regarding this issue. All the regional associations plus CPC responded with a united front.

Initially, a few government officials thought higher education institutions were only giving lip service to the issue of placement. While this assumption was almost completely without foundation, it took nearly two years to set the facts straight. In retrospect, it is clear that there were fundamental philosophical differences. However, the issue did focus the importance of placement in the eyes of colleges lacking placement activities.

The various regional placement associations had presided over the initial arbitration activities with the federal government, but a solid united front was finally made by CPC.

After lengthy negotiations and lobbying, John M. Brooks, CPC President, wrote an editorial in the December 1963 Journal of College Placement. "The United States Department of Labor agreed not to evangelize the college campuses and the CPC agreed, in effect, to suspend its efforts to seek Congressional restriction of the activities of the USES affiliates on college campuses."

"The USES at this point suggested that Federal government assistance was needed by colleges and employers alike in the interests of manpower utilization. College presidents volunteered their desire to keep placement as an integral part of the educational process, and employing firms and governmental agencies confirmed their intentions of continuing the recruitment process without the additional assistance of the USES. The regional associations then gave CPC additional responsibilities for dealing with other professional and educational institutions to further improve the employment potential for college graduates."

Dr. Chet Peters (Kansas State Univ.), MCPA president, appeared before the Department of Labor and chaired the Governmental Affairs Committee at the time of the agreements. Dr. Peters had a team of leaders from regional associations to present the case. They never can be thanked adequately. To mention a few:

Nancy Corson, Univ. of California, chaired the initial CPC Governmental Affairs Committee.

Geraldine Wyatt, Univ. of Delaware, brought regional delegates together to unify association support.

Robert L. MacDonald, Univ. of

Pennsylvania, appeared before the Employment and Manpower Subcommittee of the U.S. Dept. of Labor.

Robert Herrick, Executive Director of CPC, played a continuing role with Dr. Peters in the protracted negotiations with the U.S. Department of Labor.

Jack Kinney, Placement Director of Michigan State Univ., assisted Dr. Peters in his lobbying efforts.

John M. Brooks, President of CPC in the latter stages of the cause, prepared a brilliant "Reaffirmation of a Philosophy" by establishing the proper role of USES versus university placement activities for entry into records of a Select Subcommittee on Labor of the House of Representatives Committee on Education and Labor on August 14, 1964.

Summary

If there was ever a call for "freedom of choice" to be protected, it came from Louis Levine of the USES at the MCPA convention in 1962. He advocated replacing college and university placement offices with the USES.

Through a united front, members of MCPA, other regional placement associations, and CPC protected the right of students to choose their employers, and of employers to hire new employees without government intervention. The philosophy of the placement services to be a continuum of the education process remains intact because of the early heroic efforts of former leaders of MCPA and CPC. The encroachment of government control into college education of individuals and their right of free choice of employment was denied.

The autonomy of the university, a fundamental principle in the education of citizens of our country, was maintained. The cohesion of individuals in college recruiting and employment brought about this immeasurable contribution to maintaining choice in employment.

As costs increase, there will be continuing pressures to “save money” by passing on placement expenses to the government. Placement officials’ advice, counsel, and help with long-range occupational planning is part of the total educational experience. Faculty, alumni, and placement personnel form a team to maximize the career potential of college graduates. It behooves all those involved with university placement activities to be vigilant in improving services pertaining to the employment of college graduates.

The Vietnam War

John E. Steele

This war divided Americans into “hawks” and “doves.” Protests played havoc on major campuses throughout the nation. Peace marches and demonstrations attacked U.S. policy on Vietnam. Hardly a campus placement office was exempted from student demonstrations that disrupted campus recruiting. A number of industrial and government recruiting representatives were excluded from campus visits in order to curtail the chances of student confrontations. A time like never before was created for the college placement officer and the recruiter to work together.

The Move To Equality

John E. Steele

While MCPA could act as a clearing house for solutions to problems facing placement officers and recruiters, it was still up to individual recruiters and their college counterparts to work out the best ways to approach the challenges. Since employer members of the Association could not vote, they passed on suggestions to the Vice President-Employer, (a member of the Executive Committee). The Executive Committee could then forward these items to the college members for action. Around 1960 the IRS began to change its policy on non-profit organizations, making it possible for employer members to have a direct voice.

Individually and collectively, the employer members were questioning their role in the Association. How could their voices be better heard? Recruiters did not believe the current approach was working, so they tried to find solutions of their own.

Prior to 1965, employers met as a group at the Fall Conference. In 1966 they began to hold summer workshops. In that year George “Bud” Beacham (Arthur Anderson Co.) chaired a workshop in which some of the formative ideas of equality surfaced. In 1968 Don Wilson (Clark Equipment Co.) presided over a workshop at the Annual Conference. Gene Steele (3M Co.) led a discussion resulting in formation of employer groups similar to existing college groups, e.g. Business, Liberal Arts and Engineering.

1969 was a pivotal year for the Association—change was not just addressed, but took center stage.

College and employer personnel spoke of the obligations members had to their profession, and that the questions of governance would have to be answered.

In 1969 Jack Young (Univ. of Michigan) became President, accompanied by Dick Stewart (Purdue Univ.) as Vice President-College, and Gene Steele (3M Company) as Vice President-Employer. All three were anxious, excited and willing to move forward with a new and stronger MCPA—with equal say for all members. There were many voices speaking for change.

Personal Memories of MCPA

Glenn T. Rosenthal

Three days after joining the Placement Office at Bowling Green State University (Ohio), I found myself en route to my first MCPA Annual Conference. I had no idea what to expect but did look forward to leaving the conference considerably wiser about what MCPA was all about, as well as what the profession I had just entered was about.

The location of the conference was Cincinnati, Ohio which was approximately three hours by car. During the time I was a captive with my new boss and another associate, I anticipated learning what to expect at the Conference and how I was to act as a new member representing our University. What I was told during the ride was “MCPA is made up of members that are extremely outgoing, approachable, warm, receptive to new members, and helpful in many ways. Be yourself and meet as many people as you can. Have a great time and we’ll see you at the check out desk at the end of the conference.”

As we reached the outskirts of Cincinnati I was advised that if I had anything to say or discuss with my boss I should do it now. I didn’t understand that but took him at his word and continued to ask questions. It was good that I did because after checking into the hotel, I never had the opportunity to sit and talk with him again. I finally caught up with him the last day of the conference to make certain I wouldn’t be left in Cincinnati when the conference ended.

Armed with this casual and informal introduction to MCPA I set out in quest of information and people who looked like they might be MCPA’ers. During my aimless wandering around I found several new initiates, who like me were wandering and wondering what it was all about. Many of these individuals became allies as we moved forward in working with our customers (students, alumni and employers). Together, we made our first annual MCPA Conference a fun as well as a learning experience. Many of these individuals remain friends today. I hope everyone who ever has been or ever will be to the Annual Midwest ACE Conference experiences the same excitement I did at my first MCPA Annual Conference in Cincinnati. It set the stage for what has become a very positive and meaningful professional relationship for me.

The late 60’s were wild and turbulent times for Placement Offices and employers. Student demonstrations were common place on campus. Sit-ins, though not as common, did occur. Employer representatives upon arrival at the Placement Center immediately asked for alternative means of egress. Trying to establish luncheon meetings for employers and the faculty they tried to host was indeed a thrill.

During this decade and early into the seventies, the business we were in was truly that of "placement." We were judged by administrators, faculty, students, parents, and employers on the "placement" rate of the graduating students. Did they find jobs? Were the jobs accepted related to their academic backgrounds? Were the salaries offered commensurate with the positions and responsibilities accepted? We were not measured on the amount or quality of career advising (counseling) offered to the students. We were not measured on the number of students gaining an experiential education experience. We were measured on the number of graduates who had accepted satisfactory employment within three months of the date of graduation.

In that light then, other words that were common in the language used by placement officers were "marketing" and "public relations." Classroom presentations became important as a means of getting students to use our service and to gain faculty support. Residence hall presentations also became an important tool in marketing the placement service to the students. It was important to market the service to employers in order to provide the kinds of opportunities to our students which would cause them to want to use our service. Public relations efforts included everything from telethons to mass mailings, special events such as hosting employers for football games, to personal visitation programs calling upon employing organizations in key cities. All of these efforts paid huge dividends and employers flocked to the office which, in turn, caused students to use the office with regularity.

The need for graduates was great. The employment opportunities

placed students in the driver's seat. More often than not new graduates reported satisfactory employment prior to graduation. The time from approximately April of the present school year to approximately August prior to the next would be spent in planning and tweaking certain programs to make them even better. It was also during this time that a large number of employer visitations would take place and on occasion, even a round of golf might be worked in. It was great fun to be a placement officer during these times.

The Seventies: Reorganization of the Association

John C. Young

In collaboration with

Art Eckberg

Leo Eason

Al Looman

Glenn Rosenthal

Gene Steele

and John Steele

Except for the original creation of the Association, the most significant event during its existence to date was the reorganization that occurred at the Fall Conference in 1970. Basically, this was a change in the governing structure of the Association from its placement officer dominated form to one in which the employer members were equal in the legislative functions of the Association. This action toward equality of membership was fulfilled in 1976 with the opening of the office of president to include employer members. Because of the importance of these actions, it is appropriate for this history to include some analysis and description of contributing events.

From its inception, and for the first 20 years of its existence, the voting power for the election of officers and the legislative affairs of the Association was almost entirely vested in the college members. These matters were all decided in "town meetings" of the college membership at the Spring and Fall Conferences. The employer members were classified as Associates, and their only official power was to elect two representatives to the Executive Committee. Employers were invited to attend the Fall Conferences, but not the Spring Conferences, unless invited individually by the Executive Committee. Employers could serve on working committees, but not as chair, except as co-chair with a college member, on Fall Conference Committees.

During the Association's first decade, no written evidence of objections to this situation has been found. The Executive Board (formerly "Committee") minutes of December 5, 1960 reported that Richard Claire of Arthur Andersen

Co., representing the Employer Committee, "questioned why there should be a differential in the membership fee paid by the college members and the industry members." Dorothy Smith of Oberlin College responded that, "when the original fees were set, it was felt that the industrial Members were anxious and willing to keep the College fee nominal at that time, and to have employers pay more since they were anxious to get the Association sufficiently well - financed in order to make good progress." This was apparently not debated since, when dues for both parties were increased, the differential was continued. Although this was a relatively minor issue in itself, it may have indicated a broader dissatisfaction among employers. If so, it also indicates that the Executive Board, and perhaps most of the college members, did not realize the importance this issue would have to the future of the Association.

Dissatisfaction was expressed during the early '60s with an outspoken desire for a stronger voice in Association affairs. In the late '60s two developments strengthened this desire. The first was that the employers were being asked to provide increasing financial support for Fall Conferences and other Association expenses and so felt entitled to some voice regarding expenditures.

The second concern related to the student protest demonstrations against the war in Viet Nam. These were focused on placement offices and on governmental and industrial firms supporting the war effort. In some cases, colleges asked certain employers not to recruit on their campuses in order to avoid disruptions. Although these events elicited

cooperation between placement officers and employers on individual campuses, many employers felt strongly that MCPA should provide organizational support. The reluctance of the Association to take any official position or action was very frustrating to them, and further increased their desire for a stronger voice in the Association.

By 1966, these concerns, and others more directly applicable to recruiting activities, led Employer Vice President George Beacham of Arthur Andersen Co., to institute a "Summer Workshop" for employer members. Gene Steele of 3M Co., who was an active participant, recalled that desire for a "stronger voice" was advanced to an "equal voice" in voting power. This raised the problem, however, of how to achieve equality when the employer membership was about four and a half times larger than the college membership. To grant individual members equal votes would give employers voting power to dominate the Association. The possibility of separating into independent organizations was only briefly considered. (In fact, no evidence or recollection has been found of any attempt to either separate or take over control of the Association.) No plan for equalizing voting power materialized, and so the matter was deferred to the 1967 Workshop. At this workshop more efforts were made to resolve the dilemma, but still without success.

At the 1968 Workshop, under pressure from his membership, Vice-President-Employer Don Wilson of Clark Equipment Co. appointed an ad hoc committee to define a proposal. This committee included Vic Town of Ernst and Ernst, Curt Clemmens of Montgomery Ward,

and Harold Kohlhammer of PPG, Inc. Its report to the Employer Committee in January 1970 requested equal voting rights, but did not include a mechanism. The report was accepted, and directed to the Executive Board for consideration.

At this point, it seems appropriate to mention a significant sidelight on the situation which occurred as tension was building toward action in early 1969. A number of retreats for recognized college placement leaders were sponsored by the 3M Co. at Wonewok, its "rustic" conference lodge in northern Minnesota. Guests were invited from each of the regional placement associations for open discussions conducted by Wendel Burton, Director of Human Resources at 3M, and one of the 6 founders of MCPA. Burton was widely known as a man of extraordinary talents who was known personally and respected by the guests. He set no agenda for the meetings, and encouraged open discussion on all topics of interest. The evident purpose was simply to expose participants to the views of others from various backgrounds and situations, possibly in hope that it would broaden their viewpoints and increase their receptivity to new ideas. In the relaxing atmosphere of Wonewok, many topics were considered, including the proper role of employers in the governance of the associations. Although difficult to quantify, the writer, who was a participant in one of these meetings, believes that they had a significant effect on subsequent actions taken by MCPA, especially in recognizing and accepting the need for changing the status of employers in the organization.

Also during this period, a good deal of informal discussion took place between individual members,

especially after the 1969 Employer Workshop when the desire for equal voting rights was advanced. Unfortunately, without a clear plan for achieving equality, many college members became alarmed that the result would be complete domination by employers. These fears, plus the natural resistance to changing an organization that had, to most, seemed to have worked successfully for nearly 20 years, were recognized by leaders on both sides as obstacles in implementing basic organizational changes.

Continuing with developments on the college side, at the Executive Board meeting in the fall of 1969, Emily Chervenik of the University of Wisconsin, asked to be appointed Chair of the Long Range Planning Committee, particularly in order to develop a plan to solve the voting rights dilemma. President Jack Young granted this request, and the Committee met during the winter to formulate a plan for consideration by the Executive Board.

The stage was now set for the Executive Board to receive proposals from both the employer ad hoc committee and the Long Range Planning Committee at its meeting in April 1970. First, the employers' request for equal voting rights was presented. This was almost immediately accepted since the Board was already agreed on the principal of equal rights. Next, the implementation plan was presented. This supported the employer request, and proposed a bicameral legislative organization to equalize voting power and be acceptable to all members. A joint meeting was suggested between College and Employer committees to work out a combined proposal. The Executive Board agreed, and the meeting was held almost immediate-

ly. No record of this crucial meeting has been found, but Gene Steele of 3M Co., a major participant, recalls that it turned out to be a very long and somewhat heated meeting. The Long Range Committee's proposal encountered strong objections, mainly on grounds that the bicameral form would be divisive rather than unifying, and would require some procedure for reconciling differences which would make it cumbersome and slow to act. Late in the day, it was proposed that a single legislative body be composed of the members of the Executive Board and an equal number of members elected from each of the college and employer memberships. This essentially representative democratic plan was quickly recognized as an equitable solution to the long-standing dilemma, and it was adopted for recommendation to the Executive Board. The meeting ended amicably with an action that is now recognized as the genesis of the present organization of the Association.

The concept plan was presented to the Executive Board in May 1970 where it was approved enthusiastically. President Jack Young immediately appointed a task force to develop a detailed implementation plan. This needed to be completed prior to the Fall Conference. The Task Force was composed of four employer members, Curt Clemmens, Harold Kohlhammer, Vic Town, and Gene Steele, and an equal number of college members, Emily Chervenik, Eleanor Spitzig of Rosary College, Dick Stewart of Purdue, and Jack Young of the Univ. of Michigan. Since this group was formed during the Spring Conference, it presented the concept to the Association. This served as a trial balloon to give college members an idea of what was expected to be presented for action

at the Fall Conference. Informally, it appeared that the reaction was definitely favorable. With a tight deadline, the Task Force met frequently during the summer to work out details and obtain approval. In fact, this was an heroic effort, requiring a high level of dedication, determination, and hard work from all the members of the Task Force.

The resulting proposal was presented on September 8, 1970 in two sessions of the business meeting during the Fall Conference. The proposed changes and implications were thoroughly discussed with a great deal of interest and concern, but little opposition. Finally, it was overwhelmingly approved to take effect the following year.

The basis for the new structure was creation of an Assembly, comprised of 10 college and 10 employer members, to determine policies. The Executive Board, made up of four college and three employer members, was held responsible for Administration.

Another significant change during this period was the organization of employer membership. This originated in the employers' "Summer Workshop" in 1966 when Gene Steele suggested dividing the employer membership into groups according to similar fields of business or industrial activities. This suggestion was approved and instituted by the Employer Committee, and is believed to have markedly enhanced employer contributions to the Association.

During the rest of 1970 and 1971, the Long Range Planning Committee continued to study the Constitution and Bylaws and initiated several more changes, with much hard work

on the part of Herb Harmison, Gene Steele, and Dick Stewart. In 1974 employer members began attending the Spring Meeting. The restructuring of MCPA was finalized in 1976 when Gene Steele was elected as the first employer president, and since then, including Steele, there have been 10 employer presidents and 13 from the college membership. This final action culminated the transition to equality between college and employer members.

In retrospect, nearly 30 years since the Assembly concept was adopted in 1970, it seems that the underlying force resulted in pulling the Association together, rather than splitting it apart. By focusing on a common mission, the leadership on both sides saw that common goals could best be served by sharing experience, viewpoints, resources and governance. It is believed that adherence to this policy has been a major factor in maintaining the leadership position which MCPA, and now Midwest ACE, has held throughout the years.

Placement v. Career Planning

The decline in the job market in the early 1970's brought new pressures on college placement services and on recruiters. Pre-selection and prescreening made it difficult for students to get an interview with recruiters on campus. Some colleges resorted to a lottery system as a means of equalizing the interview process.

College placement offices instituted workshop training sessions to help graduating students meet the challenge of a tight job market. Internship and cooperative education programs were extended beyond tra-

ditional science and engineering majors. Career advising and life-long learning were the theme. Reaching down to the underclass student to encourage earlier preparation for their career search was being emphasized. More emphasis was being placed on career counseling. Different tools were being designed to prepare the student for the task ahead. We emphasized that we were in the business of educating and facilitating, not placing. Persuading faculty and administrators that student education about career choices, rather than job placement, was our mission led to changing titles from "Placement" to "Career Planning and Placement" and later to "Career Services".

Other Events in the 1970's

In November 1970 F. Lynn Cason (Purdue Univ.), the Association's Executive Secretary, died. After Lynn's death, Dick Stewart assumed these duties, in addition to those of MCPA Vice President. Ray Mock

(College of St. Thomas) became Consultant for meetings, and then the first full time Executive Secretary in 1971. In 1972 the office of Executive Treasurer was created, with Bill Paquette as the first incumbent. In 1976 MCPA J. Douglas Snider (Indiana Univ.) was posthumously awarded the newly established the Founders Distinguished Service Award.

In the last half of the 1970's the Association began admitting junior and community college placement officers to its membership. Equal Employment Opportunity legislation required colleges and employers to broaden their approach to the recruitment, selection and employment of women and minorities. The changing social concerns of the 1970's presented many challenges to established traditional placement practices. The result was a stronger Association.

The Eighties: The Maturing of the Association

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MCPA and its members experienced a maturing in the 80's. MCPA had survived the 70's concerns with organizational structure and focused upon many issues which had immediate significance, but were not directed toward major reorganization or survival.

Diversity

MCPA reflected the changing workforce of the 80's with significant growth in the number of women and ethnic minority members. MCPA also evolved into an association accepting of people from small colleges, experiential education, and community colleges.

In the 70's, a majority of MCPA's resources were applied to campus recruiting issues concerned with engineering and business. Now, the Association broadened its view to include small colleges and two year colleges. In order to meet expanding needs of students and graduates, placement offices utilized experiential and cooperative education in addition to career counseling.

Experiential Education

A growing number of career centers became involved with experiential education, internships, and cooperative education. This contributed to the shift to a broader model including career counseling, career exploration, experiential education, and placement.

Career Counseling

University counseling centers provided most of the career counseling services in the 70's. However, career counseling often took a back seat to personal counseling and rarely did a university counseling center provide extensive career information resources. Books like Richard Bolles' What Color Is Your Parachute began to promote

the idea that there were options for people to develop career directions through exercises rather than relying only on seeing a counselor and utilizing standardized assessments.

Perhaps the tighter job markets of the 70's and early 80's also impacted the development of career counseling services in career planning and placement centers. It was not unusual to hear "placement" officers express concern with not having a chance to affect students' career planning until their senior year.

The move of placement offices into career planning and placement did not go unnoticed by university counseling centers. Some counseling center directors expressed concern that "placement" officials were getting involved with career counseling without the desired training or background.

In the early 70's, there were very few MCPA college members with terminal degrees. By the early 80's there was a growing number with a masters or doctorate degree who had counseling skills and training. Gradually career centers began offering career guidance systems, plus expanded information resources in their career libraries. Some debates developed as career information, exploration and counseling were added to traditional placement activities. The balance between placement and counseling became an issue as demonstrated by the 1984 MCPA Spring Conference program in Chicago. The Great Debate featured Dr. Randy Powell (Indiana Univ.) and Dr. Larry Routh (Univ. of Northern Iowa) debating the role of marketing vs. counseling in career services. The audience showed their opinions by moving from one side of the room to the other. At the end of the debate it was clear that members remained divided over this issue.

Employment Swings

Throughout the 80's employers experienced major changes in the hiring needs. The downsizing of the defense industries had a major impact on the employment of engineers. Unemployment received a great deal of attention by the press and politicians. The swings were rapid as demonstrated by presentations at back-to-back conferences: *Effective Employer Relations In A Difficult Economy* (Spring 1984); and *Effective Employer Relations As The Economy Improves* (Fall 1983).

Technology

The emergence of the personal computer had a huge impact on MCPA. The Association obtained the first computer for its Administrative Director in 1984. Members were beginning to acquire computers for their departments and were constantly challenged to learn about emerging systems which could impact their services. A Microcomputer Committee was formed in 1983 to begin investigating how MCPA could assist members with the challenges of new technologies. The fact that changes were occurring rapidly was demonstrated by a program titled *From Paper to High-Tech Placement in Six Months* at the 1989 Spring Conference.

Ethics

A Principles & Practices Committee was formed to focus upon ethical concerns. *Ethical Issues In Recruitment & Placement* was the title for a program which was repeated at MCPA conferences throughout the early 80's. This program was probably one of the most repeated in MCPA history, offered at four conferences between 1981 and 1983. The format involved panelists discussing specific ethical issues. For example, there was a great

deal of concern regarding employers who would renege on hiring commitments during economic downturns.

Summary

By the close of the 1980's, placement had evolved into a multi-functional discipline embracing the philosophy of career planning, career services and life long learning.

MCPA—Diversity in the 80's

Mike Shinn

During the early 80's MCPA recognized the need to increase the diversity of its leadership and programs to address the changes taking place in its membership and profession in general. The Affirmative Action Committee was formed as an ad hoc committee, initially led by Vance Shaw. The objectives of the Affirmative Action Committee were:

- Increase the participation of minorities and females in leadership positions.
- Raise the professional awareness of MCPA members to diversity issues.

The Grand Hotel Experience

The Grand Hotel, on Mackinac Island, Michigan was a beautiful facility for the 1982 Spring Conference. The hotel had been the setting of the movie "Somewhere In Time."

Part of the ambiance was accomplished through the presence of staff from the Caribbean Islands. This may have been an effective hotel marketing practice, but to the minority members of MCPA, it depicted a repugnant throwback to a slavery mentality. The

Affirmative Action Committee reversed a decision to hold a future meeting at a resort location with similar staffing practices.

The Grand Hotel experience, although unpleasant, galvanized the Affirmation Action Committee's resolve and helped sensitize the MCPA leadership to issues of diversity within the organization.

The Affirmative Action Committee accomplished its goals in the 80's through:

- Advancement of women and minorities as heads of committees, college and employer groups, and the Assembly
- Nomination and election of women and minorities to leadership positions
- Inclusion of diversity related work-

shops at regional conferences.

- Featuring minorities and females as major conference speakers and entertainers.
- Establishment of the Affirmative Action Committee as a Standing Committee.

Besides Vance Shaw, several other MCPA members have led the Affirmative Action Committee, including Thelma Cook, Linda Bates-Parker, Katrina Jackson, Tony Procter and Mike Shinn. As a result of Affirmative Action Committee work, MCPA became a forerunner in diversity within the career planning and placement field.

The Nineties: Age of Transition

Cynthia Cobb

Sally Kearsley

Jim Ladson

and Tim Luzader

Professionals involved in the career transitioning and hiring of college students and graduates faced challenging and uncertain times as the 1990's began. For many employer members of MCPA, terms such as "right-sizing", "surplusing" and "mandated career change opportunities" became euphemisms for the massive layoffs taking place in the public and private sectors. Jobs were being eliminated at all levels, including the termination of corporate college relations programs in a number of organizations which had been strong employer members of MCPA.

Within the college membership, the curtailment of hiring activities resulted in a radical decline in the number of organizations recruiting on campus. This decline began in the late 1980's and continued through the mid 1990's. Many organizations continuing to interview on campus cut back on both the number of colleges visited and the number of interview schedules offered. In addition, many career services offices were being challenged to reduce budgets and staff without compromising services.

These changes in the labor market and in higher education had a serious impact on MCPA. The number of members, along with conference attendance, began to dwindle. Nomination committees were challenged to adhere to the Association's long tradition of fielding dual slates of candidates for positions on its Executive Board and the Assembly. It was increasingly difficult to field two experienced candidates for each position requiring employer representation, including President-Elect, Vice President-Employer, and Secretary or Treasurer. Workshop offerings and discussion themes, woven throughout the Association's biannual conference offerings, began to reflect such market

condition-related issues as rescinded job offers to new graduates, intensified competition for top students, and expectations that both employer and college members "do more with less".

In response to the increasing time constraints and dwindling resources reported by the Association's membership groups, a task force was appointed in 1991 to study the idea of MCPA adopting a one conference per year format. The task force found that a majority of members preferred this format, but were divided as to when the conference could be held. Accordingly, the task force recommended retaining the existing two conference per year format. Other task force recommendations resulted in changes including shortening the Spring meeting by one day, offering a one day conference during years when the CPC National Meeting was held, and defining target weeks for future conferences.

Transition in Management

With the retirement of Bob Vokac as Administrative Director in 1989, the Executive Board's search for a new administrator resulted in the hiring of a two-person team: Julie Rea, previously at Oberlin College, as the Administrative Director, and Peter Rea (Baldwin-Wallace College) as Strategic Planning Consultant. The Association was facing two serious challenges: the escalating cost of doing business and a seriously declining membership. Clearly, it was time for the Association to evaluate both its current structure and its future mission.

Advent of Strategic Planning

With the hiring of Peter Rea, MCPA began a thoughtful and methodical process to plan for its future.

Executive Board members utilized an assessment model developed by the Boston Consulting Group. Through a series of exercises, the Board began to identify the Association's strengths, weaknesses, opportunities and threats. Current and past performance of the Association was also evaluated.

A new mission statement was established. "The mission of the Midwest College Placement Association is to maximize the potential of college adults through: the fostering of employer/college relations; the promotion of professional and ethical standards of conduct; and the provision of professional development opportunities for its membership." Board members then identified specific services, resources and delivery systems to be assessed. The process involved evaluation relative to four continuums, resulting in agreement on whether it was of high/low quality; central/not central to the mission of the Association; gives/does not give the Association a competitive advantage; is/is not important to stakeholders.

Over a period of several years, this strategic planning process resulted in a number of critical changes in the Association's management and how it serves its members. The Board continued a commitment to strategic planning, strategic management (including budget planning and performance evaluations) and strategic thinking. Task forces and committees were formed to craft the needed changes

The Diversity Initiative

One strategic initiative undertaken by the Board was diversity advancement. In 1990 MCPA became the first regional association to develop a statement which embraced the con-

cept of diversity. In adopting "Toward a Definition of Diversity", the Association committed to "an ongoing effort to understand and value the diversity of our membership and the population whom we serve". Concerns about diversity within the organization's leadership led to the establishment of a diversity tracking system as part of the election and committee membership process.

Commitment to diversity advancement also required action in relation to several incidents of insensitivity exhibited by conference speakers and several reported instances of discriminatory treatment of members at conference facilities. Guidelines were developed for conference speakers and entertainers. This statement was included in the Planning Manual for MCPA Conferences and Conference Committees and is a permanent feature of the MCPA Membership Guide.

Professional Identity Task Force

An additional issue identified through strategic planning discussions was the need for a statement to define our profession, including the environment in which MCPA members worked and its impact on how the Association delivered services. This evaluation would be used to help MCPA respond to the changed needs of the membership.

In 1992 an Executive Board task force was formed to craft this statement. The resulting document, "A Call to Action: Responding to Our New Professional Identity," highlighted several structural changes from the traditional expectations of career services and recruiting personnel. Changes included a transition from

specialists to generalists; a shift in emphasis and mission from recruiting and placement to college relations and career services; doing more (or less) with fewer resources; and need to measure what we do.

Restructuring of Leadership

Strategic planning discussions identified the reality of reduced Association membership and resources. In response, the Executive Board launched a task force to assess how committees and groups might be reconstituted to be more efficient in delivering services to the membership. The resulting recommendations, adopted in 1994, defined charges for each MCPA committee, changed the names of several committees, and reduced the number of committees from 15 to 13. In addition, the size of the assembly was reduced from 10 to 8.

At the same time, a task force assessed the structure and composition of the groups. It concluded that a new delineation of employer groups was needed to reflect changes in the types of organizations that were represented. In addition, in response to the continuing request of members for more opportunities to benchmark against colleagues, "mixed groups" were initiated. These were composed of college and employer members with common interests.

Executive Board liaison responsibilities for committees and groups were redefined for a more equitable distribution. To enhance leadership continuity, the Past President position was added to the Board.

During the 1995 Leadership Conference, the Board and commit-

tee and group chairs committed to 6 goals:

- Increase benchmarking
- Information dissemination
- Quality of services
- Networking
- Value of conferences to employers
- Training opportunities.

These were translated into an action agenda and the "new and revitalized" Association was launched at the Fall Conference.

Evolution In Association Management

During the first half of the 1990's, Executive Boards learned and implemented strategic planning methods which underscored their role in guiding conference committees in their efforts to conduct and follow up on timely and effective evaluations. Newsletter Advisory Boards positively affected the format and content of newsletters, and committees and groups continually sought innovative means to involve a membership whose time commitment to professional association work was profoundly curtailed.

Subsequently, this strategic approach to Association guidance and administration led to the outsourcing activities that would define future administrative teams. As its partnership with the Reas came to a close, Midwest ACE contracted with Wordpower, Inc. for its proprietor Eugenie Beall to serve first as Newsletter Editor, then Conference Planner and then Administrative Director. Other outsourcing efforts resulted in unique partnerships with NACE representatives Rich Bolg and Norita Rehrig for finance manage-

ment and conferencing planning. Subsequently AMC provided both membership support and treasury services with Dan Walther, and then Herb Harmison, as conference registrars. Thus, Midwest ACE evolved into an organization that serves its members by contracting professionals to handle both administrative and day-to-day operations.

Changes in Conference Offerings

It was once said that nothing is so powerful as an idea whose time has come. The concept of a single annual conference format had been discussed for many years, and the 1995-96 Executive Board voted unanimously to pilot the idea. While the move to a single conference was a landmark event, collaborations with the Government/College Relations Council (GCRC) of Chicago to create a jointly-sponsored winter meeting, and with Eastern ACE (formerly known as the Middle Atlantic Placement Association) to co-sponsor the 1995 Spring Conference were also very significant. More cost-effective forums were established, professional development programming was enhanced and networking opportunities were increased to benefit all members in attendance.

Evolution of the National Association

Just as MCPA was evolving, transitions were taking place in the profession nationally. Concerns about the relationship of regional associations with one another and with the national association had existed for many years. The 8 organizations had co-existed historically as separate entities, interacting but having no official relationship. This resulted in some tensions among the groups

over the years. In addition, there was dissatisfaction with the fact that members of CPC had no input into the leadership of that organization.

CPC's suggestion that it hold annual (rather than triennial) national conferences, which would directly impact regional conferences, was the catalyst that led to the formation of a Regional CPC Relations Task Force in October 1991. The task force was initiated by the presidents of the 7 regions and was comprised of two representatives from each regional association and from CPC. Its mission was to explore how the groups could more effectively serve all of their constituencies. This task required that territorial and political differences be put aside for the good of the profession.

In the fall of 1993, the task force delivered a report recommending a formal relationship between the national association and the 7 regions. It defined spheres of responsibility and laid a platform for increased cooperation. These recommendations were submitted to the Executive Boards of the 8 organizations for review. The resulting revised recommendations were the basis for a national summit in Dallas, in March 1994, at which four representatives from each entity met to craft the final agreement.

"The New Structure for the Profession" was submitted to the Executive Boards of the 8 associations for ratification in April 1994. MCPA's Executive Board and Assembly ratified this document at the Spring 1994 Conference, leading to the renaming of the Association as the Midwest Association of Colleges and Employers (Midwest ACE).

The Future

Richard Brown

Jerry Donahue

Barbara Hundley

Janet La Rose

John Steele

and Kathleen Fisher West

The landscape of our profession is being transformed. Colleges and universities are serving new groups of learners, forging new partnerships, and delivering education in new formats. We need to think strategically - about new curricula, alliances, community relations, student groups and corporate affiliations. We can minimize "future shock" by anticipating trends and changes.

Technology

Undoubtedly technology will have a great effect on our future. Just as the microprocessor is the engine that drives technological development, it is also the engine that will help fuel the future. With advances in technology methods of career planning, recruiting, referral and working with our constituents will change. Our mode of operation will emphasize "faster, faster, faster".

Just a few years ago we contacted others via telephone, letter, telegram or by making a visit to their offices. We used carbon paper or Thermo-fax to make copies. Today we have virtually instant messaging through e-mail, voice mail, on line fax, web sites and similar technology.

With the shortage of qualified employees and soaring "cost per hire", employers are scrambling to identify potential employees. Employer web sites will provide information about the company, demonstrate products and services, and include virtual tours.

Employers will need to warehouse information on their latest jobs and skills requirements, and students will need access to this information. What better place than career services offices to link their web sites, and share data on current job openings

and future job possibilities? Imagine being able to access, screen and select from databases of millions of candidates! Each search could be customized to the needs of each position.

Employers will become even more demanding in the area of student referrals and information. Third party recruiting will fuel the push for career centers to provide real time services. Demand will increase for professionals to fill short-term jobs. These temporary employees typically will earn a fixed compensation, and have few benefits compared to permanent employees, thereby saving costs.

Future job trends will be largely shaped by demands of the consumer market. The adage "provide customers with what they need and you will make money; provide customers with what they want and you will make even more money" has never been more true. Organizations that successfully predict the future "wants" of the consumer market will enjoy rich benefits.

Global free trade is inevitable. Growing demands for global recruiting will increase pressures for recruiting candidates who are multilingual, mobile and think on an international basis. The concept of the "focused factory" is sure to grow, especially in industries such as health care, which need more coordination in providing better service at lower cost.

Technology will continue to provide great impact on the type and delivery of career services, but the increasing professionalization of our field will also raise the level of counseling expertise of career services staff. We will continue a paradigm shift toward information networking

and away from career planning and placement. The role of college career services offices will continue to provide a bridge from campus to the “real world”.

As budgets become more restrictive, our services and other personnel issues will get more review, and many of us will have to partner with others due to these constraints. We will look more and more to technical innovations to meet our goals. There will be less need for face-to-face interaction because students can use computers to research employers, complete applications, submit resumes, and conduct interviews.

Students will arrive on campus undecided as to which college major or career path to pursue. Providing career planning courses with full academic credit would enable career services staff to provide decision-making assistance. Association members should share their expertise, following the example of Randy Powell (Professor and Placement Director at Indiana Univ.) who takes time to teach Career Planning and Management course at the Univ. of Helsinki in Finland.

Growing demands for global recruiting have increased pressure on recruiters for identifying qualified and experienced college graduates. The changing world economy has fostered a “temporary to permanent” job market for entering a chosen career field. Colleges must adapt and include this new factor in career planning courses. Career services practitioners will need computer expertise, creativity and marketing skills.

Although the delivery process will change, career practitioners will still assist students and alumni in assess-

ing skills and knowledge, determining career objectives, preparing resumes and cover letters, and using current technology to conduct job searches. An example of new technology is the development and polishing of personal web pages as portfolios of typical resume information plus demonstrations of skills and proficiencies. Career services offices will continue to assist candidates to prepare for job interviews, but these are likely to be interactive sessions conducted on the Internet, rather than in person.

Students will begin the career planning process earlier in their college careers. This will include emphasis on experiential education of all types - internships, volunteerism, service learning and cooperative education. The public will become more aware of the importance of the career center’s role in the successful integration of students into the world of work. Parents are advised by financial planners to calculate a cost-benefit analysis before sending their children to a college where total expenses for a bachelor’s degree can exceed \$100,000.

The increasing use of technology will further increase the need for colleges to develop alumni networks. These networks will grow in usefulness for students, alumni, employers and college fundraisers. Community colleges are already reporting that one of their fastest growing markets is people with degrees who enroll to obtain marketable skills.

Our Association should take a leading role in creating and implementing marketing images for college recruiting and career services. We must continually develop an image of performing useful and critical functions, which will lead to bet-

ter budgets, acceptance, support and utilization.

Mutual Considerations

The growing global scope of business is constantly introducing cultural changes to the workplace. Sixty percent of new entrants to the workforce in the new century will be women. In fact, a recent NACE survey found that 86% of college career services professionals are women. There will be more demands for flexible working hours, daycare centers, and part-time employment. Such movement will lead to changing values of women and men with regard to their work. As change agents and designers for the society of the future, each of us must learn to apply a holistic perspective toward understanding the dynamic and related environments of work, recreation, family and avocation.

The environment will be a top political concern well into the next century. The impact of growth in industries such as electric utilities, manufacturing and transportation will generate new environmental consequences along with new markets. Political, legislative and regulatory issues are sure to surface, requiring consumer education and new technology. We may see innovations such as breathing walls (ecosystems growing indoors) as a possible cure for sick building syndrome; and more green cover to shade buildings to reduce energy costs and to improve air quality.

The topic of retirement brings more challenges for the future. Americans older than 65 constituted 3% of the population in 1870, 13% in 1995, and is projected to reach 22% by 2030. With increasing leisure time and relatively good incomes, highly mobile retired peo-

ple are prime audiences for entertainment and travel, and for education. This has many implications for re-careering and lifelong learning. Should we tailor services for this audience, for instance by using larger type sizes in printed and electronic products?

The issue of leisure has already had an effect. Historically the U.S. lagged behind Northern Europe but ultimately moved toward adopting more generous social programs. Some forecasts predict gradual reduction of the work week to 30 hours, with U.S. workers' annual leave growing from today's average of 10.2 days to the European standard of 30 days. The hospitality, tourism, and entertainment industries will be most affected by this trend. Association meetings will also be affected as members combine leisure travel with professional activities.

The challenge to achieve optimally integrated career services programs will spur practitioners to use their creativity to its greatest extent. As the microprocessor is used in future research and technological development, new jobs and careers will be created, enhancing the role of career services people who can adapt to change and assist students, alumni and employers with their respective needs.

The subject and problem of ethics requires awareness and action by both regional and national associations, as indicated in the recent article in the Journal of Career Planning and Employment regarding the use of alcohol in recruiting college graduates. The growing practice of giving bonuses to entice decisions for employment is leading to the same quandary that already exists in professional sports. Ethics is a perennial

issue, with Association attention recorded at the 1959 Fall Conference, and since repeated periodically.

Conclusion

Experts advise us to learn all we can about computers, the Internet, and web page design. The future has never looked brighter for those who can learn, adapt, and apply new technology to assist them with their missions. We should plan for the trends we see on the horizon, but be prepared to tackle challenges as they happen - foreseen or not. Future employability will depend on education, technological sophistication, and innovative use of knowledge tools.

As our Association President Kathleen Fisher West stated: "Our charge as career services professional will be to learn new ways to conduct business, but keep the human element as part of the equation." When all is said and done, we should remember the advice of Wendel Burton (one of our Founders): "One of the most important purposes of an association is to help people get to know each other in the same business, and to become friends. Once this is accomplished, it becomes easier to accept others' opinions and ideas, and work together toward mutual objectives." The future will be for those who are prepared!

Epilogue

J.W. Paquette

MCPA was needed, first, to bring order and fairness out of the increasing chaotic situation in the post World War II period of supply and demand for college graduates. A new function was developing on college campuses, and employers were developing a new function of recruiting. Second, principles and practices needed to be developed and agreed to by employers and colleges.

Organization was needed to enable college and employer people to get to know one another and share problems and solutions. It was natural for people with common interests to group together. The Midwest region comprised 12 states: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin. One more integrating step was needed for nationwide coordination. Hence, CPC (NACE) was born.

John E. Steele, MCPA's remaining Founder, was instrumental in the development of CPC as well as MCPA and remains a strong supporter of both through philosophical and practical contributions. Through the years MCPA has sent many members to leadership roles in CPC. MCPA historically has been the region with the largest membership and financial resources.

In 1968 the membership reached 1500. Although nothing came of them, there were serious discussions about the need to divide the region. This was when early rumbles were felt about a change in the governance of MCPA.

Two year terms for officers were decided for 1966-67 and 1968-69. Single slates were presented to "town meetings", gatherings of college peo-

ple at the Spring meetings, and nominations from the floor were rare. Elections were usually by acclamation.

Double slates as well as single year terms were introduced in 1970. The 1971 election was conducted by mail, and employers voted for officers for the first time. Nominations for President included only college people. Secretary and Treasurer positions rotated between employer and college nominees. The CPC Employer and College representatives terms were for three years. The rather complicated rotation reflected the early philosophy of maintaining a ratio of four college to three employer members.

The 1970 change in the Constitution also brought the need to change the start of MCPA's fiscal year from January to July. Officer terms also changed, so that Bob Vokac's presidency covered October 1970 through June 1971. (Bob later served with distinction as Executive Secretary from 1981 to 1989, and is charged with publishing this history.)

It is appropriate to list the various members who have served as Executive. In chronological order, they are Doug Snider (Indiana Univ.), F. Lynn Cason (Purdue Univ.), Richard Stewart (Purdue Univ.), Ray G. Mock (St. Thomas College), Robert B. Vokac (Univ. of Michigan - Dearborn), Julie Rea (Oberlin College), Peter Rea (Baldwin Wallace College) and Eugenie Beall.

The finances of the Association are integral to its history. For the first 15 years of the Association money was mostly on a current check book basis. Income and expenses were low. The Association grew rapidly, and a more formal organization was indicated.

Art Eckberg became Treasurer in 1963 and discovered that IRS reporting requirements had not been fulfilled. When he became President in 1964 he enlisted the help of George “Bud” Beacham (Arthur Andersen) and others who set up an accounting system and marshaled accounting firms to provide audit services. Following Art, Don Slarks (Gustavus Adolphus College), Bill Paquette (Drake Univ.), Herbert A. Harmison and Rich Boig (NACE) filled the Treasurer position.

During the Paquette term the Iowa Des Moines National Bank provided banking services. For many years the bank’s Human Resources Officer managed our account, allowing us to keep the checking account at a low level and the invested money at a higher level, in order to maximize income. He would call if we needed to transfer money to cover checks. Current bank practices do not offer that kind of help.

Financial audits of MCPA have been performed by Arthur Andersen, Deloitte, Haskins and Sells, Coopers and Lybrand, Ernst and Ernst, Price Waterhouse and Arthur Young. We have also had assistance from Finance professors including Roger Briggs and Michael Tearnly (Drake Univ.) and Gerald Brighton (Univ. of Illinois).

Dues in the first year of MCPA were \$2.50 for college members and \$5.00 for employer members. The current structure is variable, and is capped at \$90.00. Policies which had been in effect for many years were outlined as “MCPA Fiscal Philosophy, Policies and Procedures” in The Leadership Handbook of 1990-1991.

The Finance Committee is responsible for estimating income and expenses. The committee agrees line by line on its preliminary budget before presentation to the Executive Board for its scrutiny. The Assembly must give final approval.

MCPA—in the name of Midwest ACE—will continue strong and vital as our professional support system. It is a dynamic force in today’s fast changing environment. It will continue to give personal opportunities to meet, talk with, learn from, share problems with, enjoy successes with, and become friends with our colleagues in the most worthy and gratifying profession in higher education which our Founders believed in and promoted 50 years ago. ▲

Midwest ACE

www.mwace.org

A 50-Year History

Appendix 1: Publications (by MCPA/Midwest ACE Members)

Section A. Articles in the JOURNAL	Vol., no.		
1. <u>Anderson, Eric</u> "Questionable Ethical Reasoning in the Job Search", May 1993 (with Margie Bogenschutz)	53,4	11. <u>Beck, Larry S.</u> "Preparing Candidates for Full Time Employment with Small Employers", March 1996	56,3
2. <u>Andrews, Jane</u> "Industry Invests in the Future", Oct. 1958 (with Leith Shackel)	19,1	12. <u>Behrens, Troy</u> "Marketing Career Services to Part-Time Students", March 1996 (with David E. Gordon)	56,3
3. <u>Atkins, Laurie</u> "Some Hows About Teaching Overseas", Nov. 1992	53,1	"New Directions in Marketing the Career Services to Students", Winter 1997 (with David E. Gordon)	57,2
4. <u>Audas, William H.</u> "A Foot in the Door: Aiding the Liberal Arts Graduate in the Pursuit of That Elusive Business Career", Fall 1975 (with Daniel J. Weintraub)	36,1	"Technology: Impact On and Implications for College Career Services", Winter 1998 (with Brian Altman)	58,2
5. <u>Banis, William J.</u> "Getting to Know...", Spring 1987	47,3	"A Job Fair in Cyberspace", Summer 1998	58,4
"A Strategic Management Model for Career Services", Fall 1997	58,1	13. <u>Bentley, Lloyd G.</u> "The Quantitative Approach to College Recruiting", April-May 1971 (with Paul J. Kuzdrall)	31,4
6. <u>Barmeier, R. E.</u> "Needed: An Up-to-Date Yardstick for Opportunity", Oct. 1960	21,1	14. <u>Blau, Kathy</u> "One Way to Wait Out a Temporary Recession: The Temporary Job", Jan. 1992	52,2
7. <u>Barnard, Clayton L.</u> "Humanities and Placement: An Unholy Alliance", Winter 1981 (with Jean Jackson and Barbara Seidman)	41,2	15. <u>Blomquist, W. T.</u> "A Plea for Stabilization", May 1959	19,4
"Influences and Considerations: Issues Guiding Placement and Recruitment", Winter 1983 (with David S. Bechtel)	43,2	16. <u>Bradshaw, Lilyan B.</u> "The Forgotten Middle Man in Engineering", Oct. 1953	14,1
"Sharing 1982-83 Hardwick Award", Winter 1984	44,2	"Critical Evaluation of Counseling Received as an Undergraduate", March 1954	14,3
"Involving Minority Students in Career Services", (with Debbie A. Burney and Jim Hurley)	50,3	"Manpower vs. the Power of Man", Oct. 1955	16,1
"Making Diversity A Reality Within Our Profession", Spring 1992 (with Glenda Lentz)	52,3	"Educating the Educators", Oct. 1958	19,1
"Conferencing Our Way to a New Start", Spring 1995	55,3	"That Last Summer - Way Station to a Career", April 1960	20,4
8. <u>Barnes, Helen M.</u> "Vocational Chairmen", March 1957	17,3	"Summer Jobs Pay Off", April 1964	24,4
9. <u>Baumgartner, David</u> "Computerizing the Career Services Office for Total Management", Spring 1992	52,3	"What Attracts Students to Interview", Dec. 1966-Jan. 1967	27,2
10. <u>Bechtel, David S.</u> "Catch 22 for the Liberal Arts Graduate", Summer 1975 (with Anthony G. Dew)	35,4	17. <u>Brandon, Natalie</u> "Collegiate Employ-Net: The Power of a College and University Partnership", Summer 1998	58,4
"Sharing 1982-83 Hardwick Award", Winter 1984	44,2	18. <u>Breslin, Jack</u> "A College Administrator Looks at Placement", April-May 1969	29,4
"Let's Not Be Judged by Placement Outcomes", Summer 1996	56,4	19. <u>Bryant, Roye R.</u> "Institutional Centralized Placement", May 1953	13,4
		"Recruiters Evaluate Placement Offices", March 1956	16,3

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20. Buescher, V. A. "What Were Your Grades?", Oct. 1956 17,1
 "Some Thoughts in a Period of Transition", April 1960 (with Walter Giesecke) 20,4
21. Burton, Wendel W. "Vocational Conferences", Dec. 1949 10,2
22. Calvert, Robert Jr. "Employment Prospects for the Class of 1950", May 1950 10,4
 "Summary of Enlistment and Reserve Opportunities in the Armed Forces, A", Dec. 1950 11,2
 "Placement Organizations Past, Present, and Future", March 1952 12,3
 "Armed Forces Opportunities", May 1955 15,4
 "Placement Staffs and Budgets", March 1956 16,3
 "Salary and Physical Space Surveys for 1958-59", Oct. 1958 19,1
 "Evaluating the Placement Office A Comparative Approach", Feb. 1960 (with Donald P. LaBoskey) 20,3
 "Centralization or Decentralization?", Dec. 1960 (with J. D. Snider) 21,2
 "A Set of Standards for Placement Offices", Oct. 1962 (with Willis J. Black, W. W. Bolton, and W. H. E. Holmes) 23,1
 "1963 Salaries, Budgets, Physical Facilities", April 1963 (with Robert F. Menke) 23,4
 "The Returning Peace Corps Volunteers", April-May 1966 26,4
 "Placement, 1967", April-May 1967 (with Robert F. Menke) 27,4
 "Liberal Arts Graduates: What Do They Have to Report?", Feb.-March 1969 29,3
23. Canning, R. J. "Appraisal of the Student", Dec. 1955 16,2
 "If I Were a Placement Director", March 1956 16,3
24. Cassell, Frank H. "Administering the Salary Program for Corporate Trainees", March 1957 17,3
 "The Next Third of the Century", Feb.-March 1969 29,3
25. Chervenik, Emily "Employment Status of 1948 University of Wisconsin Graduates", May 1949 9,4
 "Notes on the Conference Group on Occupational Information and Placement", Dec. 1949 10,2
 "The Problems of the Liberal Arts Graduate", Oct. 1950 11,1
- "Sales Help Wanted", Oct. 1950 (with Donald Young) 11,1
 "Selected Reference Data on College Recruiting", Oct. 1953 (with Mary Kreul and John E. Steele) 14,1
 "Is College Placement Just Recruitment?", Oct. 1958 19,1
 "The Question of College Majors", Feb. 1964 24,3
 "What Students Say About Placement", Oct.-Nov. 1969 (with James J. King) 30,1
 "Putting Career Planning and Placement Together", Winter 1982 (with Dennis Nord and Martha Aldridge) 42,2
26. Clark, Jeffrey R. "The Distinctive Competence of Career Services", Winter 1984 44,2
27. Como, Vivian "Recruiters Reaffirm Their Need for Specialized Business Generalists", Nov. 1993 (with Herman Theeks and David A. Sprague) 54,1
28. Conway, Kenneth "Seven Factors in Setting Career Goals", Fall 1981 42,1
29. DeSpain, B. C. "The Teacher Problem", Spring 1975 (with Jack E. Razor) 35,3
30. Deunk, Norman H. "Survey of Occupational Preferences", May 1957 17,4
31. Ditlevson, Andrew P. "Real Applause for an Expanded 'Mock Interview Day'", Jan. 1995 55,2
32. Donahue, Jerry "Group Dynamics: How to Work Together for Better Job Fairs", Fall 1986 47,1
33. Dowd, Karen O. "Relocating the Dual-Career Couple", Winter 1987 47,2
34. Eason, Leo A. "Campus Recruiters: Their Preferences and Practices", Dec. 1966-Jan. 1967 (with Raymond L. Hilgert) 27,2
 "How Students Weigh Recruiters", Feb.-March 1968 (with Raymond L. Hilgert) 28,3
35. Eckberg, Arthur R. "Roosevelt University's Class of '59", Dec. 1960 21,2
 "The Pros and Cons of Registration Fees", April 1963 23,4
 "Who Speaks for Student Employment?", Dec. 1964 25,2
 "The Role of Placement in the Junior and Community College", Feb.-March 1967 27,3

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| 36. | <u>Elwell, Homer M.</u> "So You Can't Get Into Medical School", March 1952 | 12,3 | "A Different Approach to a Familiar Problem", Summer (May) 1978 | 38,4 |
| 37. | <u>Emmerling, Walter</u> "Recruiting of College Graduates for Business Positions", March 1948 | 8,3 | "College Placement in Today's Economy", Spring 1982 | 42,3 |
| 38. | <u>Endicott, Frank S.</u> "Banking and Its College Men", Oct. 1957 | 18,1 | 44. <u>Gardner, Philip D.</u> "Will the Real Prescreening Criteria Please Stand Up?", Jan. 1991 (with Steve W.J. Kozlowski and Brian M. Hults) | 51,2 |
| | "How to Sleep Nights While Planning a Conference", Feb. 1964 (with George J. Yoxall) | 24,3 | "The Typical Recruiter Revisited", Summer 1991 (with David C. Nixon) | 51,4 |
| | "Trends in the Employment of College and University Graduates in Business and Industry", (annual surveys) March 1949 | 9,3 | "It's a Hard, Hard, Hard, Hard, Hard, Hard World", Jan. 1993 (with Stephen E. Lambert) | 53,2 |
| | March 1950 | 10,3 | "Prepared to Perform? Employers Rate Work Readiness of New Graduates", Spring 1997 (with Wen-Ying Liu) | 57,3 |
| | March 1951 | 11,3 | 45. <u>Geissler, Vernon</u> "Planning a Government Career Conference", April-May 1968 | 28,4 |
| | May 1952 | 12,4 | 46. <u>Glass, Elwood G. Jr.</u> "Professionalizing the Campus Interview", Feb.-March 1969 (with Glenn H. Varney) | 29,3 |
| | March 1953 | 13,3 | 47. <u>Good, Walter A.</u> "An 'A' for Hospitality", Summer 1974 (with Donald C. Hunt and Robert B. Vokac) | 34,4 |
| | March 1954 | 14,3 | 48. <u>Gordon, James R.</u> "At Bowling Green...The Focus is on Data for Recruiters", Dec. 1962 | 23,2 |
| | March 1955 | 15,3 | 49. <u>Greenberg, Robert M.</u> "Electronic Placement: An Impossible Dream?", Winter 1981 | 41,2 |
| | March 1956 | 16,3 | "Career Development Programs: Marketing Makes the Difference", Fall 1981 (with Jennifer Z. Kahnweier) | 42,1 |
| | March 1957 | 17,3 | "Videoconference Interviews: Future or Fantasy?", Spring 1984 | 44,3 |
| | March 1958 | 18,3 | "Paving the Way for the Career Street Journal", Spring 1984 | 44,3 |
| | March 1959 | 19,3 | "Calculating Cost Per Hire", March 1989 | 49,3 |
| | Feb. 1960 | 20,3 | "Student Reneging on Accepted Job Offers: A Growing Concern", Winter 1990 | 50,2 |
| | Feb. 1961 | 21,3 | "Creating a Low-Cost High Impact Staff Development Program", Winter 1990 (with Eileen P. Wilson) | 50,2 |
| | Feb. 1962 | 22,3 | "Has the Information Session Run Its Course?", Spring 1990 | 50,3 |
| | Feb. 1963 | 23,3 | "The Company Visit: A Survey of Employers on Conducting Company Visits for College Recruits", Fall 1997 | 58,1 |
| | Feb. 1964 | 24,3 | | |
| | Feb. 1965 | 25,3 | | |
| 39. | <u>Ernst & Young</u> "Public Accounting: New Services, New Names, New Opportunities", Fall 1989 | 50,1 | | |
| 40. | <u>Farber, Robert H.</u> "Establishing a Placement Service", May 1951 | 11,4 | | |
| 41. | <u>Filer, Barbara</u> "Step-by-Step Planning for a Successful Fair", Jan. 1992 (with Ted Brainard) | 52,2 | | |
| 42. | <u>Gaines, Judith I.</u> "How Small Colleges Approach Employer Development", March 1992 | 52,3 | | |
| 43. | <u>Galloway, James L.</u> "'Native Son' Conferences: Desirable or Dilemma?", April-May 1967 | 27,4 | | |
| | "The Changing Character of Recruiting", Winter 1974 | 34,2 | | |
| | "Job Opportunity and Mobility Go Hand in Hand", Fall 1977 | 38,1 | | |

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50. Harmison, Herbert A. "Put an End to the Emphasis on GPA!", Fall 1986 (with Dale F. Stein and Joseph A. Galetto) 47,1
"Talking the Same Language: A Standard for Data Sheet Interchange", Winter 1988 48,2
51. Hathaway, J. W. "Allstate Survey of Salary Administration", May 1958 (with G. H. Knoedler) 18,4
52. Hayes, Gregory D. "Fund Raising for Career Centers", Fall 1980 41,1
"Getting to Know...", Summer 1987 47,4
53. Hearin, Richard L. "The Telephone: Old Technology as a New Tool for Recruiting", Summer 1984 (with Robert A. Vogel and Gregory L. Stewart) 44,4
54. Hendel, David J. "A Journal Pro/Con Forum: Why Third-Party Recruiters Do or Don't Fit In With Placement Services", March 1991 (with Jeff Roberts, Mike Wilson, and Nicholas C. Burkholder) 51,3
55. Herrick, Robert F. "Last Time Around the Big Tent", Winter (January) 1978 38,2
56. Hill, W. Scott "The Climate for Placement", Dec. 1957 18,2
"The Ph.D. Recruit - As Seen by Industry", Dec. 1962 23,2
57. Hunt, Donald C. "The Ten Criteria for a Good College Recruiter", April-May 1973 33,4
"An 'A' for Hospitality", Summer 1974 (with Walter A. Good and Robert B. Vokac) 34,4
58. Ideus, Harvey S. "The Man from Dow: Placement Officer for a Year", Spring 1974 (with Richard F. Gettings) 34,3
"The Impact of Nonverbal Behavior on the Employment Interview", Spring (March) 1978 (with Thomas McGovern) 38,3
59. Isaack, Thomas S. "Intuition and the Selective Process", Winter 1981 41,2
60. Johnson, G. Stewart "The Supervisor is Not the Professor", Dec. 1970-Jan. 1971 (with Carl Shafer) 31,2
61. Johnson, John Lars "A Placement Officer Looks at Company Literature", April 1960 20,4
62. Jones, Laurence "Occu-Sort: A New Career Planning Tool", Fall 1981 (with Marcia B. Harris) 42,1
63. Jordan, Katrina "Black College Graduates in Transition: A Longitudinal Study", Jan. 1994 (with Linda Bates Parker and Ann E. Keeling) 54,2
64. Kay, Richard S. "Project 200: A Research Review", Feb.-March 1971 (with Adrian F. Van Mondfrans and J. L. Windle) 31,3
65. Klein, Paul B. "How Career Centers Are Responding to the Budget Crunch", Jan. 1992 (with Mary M. Step) 52,2
66. Koller, Stephen "Liberal Arts Graduates and Their Skills", Spring 1984 (with Mary J. Hicks C.S.J. and Nancy Tellett-Royce) 44,3
67. Korschgen, Ann J. "Responding to the Needs of Gays, Lesbians, and Bisexuals", March 1994 (with David Sailer and Jay Lokken) 54,3
"Undecided Students: How One College Developed a Collaborative Approach to Help Students Choose Majors and Careers", Spring 1997 (with Jon A. Hageseth) 57,3
68. Kravinsky, Steven "Student-Run Career Week Profits Everyone", Nov. 1992 (with Mary Kelley) 53,1
69. Kreul, Mary "Selected Reference Data on College Recruiting", Oct. 1953 (with Emily Chervenik and John E. Steele) 14,1
70. Kubicek, E. C. "Salary Alone is Not Enough". Feb. 1961 21,3
71. Kuhlin, Michael E. "Bowling Green's Alumni Network", Dec. 1970-Jan. 1971 31,2
72. Lawlis, Parker "Benchmarks for a Successful Job Fair", Summer 1987 (with James Knott and Matt Maher) 47,4
73. Lobingier, George D. "Industry's Evaluation of the College Curriculum", March 1950 10,3
"The College Graduate and Business Responsibility", Oct. 1950 11,1
74. Logan, John "Executive Recruitment Japanese Style", Spring (March) 1991 51,3
75. MacGregor, Alan "Promotion From Within", Dec. 1956 17,2

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76. Mackes, Marilyn F. "Effective Student Development: Three Principles in Action", Summer 1983 (with Peter Beidler) 43,4
 "Balancing the Ethics of EEO With Those of Affirmative Action", Summer 1992 (with Sharon Brown) 52,4
 "Perceptions", Winter 1998 58,2
 "Perceptions", Summer 1998 58,4
77. Marks, James A. "Bird-Dogging: A Debate Is It All Right...or Isn't It?", Dec. 1960 (with Robert F. Menke and Rodney M. Armstrong, Jr.) 21,2
 "A Dream Becomes a Reality", April 1965 24,4
 "A Career Office Credo", (Editorial) Spring 1987 47,3
78. Martin, Philip G. "Hints for More Effective Campus Recruiting", Dec. 1952 13,2
79. McGuire, W. Gary "At Augustana College...A Course for Liberal Arts Students", Dec. 1971-Jan. 1972 32,2
80. "MCPA Annual College Recruiting Survey, The",
 Dec. 1953 14,2
 Dec. 1954 15,2
 Dec. 1955 16,2
 Oct. 1956 17,1
 Oct. 1957 18,1
 Oct. 1958 19,1
 Oct. 1959 20,1
 Oct. 1960 21,1
 Oct. 1961 22,1
 Oct. 1962 23,1
 Oct. 1963 24,1
 Oct. 1964 25,1
81. Meade, Kenneth A. "Fields of Opportunity for the College Graduate", March 1950 10,3
82. Mee, John F. "Senior Placement in Small Business", May 1952 12,4
83. Meerdink, Lois A. "Job Sharing: An Employment Alternative to the Career Services Professional", Winter 1985 (with Louise Johnson) 45,2
84. Noll, Cheryl L. "The Impact of Technology on Career Center Practices", March 1996 56,3
85. Nuss, L. R. "Expectations and Realities for the Young Engineer", March 1957 17,3
 "A Recruiter Speaks on Placement", Dec. 1968-Jan. 1969 29,2
86. Padgett, Katherine L. "What Are Your Plans for a Job, Senior?", Winter 1976 36,2
87. Paquette, J. W. "Student Credentials: What Elements Are Really Essential?", April-May 1966 26,4
88. Parker, Linda Bates "Black College Graduates in Transition: A Longitudinal Study", Jan. 1994 (with Ann E. Keeling and Katrina Jordan) 54,2
 "A Program for Planned Professional Development", May 1994 54,4
89. Parrish, John B. "College Women and Jobs: Another Look at the '70's", April-May 1971 31,4
90. Perkoski, Robert R. "How to Recognize and Remove Job Search Roadblocks", Summer 1987 (with Patricia Beck Carr) 47,4
 "Perkoski and Carr Share Hardwick Award", Winter 1988 48,2
91. Peters, Chester E. "Is the Arts Graduate Really Well-Rounded?", Oct. 1958 19,1
 "After Graduation", Feb. 1962 (with Kenneth D. Cross) 22,3
 A survey also April 1962 22,4
 "Activism: The Message It Holds for Placement", Feb.-March 1969 29,3
92. Powell, C. Randall "At Indiana University A 30-year Success Story for Business Students", Dec. 1971-Jan. 1972 32,2
 "Do MBA's Really Job Hop?", Spring 1975 35,3
 "The Further Adventures of Carlos y Andres", Winter (Jan.) 1977 (with Carlos Fernandez-Prida and Andres Paez-Camino) 37,2
93. Procter, Harvey T., Jr. (Tony) "Perceptions", Fall 1997 58,1
 "Perceptions", Spring 1998 58,3
94. Razor, Jack E. "The Teacher Problem", Spring 1975 (with B. C. DeSpain) 35,3

95. Rea, Peter J. "The Assessment Center as a Career Planning Tool", Spring 1987 47,3
"Strategic Market Planning: A Useful Tool for Career Services and Recruiting", Fall 1990 (with Julie S. Rea) 51,1
96. Roberts, Jeffrey D. "A Journal Pro/Con Forum: Why Third-Party Recruiters Do or Don't Fit In With Placement Services", March 1991 (with Mike Wilson, Dave Hendel, and Nickolas Burkholder) 51,3
97. Rosenthal, Glenn T. "Move Over, Jack, Here Comes Jill", Spring 1974 34,3
98. Routh, Larry R. "Increasing Faculty Involvement", Spring (March) 1977 37,3
99. Scott, Gary J. "All Those in Favor of Drug Screening...", Winter 1987 47,2
100. Shackel, Leith "It Pays to Circulate", Oct. 1950 11,1
"The Faults of College Recruiters", Oct. 1953 14,1
"Industry Invests in the Future", Oct. 1958 (with Jane Andrews) 19,1
101. Shafer, Carl "The Supervisor is Not the Professor", Dec. 1970-Jan. 1971 (with G. Stewart Johnson) 31,2
102. Shingleton, John D. "Think Big Think International", Dec. 1966-Jan. 1967 27,2
"Campuses, Computers, Careers", Oct.-Nov. 1970 31,1
"The Three R's of Placement", Winter (Jan.) 1978 38,2
103. Simon, Rebecca J. "The Employer's Challenge: Developing a Quality Co-op Program", Spring 1981 (with R. Neal House) 41,3
104. Simpkins, Karen L. "Fair Play for Disabled Persons: Our Responsibilities Under the New ADA", Jan. 1991 (with Rochelle K. Kaplan) 51,2
"The Year's 'Most Outstanding' Journal Article Discusses our Legal Responsibilities", Jan. 1992 (with Rochelle K. Kaplan) 52,2
105. Skoog, Gary L. "Cover Letters Can Make All The Difference", Fall 1989 50,1
106. Smith, Janis Krebs "Get to Work!", Summer, 1997 (with Suzanne Martin) 57,4
107. Snider, J. D. "Centralization or Decentralization?", Dec. 1960 (with Robert Calvert, Jr.) 21,2
108. Sovilla, E. Sam "A Plan for Career Planning", Oct.-Nov. 1970 31,1
Reprinted by the Careers Research and Advisory Centre of Cambridge, England in the 1971-72 year-book of education and training opportunities Beyond A Degree
"A New Functional Balance for Career Planning Activities in the '70's", Oct./Nov. 1972 33,1
"Service to Alumni is Needed, and Can Be Rewarding", April/May 1973 (with Ralph W. Knapp) 33,4
109. Steele, E. W. "From Sputnik to Orwell: Placement by 1984", Feb./March 1972 32,3
"RAP Interviewing", Fall 1975 36,1
"College Relations: A Bright Future If We Know What We're Talking About", Spring/March 1978 38,3
"What Recruiters Should Look For in Applicants", Spring 1981 41,3
110. Steele, John E. "Emphasizing the Business Placement Function", March 1948 8,3
"Personal Adjustment to Business", Oct. 1950 11,1
"The Placement Officer Looks at Retailing", May 1953 13,4
"Selected Reference Data on College Recruiting", Oct. 1953 (with Emily Chervenik and Mary Kreul) 14,1
"Uniform Data Sheets", May 1954 14,4
"Returning Veterans", Oct. 1954 15,1
"An Advisory Placement Council", Oct. 1955 16,1
"If I Were a College Recruiter", March 1956 16,3
"What is Placement Worth?", Dec. 1956 17,2
"There's No Magic Formula", Dec. 1957 18,2
"The Case for Decentralized Placement", Dec. 1958 19,2
"Ethics Without Pain", Oct. 1961 22,1
"Use Restraint in Recruiting Practices", Feb./March 1968 (with Dick Thain and others) 28,3
"Change and Innovative Response", Feb./March 1971 31,3
"A Brief Look Back A Confident Look Ahead", Dec. 1972-Jan. 1973 33,2
"Reaching Students Early in the Career Planning Process", Winter 1980 40,2

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111. Stewart, Richard A. "Purdue's Computer Project: What It Means for Placement", April/May 1970 (with Michael A. Donahue) 30,4
 "Questions and Issues: How a Placement Director and Recruiter View Priorities", Summer 1974 34,4
 "Realities of the Future", Spring (April) 1979 39,3
 "The Use of Computers in Career Planning, Placement, and Recruitment", Spring 1989 49,3
112. Swain, Roland "Centralization or Decentralization", Feb.-March 1968 28,3
 "Case for On-Campus Summer Recruiting", April-May 1970 30,4
113. Taylor, Simone Himbeault "The Annual Report: How to Promote Your Office's Philosophy and Future with Statistics on its Past", Spring 1989 49,3
114. Teal, Everett A. "Four Steps to Service", May 1956 16,4
 "What Are You Going to Pay?", Oct. 1956 17,1
 "A Code of Ethics", Dec. 1956 17,2
 "Standards of Practice", March 1957 17,3
 "Those Rate Hikes Who's the Loser?", May 1957 17,4
 "What Are You Going to Pay in 1957-58?", Oct. 1957 18,1
115. Thain, Richard J. "The New M.B.A. How to Land and Utilize Him", Dec. 1966-Jan. 1967 27,2
 "Use Restraint in Recruiting Practices", Feb.-March 1968 (with John E. Steele and Others) 28,3
 "Occupational Dissonance and Anomie", Dec. 1970-Jan. 1971 31,2
 "MBA: Placement Phenomenon of the Decade", Dec. 1971-Jan. 1972 32,2
 "The De-Americanization of Emile", Feb.-March 1973 33,3
 "The Night-School Graduate Dilemma", Summer (May) 1976 36,4
 "What Lies Ahead?", Fall 1977 38,1
 "And How Much Do I Hear For...?", Fall (Nov.) 1978 39,1
 "Selling: A Challenge for Placement", Winter 1984 44,2
116. Van DeWeert, Pamela K. "Computerizing the Career Services Office for Total Management", Spring 1992 (with David Baumgartner) 52,3
117. Van Horn, David R. "Visiting the Home Office What To Expect", Oct./Nov. 1967 28,1
118. Van Mondfrans, Adrian P. "Project 200: A Research Review", Feb./March 1971 (with Richard S. Kay and J. L. Windle) 31,3
119. Varma, Gale H. "Teaming Up for Recruiter Training", Fall 1981 (with Susan M. Hough) 42,1
 "Getting to Know...", Winter 1987 47,2
 "Selecting Colleges and Universities for On-Campus Recruiting", Spring 1990 (with James W. Smither) 50,3
 "Attracting the Right Talent: Prerecruiting Ideas for New Recruiters", Fall 1997 58,1
120. Varney, Glenn H. "Professionalizing the Campus Interview", Feb./March 1969 (with Elwood G. Glass, Jr.) 29,3
 "The Changing Character of Recruiting", Dec. 1973/Jan. 1974 (with James L. Galloway) 34,2
121. Vokac, Robert B. "Directors Suggest Their Own Qualifications", March 1959 19,3
 "An 'A' for Hospitality", Summer 1974 (with Walter A. Good and Donald C. Hunt) 34,4
122. Walsh, E. Michael "No Frills Follow-Up: A Cookbook Approach for Small Colleges", Spring (March) 1977 37,3
123. Williams, Paul E. "Consider Line Production", March 1953 13,3
124. Wilson, Mike "A Journal Pro/Con Forum: Why Third-Party Recruiters Do or Don't Fit In With Placement Services", March 1991 (with Jeff Roberts, David J. Hendel, and Nicholas C. Burkholder) 51,3
125. Windle, J. L. "Project 200: A Research Review", Feb./March 1971 (with Richard S. Kay and Adrian F. Van Mondfrans) 31,3
126. Yates, Edwin L. "Opportunities in the Automotive Industry", Oct. 1952 13,1
127. Yoxall, George J. "How to Sleep Nights While Planning a Conference", Feb. 1964 (with Frank S. Endicott) 24,3

Section B. Books by MCPA/Midwest ACE Members

- 1.* Calvert, Robert Jr. - CAREER PATTERNS OF LIBERAL ARTS GRADUATES, Carroll Press, Cranston, RI 1969
- 2.* Endicott, Frank S. - SETTING UP A COLLEGE RECRUITING PROGRAM, Dartnell Sales Service, Chicago 1953
3. Fitzpatrick, Edwin B. - CAREER DEVELOPMENT: A MODEL FOR POST SECONDARY EDUCATION 1979 (with Dr. Cas Heilman)
DYNAMICS OF PLACEMENT - HOW TO DEVELOP A SUCCESSFUL CAREER PLANNING AND PLACEMENT PROGRAM 1985 The CPC Foundation (with John D. Shingleton)
4. Hann, Arthur S. - EFFECTIVE COLLEGE RECRUITING, McGraw-Hill Co. 1961 (with George S. Odiorne)
- 5.* Luzader, Tim - SUMMER EMPLOYMENT RESOURCE GUIDEBOOK, University of Illinois, Champaign, IL 1986 (with Richard Brescia)
FOR YOUR ACTION: A PRACTICAL JOB SEARCH GUIDE FOR THE LIBERAL ARTS STUDENT A & S Career Planning and Placement Center 1990 (with Kate Mulligan, Todd Schmitz, Nancy Siska, Carol Wagner, and Wayne Wallace)
FOR YOUR ACTION: GUIDED EXERCISES AND ACTIVITIES, A & S Career Planning and Placement Center 1990 (with Kate Mulligan and Todd Schmitz)
CHOICES AND CHALLENGES: JOB SEARCH STRATEGIES FOR LIBERAL ARTS GRADUATES, Tichenor Publishing 1994 (with Julie Brown, Shirley Connor, Maureen Huffer, Kelley Bishop, and Alan McNabb)
- 6.* Powell, C. Randall - CAREER PLANNING AND PLACEMENT FOR THE COLLEGE GRADUATE OF THE '70s, Kendall/Hunt Publishing Co. Dubuque, Iowa 1974
Second Edition, 1974 (Same publisher for this series)
CAREER PLANNING AND PLACEMENT TODAY, 1976
CAREER SERVICES TODAY: A DYNAMIC COLLEGE PROFESSION, the College Placement Council 1980 (with Donald K. Kirts)
CAREER PLANNING TODAY, 1981
RECRUITERS GUIDE, University Communications, 1984
CAREER PLANNING TODAY: HIRE ME! 1990 (second edition)
CAREER PLANNING TODAY: HIRE ME! 1995 (third edition)
7. Shertzer, Bruce - (Purdue University) CAREER PLANNING: FREEDOM TO CHOOSE, Houghton Mifflin Co. Boston 1977
- 8.* Shingleton, John D. - WHICH NICHE? (self published) March 1969, November 1969, July 1970
COLLEGE TO CAREER, McGraw-Hill Co., New York City, 1977 (with Robert Bao)
DYNAMICS OF PLACEMENT - HOW TO DEVELOP A SUCCESSFUL CAREER PLANNING AND PLACEMENT PROGRAM, The CPC Foundation 1985 (with Edwin B. Fitzpatrick)
- 9.** Steele, John E. - PLANNING YOUR CAREER, McGraw-Hill Co., New York City 1963 (with Robert Calvert, Jr.)
CAREER PLANNING AND DEVELOPMENT FOR COLLEGE STUDENTS AND RECENT ALUMNI, National Textbook Co. Chicago 1991 (with Marilyn S. Morgan)
- 10.** Taylor, Simone Himbeault - Chapter in a book ADDRESSING THE CAREER NEEDS OF LESBIAN, GAY, AND BISEXUAL COLLEGE STUDENTS, Greenwood Press, Westport, CT 1998
Ph.D. Dissertation ENHANCING TOLERANCE: THE CONFLUENCE OF MORAL DEVELOPMENT WITH THE COLLEGE EXPERIENCE, The University of Michigan, 1994 In NASPA JOURNAL 1998
- 11.** Varney, Glenn H. - MANAGEMENT BY OBJECTIVES, Dartnell, Chicago 1972 (awarded Honorable Mention by Book Awards Committee of SHRM) Revised in 1979
ORGANIZATION DEVELOPMENT FOR MANAGERS, Addison-Wesley Co. Reading, Mass. August 1977
BUILDING PRODUCTIVE TEAMS, Jossey Bass, San Francisco 1989

Appendix 1: Publications

Section C. Other Publications by MCPA/Midwest ACE Members

1. Allen, Pamela - "Generation X: The Twenty-Something Generation", Feedback Journal, 1992, Vol. 33 (3) 1, pp. 18-20
- 2.* Eckberg, Arthur R. - "USES - Current Threat to Placement", Personnel Journal, April, 1963
"A Job or a Career", Chicago Chamber of Commerce, 1968
"Job Search", College Placement Annual, 1971
Updated in 1974
"Stalking the Elusive Job", College Placement Annual, Sept. 1984 Vol. 1 Updated Sept. 1985 Vol. 1
3. Simon, Rebecca J. - "Cooperative Education: Three On a Tight Rope", Engineering Education, Jan. 1981
- 4.* Sovilla, E. Sam - "A Development Program for Middle Managers", College Management, Nov./Dec. 1974, Vol. 9 No. 9
"Co-op Education Means Cost-Effective Recruitment: An Academic Perspective", The American Professional Contractor (Journal of the American Institute of Constructors), Winter 1984, Vol. 8 No. 1
"Earning and Learning - Some Practical Considerations", CPC Annual, 1985-86
"Experiential Education: Learning by Working", CPC Annual, 1986-87
Reprinted in 1987-88, 1988-89, 1989-90, and 1990-91
"Academic Credit for Cooperative Education Programs", in 50 Views of Cooperative Education, Fifth Edition, 1987
"The Appropriate Road to Co-op's Future Is The One We Are On", The Journal of Cooperative Education, Win./Spr. 1988, Vol. XXIV No. 2-3
"Co-op's 90-Year Odyssey", ASEE PRISM (Monthly Journal of the American Society for Engineering Education), January 1998 Edition
- 5.** Steele, John E. - "Tests for Selecting College Graduates", Personnel, Nov. 1949
"What Does A Recruit Seek in a Job?", Life Agency Management, 1951
"The Placement Officer Looks at Retailing", The New York Retailer, 1953
"The Placement Officer Looks at Retailing", NRDGA's The Personnel Job Ahead, 1953
"Five Year History of the Midwest College Placement Association", 1954, MCPA
"Information Concerning Membership in the Midwest College Placement Association", MCPA, 1956 (leaflet)
"MCPA Handbook", MCPA, 1956
"College Placement Services", Savings & Loan Annals, 1959
"Recruiting the College Graduate", Best's Insurance News, March 1959
"MCPA Newcomers Handbook", MCPA, 1961
"Chapter VI" of Fundamentals of College Placement, 1962, College Placement Council
"Planning for Your Career", The Commentator, Winter 1964, The Ohio State University
"The Resume - Your Calling Card", College Placement Annual, 1965, College Placement Council
"Student Handbook on Resume Writing", 1965, The Harvard Business School
"The Present Status of Business Placement", April 1966, NASPA, the Journal of the Association of Deans and Administrators of Student Affairs
"Merchandising the Product - The Placement Function", 1968, American Association of Collegiate Schools of Business, A Seminar for New Deans
"As We See It - How the World Looks to Top Harvard MBA's", Forbes, June 15, 1968
"Bridging the Communications Gap", 1968, Oliin Conference News
"MBA's: Mobile, Well Situated, Well Paid", Jan.-Feb. 1974, Harvard Business Review (with Lewis Ward)
"Implementing Professionalism in Recruitment and Placement - Concepts, Concerns, Consequences", Nov. 1978, 8
"Choosing a Major", 1991, Chapter in Encyclopedia of Career Decision and Work Issues, The Oryx Press, Phoenix, AZ
- 6.** Taylor, Simone Himbeault - "Professional Disclosure, Consumerism, and Counselor Preparation", Eric Document, May 1982 (with Stephen Joel Gill)
"Focus on the Future", MCPA's 40th Anniversary Edition Newsletter, January 1990
"Ethics Matter", MCPA's Newsletter, January 1991
"Students of the '90's: Recent Graduates", MCPA Post-Conference Journal, July 1992
"Point Counterpoint: Broadening Our Vision of Today's Students", Midwest ACE Newsletter, June 1995
"The Impact of College on the Development of Tolerance in College Students", NASPA Journal (National Association of Student Personnel Administrators), Summer 1998, Vol. 35 (4)

7. ** Varney, Glenn H. - "Native Son Days for College Recruitment", Personnel, American Management Association, New York City, November/December, 1966
- "Why Hasn't Management Development Worked?", Training and Development Journal, ASTD, July 1970
- "Management Development Is Organization Development", Journal of General Management 4. 1 Oxfordshire, England, Fall, 1976
- "Which Skills Spell Success in O.D.", Training and Development Journal, ASTD, Washington, D.C., April, 1983 (with A. Carey)
- "Name Recognition of Master Level Graduate Programs In Organization Development and Change", The OD Practitioner, Spring, 1998 (with A. Darrow)
- The above were selected from Glenn's twelve pages of contributions, including 25 Books, Booklets, Chapters; 77 articles in various Journals; and 73 Papers presented to professional societies.

*These authors are also included in Section A for their articles in the JOURNAL OF COLLEGE PLACEMENT and in the JOURNAL OF CAREER PLANNING & EMPLOYMENT

**These authors are also included in Section A for their articles in the JOURNAL, and in Section B for some of their work in Books.

Appendix II: Midwest ACE Officers and Executive Boards

APPENDIX II

MIDWEST ASSOCIATION OF COLLEGES AND EMPLOYERS

OFFICERS AND EXECUTIVE BOARDS 1950-2000

	1950	1951	1952	1953	1954
President	F. Lynn Cason Purdue Univ	H.S. Dawson Univ of Illinois	L.R. Hillyard Iowa State College	H. G. Goehring Univ of Wisconsin	John E. Steele Ohio State Univ
Vice President	H. S. Dawson Univ Of Illinois	A. C. Gubitz Ohio Univ	Noble C. Blair, Jr. Rose Polytechnic Institute	W. R. Dooley Univ of Notre Dame	Leith Shackel Carleton College
Secretary- Treasurer	H.G. Goehring Univ of Wisconsin	L. R. Hillyard Iowa State College	Emily Chervenik Univ of Wisconsin	Mary M. Kreul Univ of Minnesota	J.D. Snider Indiana Univ
Executive Committee	F. Lynn Cason Purdue Univ	H. S. Dawson Univ of Illinois	L. R. Hillyard Iowa State College	H. G. Goehring Univ of Wisconsin	John E. Steele Ohio State Univ
	H. S. Dawson Univ of Illinois	A. C.Gubitz Ohio Univ	Noble C. Blair,Jr. Rose Polytechnic Institute	W. R. Dooley Univ of Notre Dame	Leith Shackel Carleton College
	H.G. Goehring Univ of Wisconsin	L.R. Hillyard Iowa State College	Emily Chervenik Univ of Wisconsin	Mary M. Kreul Univ of Minnesota	J.D. Snider Indiana Univ
	L. R. Hillyard Iowa State College	H. G. Goehring Univ of Wisconsin	A. C. Gubitz Ohio Univ	Noble C. Blair, Jr. Rose Polytechnic Institute	Helen M. Barnes Univ of Minnesota
	John E. Steele Indiana Univ	F. Lynn Cason Purdue Univ	H. S. Dawson Univ of Illinois	L. R. Hillyard Iowa State College	H. G. Goehring Univ of Wisconsin
	Wendel W. Burton 3M Co	G. D. Lobingier Westinghouse Electric	Harry D. Gates Kimberly Clark Corp	R. N. Slevenson Procter & Gamble Co	David Thomas Goodyear Tire and Rubber Co
	1955	1956	1957	1958	1959
President	Leith Shackel Carleton College	J. D. Snider Indiana Univ	Frank Endicott Northwestern Univ	David Robinson Baldwin-Wallace College	Roye R. Bryant Southern Illinois Univ
Vice President	Charles Marino St. Louis Univ	David Robinson DePauw Univ	Roye Bryant Southern Illinois Univ	Jack Breslin Michigan State Univ	Donald Hunt Univ of Detroit
				Dorothy Smith Oberlin College	
Secretary	Donald Hunt Univ of Detroit	Helen Barnes State Univ of Iowa	Joyce Wilkinson Univ of Minnesota	Loretta Jones Loyola Univ	Corrine Brockmeier Washington Univ
			Kenneth Conway DePaul Univ	Corrine Brockmeier Washington Univ	
Treasurer	Dorothy Smith Oberlin College	Mildred Webber Univ of Michigan	Joseph Hoptensperger Lawrence College	Chester Peters Kansas State College	Ray G. Mock College of St. Thomas
Executive Committee	Leith Shackel Carleton College	J. D. Snider Indiana Univ	Frank Endicott Northwestern Univ	David Robinson Baldwin-Wallace College	Roye R. Bryant Southern Illinois Univ
	Charles Marino St. Louis Univ	David Robinson DePauw Univ	Roye Bryant Southern Illinois Univ	Jack Breslin Michigan State Univ	Donald Hunt Univ of Detroit
				Loretta Jones Loyola Univ	Corrine Brockmeier Washington Univ
	Donald Hunt Univ of Detroit	Helen Barnes State Univ of Iowa	Joyce Wilkinson Univ of Minnesota	Chester Peters Kansas State College	Ray G. Mock College of St. Thomas
	Dorothy Smith Oberlin College	Mildred Webber Univ of Michigan	Joseph Hopfensperger Lawrence College	Frank Endicott Northwestern Univ	David Robinson Baldwin-Wallace College
	Leith Shackel Carleton College		J. D. Snider Indiana Univ	Victor Buescher Thompson Products, Inc.	Charles Ebert Westinghouse Electric Corp
	John E. Steele Ohio State Univ	Leith Shackel Carleton College			
	John Schleuter Lincoln Mercury Div of Ford Motor Co	Ernest H. Marks Owens Illinois Glass Co	D.F. Waggoner General Motors Corp	Gordon Sutton Gidden Co	John E. Steele Ohio State Univ.
	John Lowe First National Bank of Detroit	Charles Marino St. Louis Univ	F. Lynn Cason Purdue Univ	L.R. Hillyard Iowa State College	

Appendix II: Officers and Executive Boards 1950-2000

	1979-80	1980-81	1981-82	1982-83	1983-84
President	C. Randall Powell Indiana Univ	John W. Crooks Eli Lilly and Co	Richard J. Thain Univ of Chicago	Robert C. LaBrot Altschuler, Melvoin & Glasser	Robert M. Greenberg Univ of Cincinnati
President-Elect	John W. Crooks Eli Lilly and Co	Richard J. Thain Univ of Chicago	Robert C. LaBrot Altschuler, Melvoin & Glasser	Robert M. Greenberg Univ of Cincinnati	Larry L. Austermilller Arthur Andersen & Co.
Vice Pres., College	Marilyn Hill Carleton College	Jean E. Eisel Ohio State Univ	Robert M. Greenberg Univ of Cincinnati	Glenn T. Rosenthal Ball State Univ	Carol L. Barrett Purdue Univ
Vice Pres., Employer	Dewey J. Conces Inland Steel Co	Richard M. Bowes Procter & Gamble Co	Charles G. DiMercurio Anheuser-Busch Companies	Kenneth J. Dobson First Bank Minneapolis	Linda K. Lease American Convertors Div., American Hospital Supply Corp.
Secretary	Helen S. Cooke Northwestern Univ	Carole S. Jagers American Hospital Supply Co	Carol L. Barrett Purdue Univ	Larry L. Austermilller Arthur Andersen & Co.	Lanna C. Hagge Oberlin College
Treasurer	Charles G. DiMercurio Anheuser-Busch, Inc	Robert M. Greenberg Univ of Cincinnati	Kenneth J. Dobson First National Bank of Minneapolis	Larry R. Routh Univ of Northern Iowa	Marshall H. Barnes II Columbia Gas Distribution Companies
College Rep., CPC	John D. Shingleton Michigan State Univ	John D. Shingleton Michigan State Univ	Vernon V. Geissler Univ of Kansas	Vernon V. Geissler Univ of Kansas	Vernon V. Geissler Univ of Kansas
Employer Rep., CPC	Lawrence S. Dunham Arthur Young & Co	Lawrence S. Dunham Arthur Young & Co	Lawrence S. Dunham Arthur Young & Co	Peter G. Harper Union Oil Co. of California	Peter G. Harper Union Oil Co. of California
Executive Treasurer	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois
Executive Secretary	Ray G. Mock MCPA Consultant	Ray G. Mock MCPA Consultant	Robert B. Vokac MCPA Consultant	Robert B. Vokac MCPA Consultant	Robert B. Vokac MCPA Consultant
	1984-85	1985-86	1986-87	1987-88	1988-89
President	Larry L. Austermilller Arthur Andersen & Co.	Glenn T. Rosenthal Ball State Univ	Linda Lease Franklin General Electric Co	Carol Barrett Purdue Univ	Roxanne Hori Northwestern Univ
President-Elect	Glenn T. Rosenthal Ball State Univ	Linda Lease Franklin General Electric Co	Carol L. Barrett Purdue Univ	Roxanne Hori Northern Trust Co	Clayton L. Barnard Case Western Reserve Univ
Vice Pres., College	Larry R. Routh Univ of Northern Iowa	Clayton L. Barnard Univ of Illinois	John A. Crusoe Wayne State Univ	Lanna C. Hagge Oberlin College	Kitty Arnold Univ of Notre Dame
Vice Pres., Employer	Michael G. Shinn General Electric Co	Rosemary L. M. Hill M. O'Neil Co	Roxanne Hori Northern Trust Co	Curt R. Pradel Sears, Roebuck & Co.	Harvey T. Procter, Jr. Ford Motor Co
Secretary	Roxanne Hori Northern Trust Co	John A. Crusoe Wayne State Univ	Don Franklin Gimbel's-Midwest	Kitty Arnold Univ of Notre Dame	T. G. Clevidence Ernst & Young
Treasurer	Rosemary L. M. Hill M. O'Neil Co	Lee A. Junkans Eaton Corp	Kitty Arnold Univ of Notre Dame	Henry H. Lee The Pillsbury Co	Alice Thornsberry Wittenberg Univ
College Rep., CPC	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	Larry R. Routh Univ of Northern Iowa	Larry R. Routh Univ of Nebraska-Lincoln
Employer Rep., CPC	Peter G. Harper Union Oil Co. of California	Larry L. Austermilller Arthur Andersen & Co.	Larry L. Austermilller Arthur Andersen & Co.	Charles DiMercurio Anheuser-Busch Companies	I.C. Pfeiffer IBM Corp
Executive Treasurer	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois	J. W. Paquette Univ of Illinois
Executive Secretary/ Admin. Director	Robert B. Vokac MCPA Consultant	Robert B. Vokac MCPA Consultant	Robert B. Vokac MCPA Consultant	Robert B. Vokac MCPA Consultant	Robert B. Vokac MCPA Consultant
Newsletter Editor					Eugenie Beall Lawrence Technological Univ

Appendix II: Midwest ACE Officers and Executive Boards

	1989-90	1990-91	1991-92	1992-93	1993-94
President	Clayton L. Barnard Case Western Reserve Univ	Harvey T. Procter, Jr. Ford Motor Co	Kitty Arnold Univ of Notre Dame	Mark Case Univ of Michigan	Sara Kearsley Ohio Univ
President-Elect	Harvey T. Procter, Jr. Ford Motor Co	Kitty Arnold Univ of Notre Dame	Mark Case Citibank Illinois	Sara Kearsley Ohio Univ	James Ladson The Timken Co
Past President					Mark Case Univ of Michigan
Vice Pres., College	Deborah May The Univ of Michigan	Bill Kenzler Univ of Illinois	Sara Kearaley Ohio Univ	Timothy Luzader Indiana Univ	Alice Tenney Wittenberg Univ
Vice Pres., Employer	Robert Pike The Procter & Gamble Co.	Cynthia Cobb Baxter Healthcare Corp.	John Gerrard Inland Steel Co	James Ladson The Timken Co	Robert Jongbloed Babcock & Wilcox Co.
Secretary	Shirley M. Marciniak Purdue Univ	Andrea O'Neal Columbia Gas Distribution Companies	Timothy Luzader Indiana Univ	Smallwood Holoman Dow Chemical USA	Barbara Hundley Univ of Illinois
Treasurer	Mark A. Case Citicorp Savings of Illinois	Russ Mills William Rainey Harper College	James Ladson The Timken Co	Naomi Ewing Lake Forest College	Daniel Wink W.H. Brady Co.
College Rep., CPC	Larry R. Routh Univ of Nebraska-Lincoln	Clayton L. Barnard Case Western Reserve Univ	Clayton L. Barnard Case Western Reserve Univ	Clayton L. Barnard Case Western Reserve Univ	Kitty Arnold Univ of Notre Dame
Employer Rep., CPC	Richard A. Jensen Price Waterhouse & Co.	Richard A. Jensen Price Waterhouse & Co.	Harvey T. Procter, Jr. Ford Motor Co	Harvey T. Procter, Jr. Ford Motor Co	Harvey T. Procter, Jr. Ford Motor Co
Executive Treasurer	J. W. Paquette Univ of Illinois	J. W. Paquette MCPA	J. W. Paquette MCPA	J. W. Paquette MCPA	J. W. Paquette MCPA
Newsletter Editor/ Conference Planner	Eugenie Beall Wordpower, Inc.	Eugenie Beall Wordpower, Inc.	Eugenie Beall Wordpower, Inc.	Eugenie Beall Wordpower, Inc.	Eugenie Beall Wordpower, Inc., MCPA
Admin. Director	Robert B. Vokac MCPA Consultant	Julie Rea MCPA	Julie Rea MCPA	Julie Rea MCPA	Julie Rea MCPA
	Julie Rea MCPA				
MCPA Consultant	Peter Rea Baldwin-Wallace College	Peter Rea Baldwin-Wallace College	Peter Rea Baldwin-Wallace College	Peter Rea Baldwin-Wallace College	Peter Rea Baldwin-Wallace College

Appendix II: Officers and Executive Boards 1950-2000

	1994-95	1995-96	1996-97	1997-98	1998-99
President	James Ladson The Timken Co	Timothy Luzader Indiana U.	John Gerrard Inland Steel	Barbara S. Hundley Univ of Illinois	Michael Avgenackis Deere & Co
President-Elect	Timothy Luzader Indiana Univ	John Gerrard Inland Steel	Barbara S. Hundley Univ of Illinois	Michael Avgenackis Deere & Co	Kathleen Fisher West Marietta College
Past President	Sara Kearsley Ohio Univ	James Ladson The Timken Co	Timothy Luzader SUNY at Stony Brook	John Gerrard Inland Steel	Barbara S. Hundley Univ of Illinois
Vice Pres., College	Barbara Hundley Univ of Illinois	Gary Moore U. of Illinois at Chicago	Muriel B. Stone U. of Northern Iowa	Jane Linnenburger Bradley Univ	Ellen Anderson Northern Illinois Univ
Vice Pres., Employer	Michael Avgenackis Deere & Co.	Lewis Shumaker DuPont	Coleen McKenna EDS-Electronic Data Systems Corp	Elizabeth Martin Crow The Lubrizol Corp	Donald Katz Bank of Montreal/ Harris Bank
Secretary	Patricia Coleman Babcock & Wilcox	Muriel Stone U. of Northern Iowa	Jane Linnenburger Bradley Univ	Kathleen Fisher West Knox College	Daniel Walther Concordia Univ
Treasurer	Gary Moore Univ of Illinois-Chicago	William Dittmore General Mills Inc	Daniel H. Walther Concordia Univ	Muriel Stone U. of Northern Iowa	Teresa Alewel Central Missouri State Univ
College Rep., CPC/ NACE Governor	Kitty Arnold Univ of Notre Dame	Kitty Arnold Univ of Notre Dame	<i>NACE Board</i>		
Employer Rep., CPC/ NACE Governor	Cynthia Cobb Baxter Healthcare Corp.	Cynthia Cobb Baxter Healthcare Corp.	Carol L. Barrett Purdue Univ	Carol L. Barrett Purdue Univ	James Burke Rohm & Haas Co
Parliamentarian				Gary Moore Univ of Illinois at Chicago	Gary Moore Univ of Illinois at Chicago
Executive Treasurer	Richard A. Boig College Placement Council	Richard A. Boig NACE Ex-officio	Herbert A. Harmison Midwest ACE	Herbert A. Harmison Midwest ACE	Herbert A. Harmison Midwest ACE
Newsletter Editor/ Conference Planner	Eugenie Beall Wordpower, Inc., MCPA				
Admin. Director	Norita Rehrig College Placement Council	Eugenie Beall Wordpower Ex-officio	Eugenie Beall Wordpower Ex-officio	Eugenie Beall Wordpower Ex-officio	Eugenie Beall Wordpower/ Oakland Univ

Midwest Association of Colleges and Employers Executive Board 1999-2000

President	Kathleen Fisher West Marietta College
President Elect	Donald Katz Employers Recruiting Center, Inc.
Past President	Michael Avgenackis Deere & Company
Vice President - Employer	Jeffrey Clark Monsanto/Searle
Vice President - College	Daniel Walther Concordia University
Secretary	Nancy Wajler College of DuPage
Treasurer	Gary Moore University of Illinois at Chicago
NACE Governor	James Burke Rohm & Haas Company
Administrative Director	Eugenie Beall Wordpower/Oakland University

Appendix III: Midwest ACE Meetings

Section A. Spring Meetings

	1950	1951	1952	1953	1954	1955
Date	May 26	May 25	May 8	May 14	May 4-5	May 5-6
Location	Purdue Univ W. Lafayette, IN	Univ of Illinois Urbana, IL	Iowa State College Ames, IA	Univ. of Wisconsin Madison, WI	Ohio State Univ. Columbus, OH	Carleton College Northfield, MN
Attendance	31	36	32	37	51	55
Committee	Program: John E. Steele	Program: John Schlueter	Program: Noble C. Blair	Program: Wm. R. Dooley	Program: Leith Shackel	Program: Charles Marino
Members	F. Lynn Cason	H.S. Dawson	L.R. Hillyard	H.G. Goehring	Lilyan B. Bradshaw	Jane Andrews
Arrangements:				Donald E. Edgar John E. Steele		
	1956	1957	1958	1959	1960	1961
Date	May 8-10	May 8-10	May 6-8	May 5-7	May 10-12	May 10-12
Location	Indiana Univ Bloomington, IN	Northwestern Univ. Evanston, IL	BaldwinWallace Col. Berea, OH	Southern ill. Univ. Carbondale, IL	Kansas State Manhattan, KS	Univ. of Detroit Detroit, MI
Attendance	65	65	62	61	53	89
Committee	Program: D.W. Robinson	Program: Roye Bryant	Program: Dorothy Smith	Program: Donald Hunt	Program: Ray Mock	Program: Emily Chervenik
Members	J.D. Snider	Fred Hefferon	Bertha Steifel	Robert Vokac	Roland Swaim	John Perdue
Arrangements:						
	1962	1963	1964	1965	1966	1967
Date	May 9-11	May 8-10	May 6-8	May 5-7	May 4-6	May 9-11
Location	Col. Of St. Thomas St. Paul, MN	Univ of Iowa Iowa City, IA	Valparaiso Univ. Valparaiso, IN	Ill. Beach St. Park Zion, IL	Univ. of Wisconsin Madison, WI	Univ. of Michigan Ann Arbor, MI
Attendance	87	90	102	120	114	124
Committee	Program: Jack Kinney	Program: John Johnson	Program: Kenneth Conway	Program: Fred L. Hefferon	Program: Lilyan Bradshaw	Program: John Young
Members			Arthur Eckberg			Frank Endicott
Workshop:			Florence Krol			D. Holt
Arrangements:	Ray Mock	Paul Rommelmann		James Marks	Art Hann	
	1968	1969	1970	1971	1972	1973
Date	May 7-9	May 7-9	May 4-6	June 1-3	June 6-9	May 29-31
Location	Bel Air East Motor Hotel St. Louis, MO	Michigan State Univ. E. Lansing, MI	Hueston Woods Lodge Oxford, OH	Holiday Inn Marquette, MI	Arlington Park Towers Arlington Hgts. IL	Ramada Inn Avon Lake, OH
Attendance	126	122	146	116	153	152
Committee	Program: Robert Vokac	Program: J.D. Singleton	Program: Kent Tool	Program: H.H. Harbison	Chairperson: Roland Swaim	Chairperson: Ruth L. Pattison
Members	David Van Horn	Ed Fitzpatrick	J.R. Box	Keith Forsberg		
Arrangements:			Chairperson:	Ted Uritis		
	1974	1975	1976	1977	1978	1979
Date	May 29-31	April 21-23	May 25-27	May 24-26	May 31-June 2	May 22-25
Location	Executive Inn Evansville, IN	O'Hare Inn Chicago, IL	Hyatt Regency O'Hare Chicago, IL	Michigan Inn Southfield, MI	Hyatt Regency Hotel Indianapolis, IN	Chicago Marriott Chicago, IL
Attendance	282*	211	302*	377	429	503
Chair(s)	Glenn Rosenthal	Herb Harmison	Eleanor Spitzig	Robert B. Vokac	John W. Crooks	Kent I. Tool
					Carole S. Jagers	

(*Employers Included)

Appendix III: Midwest ACE Meetings

	1980	1981	1982	1983	1984	1985
Date	May 21-23	June 2-5	June 1-4	May 2-5	May 29-June 1	April 23-26
Location	Chicago Hyatt Regency Chicago, IL	Hyatt Regency Hotel Columbus, OH	Grand Hotel Mackinac Island, MI	Brown Country Inn & Ramada Inn Nasville, IN	Westin Hotel Chicago, IL	Indian Lakes Resort Bloomingdale, IL
Held in conjunction with CPC nat'l mtg						
Attendance		455	435	310	525	531
Chair(s)		Marshall H. Barnes II	Edwin Fitzpatrick	Carol L. Barrett John W. Crooks	Roxanne Hori Tom P. Smith	Louise Burke Sue Williams
	1986	1987	1988	1989	1990	1991
Date	April 14-17	May 4-7	April 19-22	May 25	April 17-20	May 7-10
Location	The Galt House Louisville, KY	Grand Traverse Resort Traverse City, MI	Radisson Hotel Toledo, OH	Pheasant Run Resort St. Charles, IL	Hyatt Regency Columbus, OH	The Abbey Fontana, WI
Attendance	416	534	556	540	565	512
Chair(s)	Mark A. Case	Deborah Orr May Robert G. Stromayer	Kurt Zimmerman	Gary Beu Gary J. Scott	Sally Kearsley Andrea O'Neal	Gaye Puccio Richard Turzenski
	1992	1993	1994	1995	1996	
Date	April 21-23	April 21-23	April 13-15	May 7-10	April 30-May 3	
Location	Hotel Sofitel Chicago, IL	Drawbridge Inn Cincinnati, OH	The Marriott Des Moines, IA	Pittsburgh Hilton Hotel Pittsburgh, PA	Grand Geneva Resort & Spa Lake Geneva, WI	
Attendance	322	368	317	joint mtg with MAPA	394	
Chair(s)	Mary Misar Jerry Donahue	Michael Mellone Neal Kinney	Michael Avgenackis Patricia Hurley	Susan Cox Nancy Dudak	Barbara Hundley Daniel Wink	

Appendix III: Midwest ACE Meetings

Section B. Annual Fall Conferences

	1950	1951	1952	1953	1954
Date	September 12-13	September 18-19	September 9-10	September 15-16	September 14-15
Theme	The College Graduate of 1951	Effective Utilization of the College Graduate	Recruiting, Placement & Development	Recruiting Trends: Short & Long Ranges	Recruitment and Placement—Yesterday, Today and Tomorrow
City	Detroit, MI	Minneapolis, MN	Cincinnati, OH	Milwaukee, WI	St. Louis, MO
	1955	1956	1957	1958	
Date	September 15-16	September 15-16	September 8-11	September 7-10	
Theme	Meeting the Demands of the Future – Business, Industry and Education	Is Placement A Profession?	The Placement Triangle	WHAT NOW? The Emerging Problems in College Recruitment and Placement	
City	Chicago, IL	Cleveland, OH	Detroit, MI	French Lick, IN	
	1959	1960	1961	1962	1963
Date	September 14-16	September 12-14	September 10-13	September 9-12	September 3-6
Attendance	515	700		751	650
CoChairs	Carroll Atwood Industrial Nucleonics Co. John E. Steele Ohio State Univ	Jane Andrews Carleton College Wendel Burton The 3M Company	Dave Waggoner General Motors Corp John Young Univ of Michigan	Frank Endicott Northwestern Univ George Yoxall Inland Steel Company	James Marks Univ of Wisconsin Charles Rawles AllisChalmers Corp
Theme	ETHICS Let's Quit Talking and Do Something	The Organization and the Man	Architects of the Future	Placement in Perspective A Critical Look	Placement's Expanding Dimensions
Hotel	O'Neil House	Hotel Nicollet	Grand Hotel	Pick Congress	Schroeder Hotel
City	Columbus, OH	Minneapolis, MN	Mackinac Island, MI	Chicago, IL	Milwaukee, WI
	1964	1965	1966	1967	1968
Date	September 9-12	September 12-15	September 11-14	September 10-13	September 8-11
Attendance	837	626	927	1054	1121
CoChairs	Jack E. Martyn Inland Container Corporation Robert B. Vokac Southern Illinois	Jesse H. Brown Xavier Univ Richard Stevenson Procter & Gamble Co.	Leo A. Eason Washington Univ Cecil E. Johnson Monsanto Company	John W. McGrath Case Western Reserve Univ Robert C. Busch Diamond Alkali	John Shingleton Michigan State Univ Sid Hirschfeld Chrysler Corporation
Theme	Realities and Responsibilities of Recruiting	The Numbers Game	Gateways to New Horizons in Placement	Impact of Space Age Society on MCPA	Update in 68
Hotel	French Lick Sheraton	Netherland Hotel	Sheraton Jefferson	Sheraton Cleveland	Statler Hilton
City	French Lick, IN	Cincinnati, OH	St. Louis, MO	Cleveland, OH	Detroit, MI
	1969	1970	1971	1972	1973
Date	September 7-10	September 8-11	September 7-9	September 5-8	September 4-7
Attendance	1038	974		781	704
CoChairs	Ray Mock College of St. Thomas Henry Brown Pillsbury Company	J.E. Janotta Jewel Companies Arthur Eckberg Roosevelt Univ	Leo Eason Washington Univ Joan P. Maea First National Bank in St. Louis	Kirby Stanat Univ of Wisconsin Milwaukee Thomas Mott Jos. Schlitz Brewing Co.	Raymond Lanstord Univ of Missouri
Theme	20-20 An Eye to the Future	Change and Innovative Response			We, the People
Hotel	St. Paul Hilton	Pick Congress	Chase Park Plaza	Marc Plaza	Hotel Muehlebach
City	St. Paul, MN	Chicago, IL	St. Louis, MO	Milwaukee, WI	Kansas City, MO
	1974	1975	1976	1977	1978
Date	September 36	September 25	September 7-10	September 6-9	September 5-8
Attendance	740	721	696	678	696
CoChairs	J. Don Slarks Gustavus Adolphus Chicago Hilding Eckstrom Honeywell, Inc.	Roland Swaim Univ of Illinois Robert Trull, Jr. Mobil Oil Corp.	Kirby W. Stanat Univ of Wisconsin – Milwaukee Richard J. Turzenski Univ of Wisconsin-Oshkosh	Vernon V. Geissler Univ of Kansas	Larry R. Nuss Univ of Missouri Rolla
Theme	25 Years in the Company of Students	A Look at Tomorrow Today	Communicate and Innovate	Roles, Relevance & Reality	Fun & Food For Thought
Hotel	Radisson Hotel	Pick Congress	Marc Plaza	Crown Center	TanTarA Resort
City	Minneapolis, MN	Chicago, IL	Milwaukee, WI	Kansas City, MO	Lake of the Ozarks Osage Beach, MO

Appendix III: Midwest ACE Meetings

	1979	1980	1981	1982	1983
Date	September 4-7	September 2-5	September 8-11	September 7-10	September 6-9
Attendance	705	686	612	661	545
CoChairs	Richard M. Bowes Procter & Gamble	Janet Windmeier Univ of Minnesota	John A. Crusoe Wayne State Univ	Charles DiMercurio AnheuserBusch Companies, Inc.	Vernon V. Geissler Univ of Kansas
	Jean Eisel Ohio State Univ	Kenneth J. Dobson First National Bank of Minneapolis	John D. Rieser Ralston Purina Co.		
Theme	1980—Doorway to A Decade of Challenge and Change	Sight, Sound and Script	Renaissance in Partnership	Gateway to Excellence	Crowning New Frontiers
Hotel	Stouffer's Towers	Radisson	Detroit Plaza Hotel	ChasePark Plaza	Westin Crown Ctr
City	Cincinnati, OH	Minneapolis, MN	Detroit, MI	St. Louis, MO	Kansas City, MO

	1984	1985	1986	1987	1988
Date	September 4-7	September 3-6	August 25-28	September 8-11	September 6-9
Attendance	710	700	650	652	732
CoChairs	Don Franklin Gimbel's Midwest	Thomas G. Clevidence Ernst & Whinney	Richard L. Hearin Miami Univ	Henry Lee The Pillsbury Co.	John W. Crooks Eli Lilly & Company
	Richard J. Turzenski Univ of Wisconsin-Oshkosh	Lanna C. Hagge Oberlin College	Robert T. Pike Procter & Gamble	Janet Windmeier The Univ of Minnesota	Shirley M. Marciniak Purdue Univ
Theme	Future Trends in Grand Style	Taking Charge of Change	Shaping Tomorrow Together	Innovative Investments	Race to New Heights
Hotel	Marc Plaza Hotel	Stouffer's on the Square	Netherland Plaza Hotel	Hyatt Regency	Hyatt Regency
City	Milwaukee, WI	Cleveland, OH	Cincinnati, OH	Minneapolis, MN	Indianapolis, IN

	1989	1990	1991	1992	1993
Date	September 5-8	August 27-30	September 3-6	August 31-September 3	August 24-27
Attendance	704	785	620	566	549
CoChairs	David R. Estes McDonnellDouglas	John D. Gerrard Inland Steel Company	Sally Reynolds Westminster College, Missouri	John Crusoe Wayne State Univ	Gary Moore Univ of Illinois at Chicago
	Robert K. Pearce Edward D. Jones & Company	Muriel B. Stone Univ of Northern Iowa	Larry Routh Univ of NebraskaLincoln	Smallwood Holoman Dow Chemical USA	Glenna Hecht Starbucks Coffee
Theme	Catch the Spirit of the 90's	Delivering Diversity	A Royal Tradition	Millenium 2000	Quality Futures
Hotel	Marriott Pavilion	Chicago Marriott	Westin Crown Center	Hyatt Regency	The Palmer House Hilton
City	St. Louis, MO	Chicago, IL	Kansas City, MO	Dearborn, MI	Chicago, IL

	1994	1995	1996	1997	1998
Date	August 22-26	August 5-8	August 19-22	August 10-14	August 10-13
Attendance	489	482	405	498	562
Co-Chairs	Lanna Hagge Oberlin College	Janet Windmeier Univ of Minnesota	Alfreda Brown Washington Univ	Shirley Marciniak Purdue Univ	Nancy Wajler College of DuPage
	Elizabeth Martin The Lubrizol Corp	H. Martin Hanson The 3M Company	Leslye Ellison St. Louis Univ	Marilyn Schmidt Univ of S Indiana	Don Guiglianone Abbott Laboratories
Theme	Leadership For a Fast Forward Society	Partnering Through Technology	All Aboard For The 21st Century – Next Stop?	Midwest ACE... Setting The Pace	Chicago – Architects of Change
Hotel	Stouffer Tower City Plaza	Minneapolis Hilton and Towers Hotel	Hyatt Regency St. Louis	Westin Hotel	Hyatt Hotel
City	Cleveland, OH	Minneapolis, MN	St. Louis, MO	Indianapolis, IN	Chicago, IL

	1999	2000
Date	August 9-13	August 14-17
Co-Chairs	Connie Bottger Midland Lutheran College	Kathleen Grant Univ of Cincinnati
	Nancy Nish Univ of Nebraska-Omaha	James Ladson The Timken Company
Theme	Innovation and Celebration	
Hotel	Doubletree Hotel	Hyatt Regency
City	Omaha, NE	Cincinnati, OH