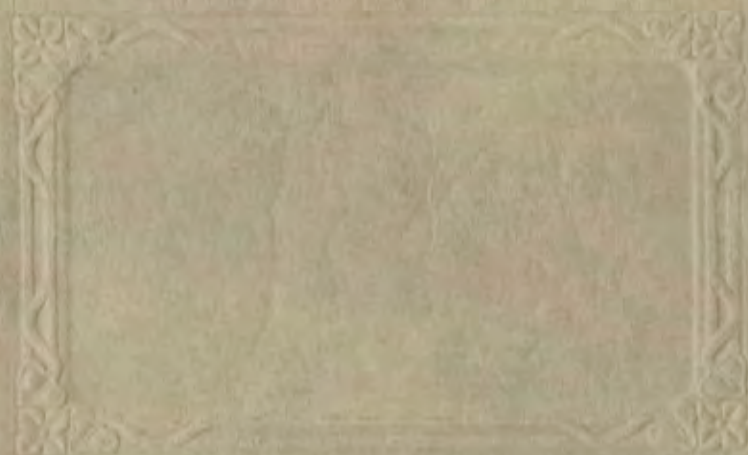
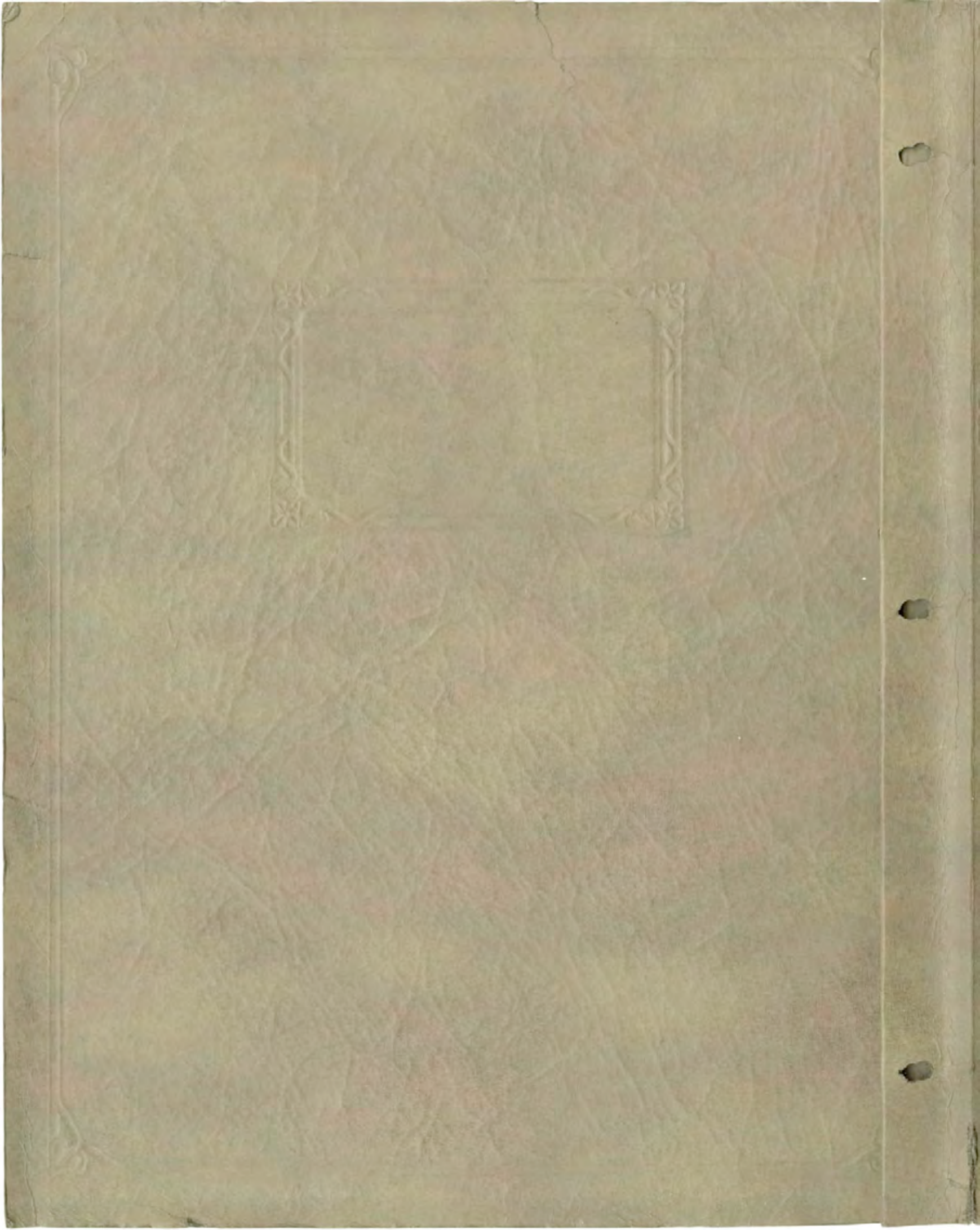


Office of the Chancellor
Return 502 Admin.





**Office of the Chancellor
Return 502 Admin.**

A SURVEY
AND
FUND-RAISING PLAN
FOR
THE UNIVERSITY OF CHICAGO

Prepared by: The John Price Jones Corporation
150 Nassau Street, New York City
March 8, 1924

INTRODUCTORY

In directing the investigation and analyses involved in the preparation of this Survey and Plan, the conviction has steadily grown upon me that the University of Chicago is face to face with a unique opportunity. The officers of the John Price Jones Corporation have no doubt that the men who have the destinies of the University in hand will rise to meet this opportunity in a way which will bring Chicago's plans to happy fruition. The University has a sound appeal and a genuine need; it requires only the loyal effort of its Trustees, faculty, and alumni to bring the desired response.

No attempt, of course, has been made to provide at this time the details on certain points of procedure; such as the system for handling cards, the standard practice for campaign headquarters, the detailed canvassing scheme, instructions for field agents, specifications for campaign forms, lists of campaign equipment and material, and so on. These can best be developed on the ground, by the Executive Secretary in charge. For further information on some details, however, reference can be made to the following research bulletins of the John Price Jones Corporation; Data on Special Gifts, Methods of Getting and Training Campaign Workers, Booklet and Chart on Methods and Costs for Raising Funds for Colleges and Universities, Lists of Features

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Data on Special Gifts, Methods of Getting and Training Campaign Workers, Booklet and Chart on Methods and Costs for Raising Funds for Colleges and Universities, Lists of Features

Used in Previous Campaigns, Standard Practice for Holding Campaign Dinners and Meetings, Standard Practice for Holding Parades and Street Meetings, Details of College Campaign Offices, Standard Practice for Assigning Prospects to Workers, etc.

In conclusion, I should like to express on behalf of the Corporation our gratitude to the people who co-operated with us so splendidly in the collection of our data:

Officers of the Board: Mr. Harold H. Swift, President; Mr. Robert L. Scott, Third Vice-President; Mr. J. Spencer Dickerson, Secretary; Mr. John F. Moulds, Assistant Secretary; Dr. T. W. Goodspeed, Corresponding Secretary, and Mr. Nathan C. Plimpton, Auditor.

Members of the Board: Messrs. Charles F. Axelson, William S. Bond, Charles R. Holden, Julius Rosenwald, Albert W. Sherer, and Dr. Wilbur E. Post.

Administrative Officers and Faculty Members: President Burton, and Messrs. Trevor Arnett, James H. Tufts, Nathaniel Butler, Edgar J. Goodspeed, J. W. Linn, H. E. Slaughter, Gordon J. Laing, H. G. Gale, James P. Hall, Emory Filbey, Donald Bean, A. G. Pierrot, H. F. Mallory, E. H. Wilkins, W. H. Spencer, Charles H. Judd, Shailer Matthews, Preston Kyes, Julius Stieglitz, Alonzo A. Stagg, Dr. F. C. McLean, Mrs. Edith Flint, Miss Marion Talbot, and Miss Edith Abbott.

Thanks in particular are due Mr. Moulds, whose courteous and constant assistance was invaluable.

John Price Jones

President

New York City
March 8, 1924

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Dr. T. W. Goodspeed, Corresponding Secretary, and Mr. Nathan

C. Flinton, Auditor.

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John Price Jones

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PART I

THE SURVEY

The aim of the Survey is to study the situation, to envisage the University's problem, and to lay down a basis for the Plan of campaign.

In reading this Survey, those intimately familiar with the University will find many facts with which they are well acquainted. It should be borne in mind that these facts, and all others here set forth, have been selected from a great mass of data purely because of their relationship to the subject of a campaign.

The Survey considers three main topics:

Section One - The Present Status of the University.

Section Two - The University's Future.

Section Three - An Analysis of the Proposed Campaign.

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Section One

PRESENT STATUS

Foreword. An analysis of the present status of the University, from the point of view of conducting a campaign, should include a consideration of the following factors: certain points of history, the character of the University, the service it renders, its relationships with its alumni, its other relationships - public and private, its finances, and its resources.

I. HISTORY. Two points are to be considered here, for campaign purposes; the three periods in the University's development, and the University's previous campaigns.

1. Periods of Development. It is sufficient for our purposes to establish briefly the fact that the University of Chicago has had three periods of development; each corresponding with the administration of a president, and each contributing materially to the University's present position.

A. Expansion. (1892 - 1906)

The first period, the administration of President Harper, was one of phenomenal growth and expansion; but characterized by perennial deficits.

B. Consolidation. (1906 - 1923)

The second period, the administration of President Judson, was influenced strongly by the policy of keeping within the budget. It was not a period in which the University achieved great progress; either in the acquisition of new buildings or endowment or in the gathering to the faculty of outstanding scholars and teachers. It was a period in which the University laid secure financial foundations. But toward the end there is little doubt that the policy was carried too far; with the result of losing a certain amount of faculty morale, and a certain degree of academic prestige. Consciously or not, success in this

Section One
PRESIDENT STATUS

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period seems to have been measured by the budget.

C. Renaissance. (1923)

The third period, beginning with the inauguration of President Burton, promises to repeat many of the virtues of the preceding administrations; to follow the progressive doctrines of President Harper, with the conservative restraint of President Judson. Already has the budget been expanded to allow for urgent salary requirements. And already have steps been taken to provide new financing to allow for the expansion. The new administration does not purpose to have deficits; but on the other hand the possibility of deficits will no longer be a controlling factor in determining the University's educational policies.

2. Previous Campaigns. There are seven previous campaigns to be considered; five conducted by the University, one by the alumni, and one by a fraternity.

A. University. Of the five campaigns conducted by the University, only two have any real bearing on the present problem. The first three are now virtually without significance.

a. May, 1889. This was a successful effort to raise \$400,000 toward a million for the foundation; to meet the conditional gift of \$600,000 from Mr. Rockefeller.

b. March, 1892. Marshall Field at this time gave \$100,000 for buildings and equipment, conditional on the University's raising \$900,000 more within ninety days. This was done, all in large gifts.

c. February, 1893. Martin A. Ryerson here gave \$100,000 for general equipment, conditional on the University's raising \$400,000 more. This was done, also in large gifts.

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- d. January, 1906. The campaign which began at this time, for the Harper Memorial Library, is the only University campaign to which the alumni and general public have been asked to contribute. Mr. Rockefeller's offer to contribute three-fourths of any amount up to \$800,000 for this building was met by some 2,000 individuals who gave \$210,992.82, in large and small gifts.
- e. October, 1916. When the General Education Board and the Rockefeller Foundation each gave \$1,000,000 toward the medical project, conditional on the University's raising \$3,300,000 more, a committee of seven conducted a six-months' campaign which brought in the necessary amount in large gifts from some sixty people.

- B. Alumni. In November, 1919, starting with a meeting at the Hotel LaSalle, and working in a virtually unorganized effort, the alumni secured pledges totalling \$110,000, from 600 graduates, for a general fund for the endowment of alumni work. The public goal was set at \$250,000, though the initial aim was only \$50,000. The last instalments of these pledges are now being collected.
- C. Fraternity. The most recent fraternity campaign was that just conducted by Phi Kappa Psi, which has raised - in pledges - approximately \$135,000 among 220 men. It is interesting to note here that these prospects were sold on the theory that they were providing additional dormitory space for the University.

II. CHARACTER. The character of the University may be measured by its ideals, its points of distinction from other universities, its innovations, and its general position in the field of higher education.

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II. CHARACTER. The character of the University may be measured by its ideals, its points of distinction from other universities, its innovations, and its general position in the field of higher education.

1. Ideals. The University of Chicago has constantly followed three main ideals:

- A. To provide a superlative type of instruction, in as wide as possible a field.
 - B. To help raise the level of school and college teaching everywhere, by example and by training competent teachers.
 - C. To add to the total of human knowledge by the pursuit of research.
2. Points of Distinction. For many reasons the University of Chicago differs nearly from every other university in the world:
- A. Its status as a great University was not reached by a long, slow growth, but virtually overnight. It is peculiarly unrestricted, therefore, by the precedents and traditions of the older and more conservative universities.
 - B. Its spirit of inquiry, prompting research; is unusually keen, live, and youthful; permeating all departments.
 - C. Its attitude toward educational experiments is always receptive.
 - D. Of all the privately endowed institutions having a national status, the University of Chicago is the most accessible and the most highly favored naturally for the position of national leadership.
 - E. Its departments of science are happily located for medical study, in a way that is equalled at only one other place in the world, Cambridge, England.
3. Innovations. It is also worth noting that the University of Chicago has instituted many important educational innovations, among which have been:
- A. The division of the academic year into four quarters.
 - B. The classification of courses as Majors and Minors.
 - C. The division of the Colleges into the Junior College and Senior College.
 - D. The establishment of a University Press as an integral part of the

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B. Its spirit of inquiry, prompting research, is unusually keen, alive, and youthful; permeating all departments.

C. Its attitude toward educational experiments is always receptive.
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D. The establishment of a University Press as an integral part of the

University's Educational program.

- E. The control of athletics by the University; giving the Director faculty rank, and making athletics part of the University's regular work.
- F. The emphasis on graduate study and research; wholly new at the time in the Middle West, and equalled in the East only by Johns Hopkins.
- G. The inclusion of the community at large in the University's vision; launched comprehensively by President Harper, and exemplified today in the University College, the Correspondence Study Department, affiliation with other institutions, and the general policy of aiding the cause of education everywhere.
- H. The recognition of the superior student, by the system just inaugurated by Dean Wilkins.
- I. The plan for a series of small colleges across the Midway.

4. Position. An expert with an intimate knowledge of the University is credited with the statement that the University of Chicago once stood among the first four universities in the country, but that it now ranks eighth or ninth.

Speaking generally, the University of Chicago in the past has occupied a national position on a plane with Harvard and Columbia, and a position in the Middle West of unquestioned pre-eminence. It is doubtful whether this relationship holds true today; on account of the effect of unwise economies undertaken at the expense of the faculty. Quantitatively and qualitatively the faculty has not only failed to grow; it has actually lost ground.

For the future, the University aspires not only to regain its former position, but to attain an even higher rank; to the extent that it will be one of the two great universities in the country.

University's Educational Program

- I. The plan for a series of small colleges across the Midway.
- II. The recognition of the superior student, by the system just inaugurated by Dean Wilkins.
- III. The cause of education everywhere.
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III. SERVICE.

1. To Its Own Clientele.

A. Alumni.

a. Number. Including the December, 1923 Convocation, the total number of persons who have received degrees from the University is 16,417. For the purposes of this analysis, however, it is preferable to consider the total number of degrees as shown in the summary printed on page 574 of the Annual Register for 1922-23, dated September 1, 1923.

The summary, therefore, will be as follows:

<u>Degrees.</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
Bachelors	5,475	6,135	11,610
Masters	1,938	1,108	3,046
Ph. D.	1,291	220	1,510
D. B.	423	9	432
LL. B.	180	8	188
J. D.	818	20	838
TOTAL	10,125	7,500	17,625

More than one degree -	<u>1,826</u>
Net total alumni	15,799
Net alumni 1923-24 (approx)	<u>1,500</u>
Campaign total alumni	17,299
Allowing for probable mortality	16,166

b. Distribution. Applying the figures given in the table on page 550 of the Alumni Directory issued in 1919 to the present alumni totals, the following rough proportions will obtain for the general geographical distribution of 16,166 alumni:

III. SERVICE.

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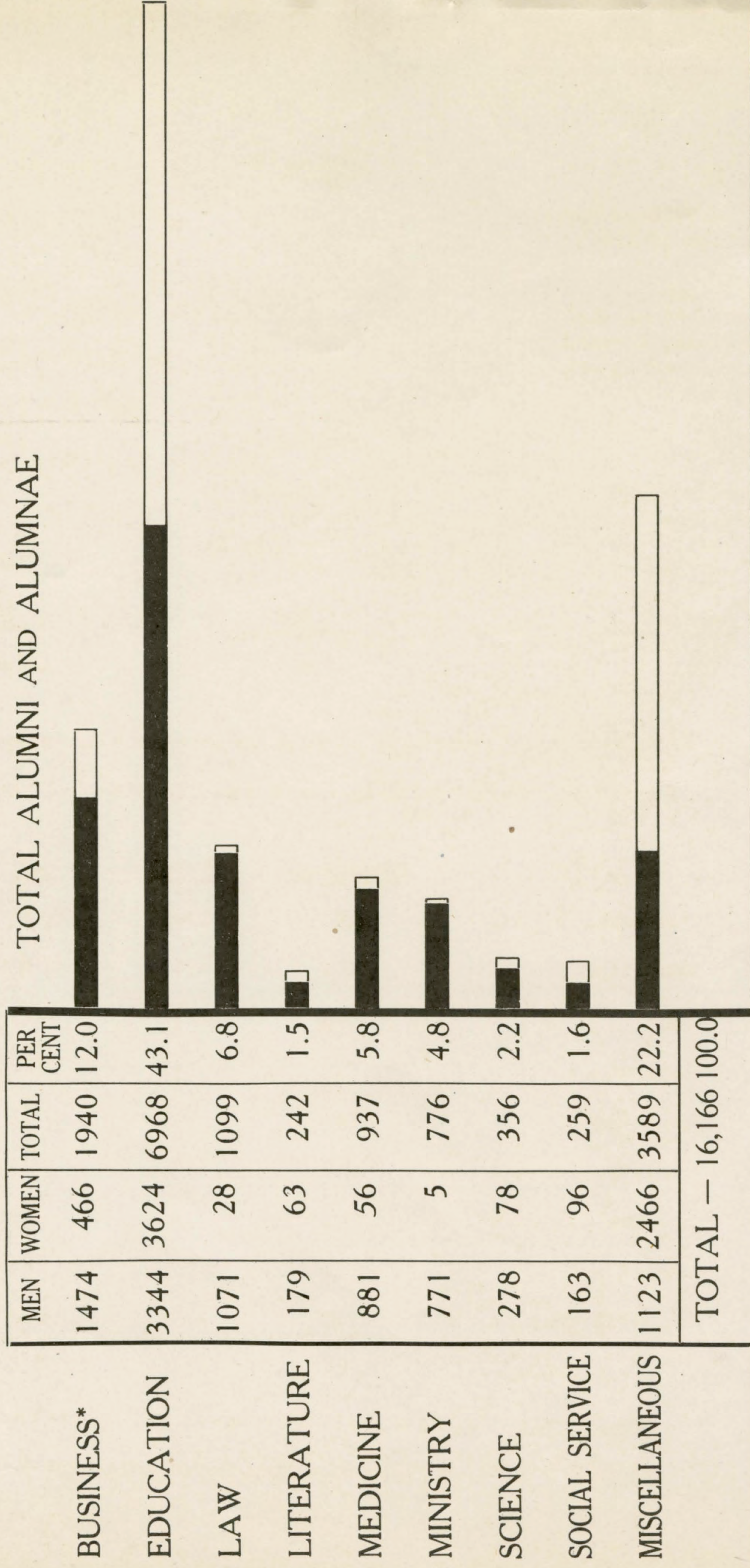
Degrees.	Men	Women	Total
Bachelors	5,475	8,135	13,610
Masters	1,938	1,108	3,046
Ph. D.	1,291	220	1,511
D. B.	423	9	432
LL. B.	180	8	188
J. D.	818	20	838
TOTAL	10,135	7,500	17,635

More than one degree -	1,825
Net total alumni	15,799
Net alumni 1923-24 (approx)	1,500
Campus total alumni	14,299
Allowing for probable mortality	13,168

b. Distribution. Applying the figures given in the table on page 580 of the Alumni Directory issued in 1919 to the present alumni totals, the following rough proportions will obtain for the general geographical distribution of 13,168 alumni:

Chart B — UNIVERSITY OF CHICAGO

ALUMNI OCCUPATION.



* INCLUDES ADVERTISING,
MERCANTILE, OFFICE WORK,
SALESMANSHIP, TRANSPORTATION,
ENGINEERING, FINANCE,
AND MANUFACTURING

MARCH 8, 1924

	<u>Percentage</u>	<u>Approximate Total</u>
Immediate territory (The state of Illinois)	.3816	6080
Nearby territory (The contiguous states of Indiana, Wisconsin, Iowa, Missouri, and Kentucky)	.131	2090
Other states	.412	6569
Territories and insular possessions	.0044	71
Foreign countries	.03	478
Residence unknown	<u>.055</u>	<u>878</u>
TOTAL	1.00	16,166

c. Occupations. Here also it will be necessary to apply percentages based on figures given in the Alumni Directory of 1919, as follows:

	<u>Percentage</u>	<u>Total</u>	<u>Men</u>	<u>Women</u>
Business	.12	1940	1474	466
Education	.431	6968	3344	3624
Law	.068	1099	1071	28
Literature	.015	242	179	63
Medicine	.058	937	881	56
Ministry	.048	776	771	5
Science	.022	356	278	78
Social	.016	259	163	96
Miscellaneous	<u>.222</u>	<u>3589</u>	<u>1123</u>	<u>2466</u>
TOTALS	1.000	16166	9284	6882

d. Age Groups. Assuming that the average age at graduation in the class of 1893 was 22, the oldest alumni would this year be 53 years of age. With that as a basis and computing from the American Experience Table of Mortality, the following age groups can be classified.

Approximate Total	Percentage	
6080	.3816	Immediate territory (The state of Illinois)
2090	.131	Nearby territory (The contiguous states of Indiana, Wisconsin, Iowa, Missouri, and Kentucky)
6863	.412	Other states
71	.0044	Territories and insular possessions
473	.03	Foreign countries
878	.052	Residence unknown
16,166	1.00	TOTAL

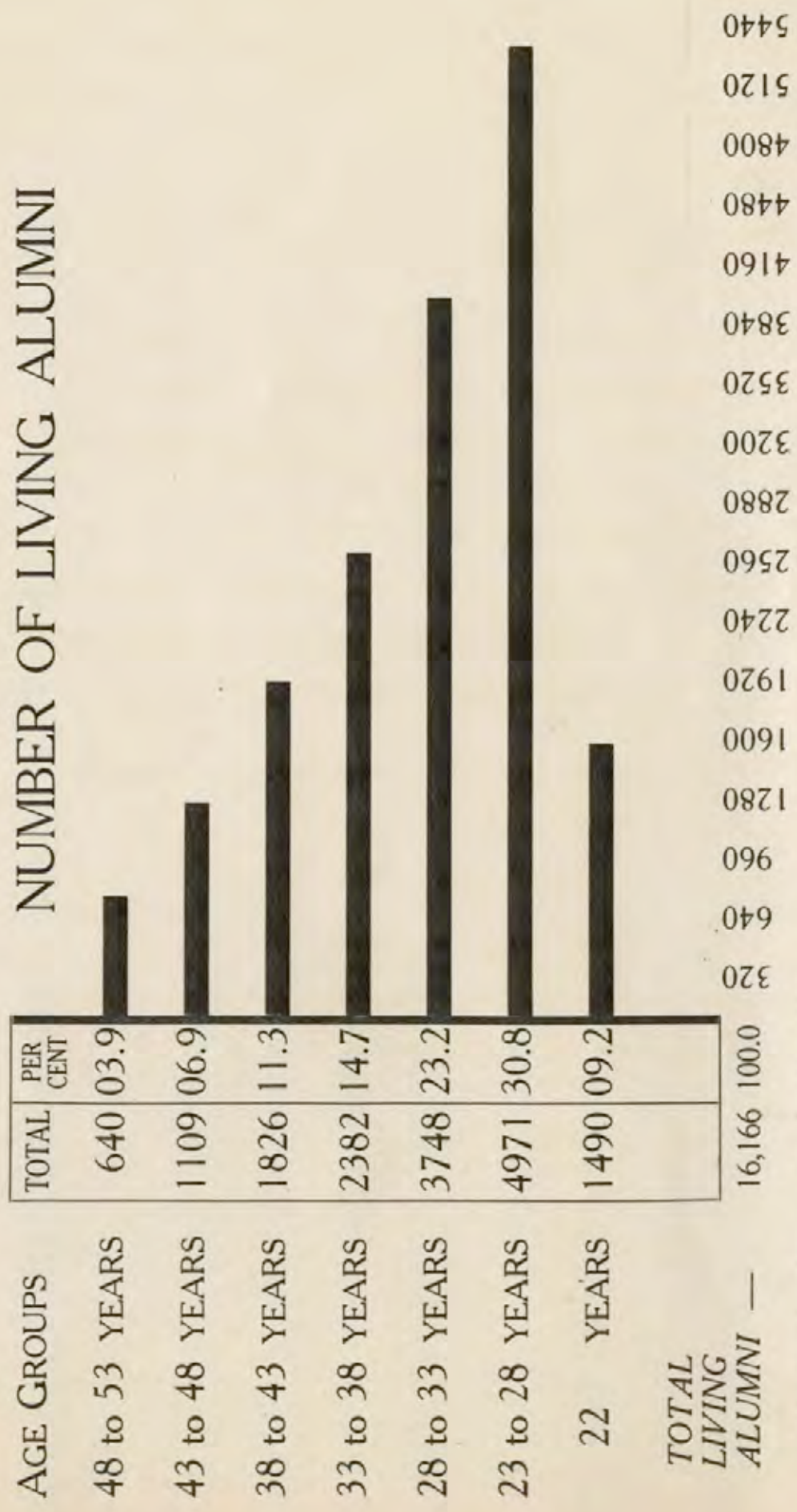
Occupations. Here also it will be necessary to apply percentages based on figures given in the Alumni Directory of 1919, as follows:

Women	Men	Total	Percentage	
466	1474	1940	.12	Business
3624	3244	6868	.431	Education
59	1071	1030	.068	Law
63	179	242	.016	Literature
66	881	947	.058	Medicine
6	771	776	.048	Ministry
78	278	356	.022	Science
96	182	278	.016	Social
2466	1123	3589	.552	Miscellaneous
6882	9284	16166	1.000	TOTAL

Age Groups. Assuming that the average age at graduation in the class of 1883 was 22, the oldest alumni would this year be 63 years of age. With that as a basis and computing from the American Experience Table of Mortality, the following age groups can be classified:

Chart A — UNIVERSITY OF CHICAGO

ALUMNI AGE GROUPS



AVERAGE AGE — 31.46 YEARS.

MARCH 8, 1924

1921, 1922, 1923

2450
2150
1900
1600
1300
1000
700
400
100

DATE	TIME	PLACE	REMARKS
1921	10:00	PL 1	1000
1922	1:00	PL 2	2500
1923	1:00	PL 3	2500
1924	1:00	PL 4	2500
1925	1:00	PL 5	2500
1926	1:00	PL 6	2500
1927	1:00	PL 7	2500
1928	1:00	PL 8	2500
1929	1:00	PL 9	2500
1930	1:00	PL 10	2500

NUMBER OF PLANTS

PLANTS FOR EACH YEAR

PLANTS FOR EACH YEAR - 1921

Age	Years	Recipients of Degrees	Number Now Living	Living Group Percentages
48-53	1894-98	816	640	.039
43-48	1899-03	1331	1109	.069
38-43	1904-08	2033	1826	.113
33-38	1909-13	2592	2362	.147
28-33	1914-18	3905	3748	.232
23-28	1919-1923	5072	4971	.308
22	1924	<u>1500</u>	<u>1490</u>	<u>.092</u>
		17,299	16,166	1.000

Average Age - 31.46

B. Other Matriculates. An estimate made on February 5, 1924, gives the following data with respect to former students who failed to secure degrees:

Total for all matriculates 108,324

Deductions

Degree holders	16,417	
Students	<u>6,546</u>	<u>22,963</u>

Total number of persons who have not received degrees, including those now registered in Correspondence Study Department 85,361

Another estimate, based on a test count of 300 names, shows the following data:

Former students having no credit 15,791

Those having three majors of credit or less - one quarter's work 52,582

Those having nine or more majors of credit - three or more quarters work 17,499

TOTAL 85,361

Age	Years	Recipients of Degrees	Number Living	Living Gross Personnel
48-53	1894-98	816	649	.039
43-48	1899-03	1381	1109	.069
38-43	1904-08	2082	1829	.113
33-38	1909-13	2892	2383	.147
28-33	1914-18	3906	3748	.282
23-28	1919-1923	5075	4971	.308
22	1924	1800	1490	.082
		17,292	16,166	1.000

Average Age - 31.46

B. Other Matriculates. An estimate made on February 5, 1924, gives the following data with respect to former students who failed to secure degrees:

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Deductions

Students 6,346
Degree holders 16,417

22,963

Total number of persons who have not received degrees, including those now registered in Correspondence Study Department 85,361

Another estimate, based on a test count of 300 names, shows the following data:

Former students having no credit 16,791
Those having three majors of credit or less - one quarter's work 22,582
Those having nine or more majors of credit - three or more quarters work 17,499
TOTAL 56,872

C. Present Enrolment. The attendance totals for the year 1922-23 were as follows:

<u>Schools and Colleges</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
The Graduate Schools	1,982	1,503	3,485
The Senior Colleges	894	851	1,745
The Junior Colleges	1,117	817	1,934
Unclassified students	371	340	711
University College	566	1,752	2,318
The Divinity School	415	77	492
The Medical Courses	328	61	389
The Law School	425	19	444
The College of Education	214	1,556	1,770
The School of Commerce and Administration	719	122	841
The Graduate School of Social Service Administration	20	91	111
Grand Total.	7,051	7,189	14,240
Duplicates	930	562	1,492
Net Total.	6,121	6,627	12,748

2. To Chicago. In a large sense the University serves the city of Chicago by bringing to the city the prestige of its educational position, by drawing people to the city from all parts of the world, and by providing for the city the same type of educational leadership which Harvard gives to Boston, Columbia gives to New York, and the University of Pennsylvania gives to Philadelphia.

More specifically, the University serves the city through

A. The University College.

B. The surveys and studies conducted as research in the social sciences

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University College	566	1,752	2,318
The Divinity School	415	77	492
The Medical Courses	328	61	389
The Law School	456	12	468
The College of Education	514	1,556	2,070
The School of Commerce and Administration	779	122	901
The Graduate School of Social Service Administration	50	91	141
<u>Grand Total</u>	<u>7,051</u>	<u>7,189</u>	<u>14,240</u>
<u>Pupils</u>	<u>930</u>	<u>552</u>	<u>1,482</u>
<u>Net Total</u>	<u>6,121</u>	<u>6,637</u>	<u>12,758</u>

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More specifically, the University serves the city through

A. The University College.

B. The surveys and studies conducted as research in the social sciences.

and in the School of Commerce and Administration.

3. To the Cause of Education. On this point it will suffice to quote from a letter written by the President of Miami University, at Oxford, Ohio:

"We are all greatly interested and largely dependent in the middle west on the University of Chicago. It has done a tremendous service in building up the teaching forces and raising the standards in the colleges, and universities in the central part of our country..... It can do things which the state university cannot do, and will not do, and it is a proper crown to the higher education of the west. It should be maintained at any expense in a preeminent position."

4. To Research. It is sufficient to state here that the University of Chicago has a remarkable record for research; as consistent as it is spectacular. Gifts for research amounting to \$150,000 a year, come to the University unsolicited. It is one of the University's strongest talking points; in the arts as well as in the sciences. Research will undoubtedly furnish a large amount of material for campaign purposes; for sales talks, speeches, pamphlets and newspaper publicity.

IV. ALUMNI RELATIONSHIPS.

1. Organization. The alumni of the University are organized in three ways:

A. By Schools and Colleges. The central organization here is the Alumni Council, in which is co-ordinated the eight following bodies:

- a. College Alumni Association.
- b. Association of Doctors of Philosophy.
- c. Divinity Alumni Association.
- d. Law School Association.
- e. School of Education Alumni Association.
- f. Commerce and Administration Alumni Association.
- g. Chicago Alumni Club.
- h. Chicago Alumnae Club.

and in the School of Commerce and Administration.

3. To the Cause of Education. On this point it will suffice to quote from a

letter written by the President of Miami University, at Oxford, Ohio:

"We are all greatly interested and largely dependent in the middle west on the University of Chicago. It has done a tremendous service in building up the teaching forces and raising the standards in the colleges and universities in the central part of our country. It can do things which the state university cannot do, and will not do, and it is a proper crown to the higher education of the west. It should be maintained at any expense in a permanent position."

4. To Research. It is sufficient to state here that the University of Chicago

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- c. Divinity Alumni Association.
- d. Law School Association.
- e. School of Education Alumni Association.
- f. Commerce and Administration Alumni Association.
- g. Chicago Alumni Club.
- h. Chicago Alumni Club.

The dues for membership in any of the above bodies are \$2.00 a year, including a subscription to the University of Chicago Magazine.

The total membership is around 4200.

- B. By Classes. Not much is to be expected of the class organization of the University of Chicago; since class spirit is naturally impeded by the four-quarter system and by the system of Junior and Senior colleges.

All of the college classes are organized to the extent that there are class secretaries. Only the following classes, however, are understood to be organized in a way which would materially assist a campaign:

1896 - 1897 - 1902 - 1905 - 1907 - 1911 - 1912 - 1914 - and all classes since then.

- C. By University of Chicago Clubs. There are 47 local and district University of Chicago Clubs, which have been classified by Mr. A. G. Pierrot, Secretary-Treasurer of the Alumni Council, as follows:

Active	26
Doubtful	12
(including Detroit Philadelphia, St. Louis, Minneapolis)	
Inactive	<u>9</u>
Total	47

- D. Special Groups. In addition to these three chief lines of organization, there are certain special groups which may well be utilized:

- a. Fraternity groups.
- b. The association of "C" men, organized by Professor Stagg, and numbering about 1,000 men who have won their letter in athletics.

2. Points of Contact. Between the alumni and the University there are six points of contact, as follows:

The dues for membership in any of the above bodies are \$2.00 a year, including a subscription to the University of Chicago Magazine. The total membership is around \$200.

B. By Classes. Not much is to be expected of the class organization at the University of Chicago; since class spirit is naturally impeded by the four-quarter system and by the system of Junior and Senior colleges. All of the college classes are organized to the extent that there are class secretaries. Only the following classes, however, are understood to be organized in a way which would materially assist a campaign:

1886 - 1887 - 1892 - 1902 - 1905 - 1907 - 1911 - 1912 - 1914 - and all classes since then.

C. By University of Chicago Clubs. There are 47 local and district University of Chicago Clubs, which have been classified by Mr. A. O. Pierson, Secretary-Treasurer of the Alumni Council, as follows:

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- The association of "C" men, organized by Professor Stagg, and numbering about 1,000 men who have won their letter in athletics.

E. Points of Contact. Between the Alumni and the University there are six points of contact, as follows:

A. University of Chicago Magazine. This publication, a member of Alumni Magazines Associated, is issued monthly by the Alumni Council, from November to July, inclusive. Its circulation of 4200 represents about 28 per cent of the degree holders, and is distributed roughly as follows:

Cook County	35%
Rest of Illinois	20%
Central States	10%
New York	8%
California	7%
Miscellaneous	20%

B. Reunions. The time for alumni reunions at the University is at the June Convocation, when a day is set apart as Alumni Day. Special reunions are scheduled as follows:

Fiftieth Anniversary (the old university)
Thirtieth
Twenty-Fifth
Twentieth
Fifteenth
Tenth
Fifth
First

The attendance (men) for the last five years has been as follows:

1923 - 1200
1922 - 900
1921 - 750
1920 - 600
1919 - 500

C. Athletics. Athletic contests draw an increasing number of alumni back to the University every year.

D. Pamphlets.

a. Already Issued. Since the inauguration of President Burton, several pamphlets have been sent to the alumni, as follows:

A. University of Chicago Magazine. This publication, a member of Alumni

Magazines Association, is issued monthly by the Alumni Council, from

November to July, inclusive. Its circulation of 4500 represents

about 25 per cent of the degree holders, and is distributed roughly

as follows:

30%	Massachusetts
15%	California
10%	New York
10%	Central States
10%	West of Illinois
10%	South Country

B. Reunions. The time for alumni reunions at the University is at the

June Convocation, when a day is set apart as Alumni Day, Special

reunions are scheduled as follows:

First	Alumni Anniversary (the old university)
Second	
Third	
Fourth	
Fifth	
Sixth	
Seventh	
Eighth	
Ninth	
Tenth	

The attendance (men) for the last five years has been as follows:

1928	= 300
1929	= 300
1930	= 300
1931	= 300
1932	= 300

C. Activities. Athletic contests draw an increasing number of alumni

back to the University every year.

D. Pamphlets.

a. Alumni Issues. Since the inauguration of President Burton,

several pamphlets have been sent to the alumni, as follows:

Address by President Burton Before the Chicago Alumni Club.

The World's Columbian Exposition and the University of Chicago - a reprint of radio talks by Mr. Harold H. Swift and Dr. Nathaniel Butler.

A letter to the Alumni of the University of Chicago - by James Weber Linn.

- b. To be Issued. There is now planned a regular series of publications, to be known as the Alumni Pamphlets. These will include such material as the following:

Address by President Burton on "The Business of a University."
(Now in press)

Dr. Edgar J. Goodspeed, on the American translation of the New Testament. (MS. now ready)

Dr. James H. Breasted, on current researches in archaeology.
(MS. now ready)

- E. Departmental Letters. Certain departments in the University are sending periodical letters to their own graduates, telling them what is going on. The department of Geography, for example, sends out regularly a news letter to its graduates.

- F. Speakers. The initiative for contacts with the University of Chicago Clubs, through official visits by spokesmen for the University, rests today wholly with the clubs. Dr. Nathaniel Butler made a start in this direction about four years ago, with a "swing around the circle" of all the important clubs. Little has been done since then.

3. State of Mind. It is difficult to gauge the state of mind of the alumni without conducting a general questionnaire for a test group, or making some other direct experiment with a representative number. From talks with individuals who are in a position to know the feeling better than any others around the University however, the following seems to be the situation:

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others around the University however, the following seems to be the situa-

A. College Alumni.

- a. The University has plenty of money, as witnessed by the fact that we have been having a surplus every year, while all other universities have been having deficits.
- b. If the University should want any more money, the Trustees need only turn to Mr. Rockefeller.
- c. There is too much emphasis on graduate work.
- d. The tendency on admissions seems to be toward a type of "disembodied intellect"; aiming toward graduate work and research rather than for the all-around life of an undergraduate.

B. Graduate Alumni. The loyalty of the graduate alumni is largely divided with other institutions. Loyalty to the University of Chicago is strong as follows:

- a. Among the Doctors of Philosophy, who are said to show a higher percentage of alumni activity, in the payment of dues, in committee work, and in membership in alumni clubs, than any other alumni group.
- b. For the graduate's own particular department.
- c. For the University's work in education and research.

V. OTHER RELATIONSHIPS.

1. General Public.

- A. Points of Contact. The general public has five points of contact with the University, as follows:
- a. Newspapers and magazines.
 - b. Lectures by University of Chicago professors.
 - c. Sight-seeing.
 - d. Athletics.
 - e. Acquaintance with alumni or undergraduates.

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 - d. Athletics.
 - e. Acquaintance with alumni or undergraduates.

B. State of Mind. The general public is vaguely aware that the University of Chicago is a great institution, and quite certain of the fact that the University is under the generous patronage of Mr. Rockefeller, and is therefore amply supplied with funds. The public's attitude here, of course, is subject to the influence of constructive publicity.

2. Wealthy Persons.

A. Points of Contact. Recent points of contact with selected persons of wealth in Chicago have included the following:

- a. Invitation lectures, such as the Breasted lecture last Fall.
- b. The "Biographical Sketches" of Dr. T. W. Goodspeed, on the lives of the benefactors of the University; 750 copies of which were sent to a select list of Chicago people in April, 1922, with the President's compliments. Dr. Goodspeed is turning out one new biographical sketch each quarter.
- c. The complimentary football list.
- d. Acquaintance with
 - aa. Trustees.
 - bb. Faculty members.
 - cc. Alumni.
- e. It is planned to issue one or more complimentary monographs, such as a monograph which has already been prepared by Professor James H. Breasted on the wall paintings in a sanctuary in Mesopotamia. Another similar work would be a monograph by Dean Wilkins, soon to be completed. The aim in each case is to produce a limited number of copies, to be presented with the President's compliments, and to be printed in such a way that any wealthy person would be glad to have the monograph on his library table.

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B. State of Mind.

From interviews with certain Trustees, and with a number of representative Chicago people not associated with the University, the following seems to be the state of mind of the average person of wealth in the city of Chicago.

- a. The impression that the University is under the patronage of Mr. Rockefeller is general, but superficial, and due merely to a lack of information.
- b. The reason the University has not been receiving the support of Chicago people is not because the people have lost interest, but because the University has failed to maintain contact.
- c. Many older Chicago business men are now considering the best method for disposing of their estates, and are interested at the same time in helping to give Chicago a cultural position comparable to the position which the city holds in the field of commerce. From this point of view, it is believed that the great majority of such men are favorably disposed to the University of Chicago.
- d. The University of Chicago has a high social position; its Trustees, faculty, and alumni have favorable contacts with persons of wealth and influence.
- e. The opinion is general that wealthy people in Chicago would invariably give the University of Chicago "a respectful hearing."
- f. Interest is greatest in research and in buildings.

3. The Press.

A. Present Publicity System.

- a. Policy. The publicity policy of the University, briefly, is passive rather than active; there is a readiness to cooperate freely with the press in matters of obvious news interest, but no dis-

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A. Present Publicity System

- a. Policy. The publicity policy of the University, briefly, is passive rather than active; there is a readiness to cooperate freely with the press in matters of obvious news interest, but no dis-

position to seek out and exploit the news and special material which would make the University widely and favorably known according to a fixed plan of press promotion.

b. Method.

aa. Official. The official news announcements go out in the form of a weekly news letter, printed on slips as a regular bulletin of the University, and sent by second-class mail to 1800 publications - daily newspapers and magazines having to do with education and religion. It is dignified, but only partially effective.

bb. Unofficial. The undergraduate correspondents for the Chicago and other daily newspapers and press associations work without supervision, and are subject only to a regulation of a punitive character, warning against using classroom material without permission.

c. Points of Contact.

aa. University Spokesman. All official publicity goes through the hands of Dr. Edgar J. Goodspeed, secretary to the President.

bb. Representatives with the Press. There are University of Chicago men on Chicago publications; some in positions of influence.

This has not proved useful however.

d. Clippings. The University now subscribes for the service of the United States Clipping Bureau, at a flat rate of \$9 a quarter.

B. State of Mind.

a. Press Associations. The Associated Press is very friendly to the University, and has cooperated extensively in connection with the news about the American translation of the New Testament.

b. Chicago Dailies. The situation here shows a wide variation, approximately as follows:

position to seek out and exploit the news and special material which would make the University widely and favorably known according to a fixed plan of press promotion.

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c. Points of Contact.

a. University Spokesman. All official publicity goes through the hands of Dr. Edgar A. Goodspeed, secretary to the President.

b. Representatives with the Press. There are University of Chicago men on Chicago publications; some in positions of influence. This has not proved useful, however.

d. Clippings. The University now subscribes for the service of the United States Clipping Bureau, at a flat rate of \$2 a quarter.

e. State of Mind.

a. Press Associations. The Associated Press is very friendly to the University, and has cooperated extensively in connection with the news about the American translation of the New Testament.

b. Chicago Editors. The situation here shows a wide variation, ap-

proximately as follows:

- aa. Hearst papers. Considering the editorial policy of these publications, the attitude of the Hearst papers in Chicago toward the University is friendly and unprejudiced.
- bb. The Tribune. The attitude here is frankly one of opportunism. The editorial policy leans strongly toward the sensational, with little regard for consequences.
- cc. The Journal. This paper is frankly antagonistic, due to some ancient personal grudge.
- dd. The Daily News. Very friendly.
- ee. The Evening Post. Friendly and constructive.

4. John D. Rockefeller.

A. Benefactions.

a. Endowment, etc.	\$23,834,525.54
b. Building, equipment, and land	5,996,694.62
c. General purposes	<u>4,877,155.12</u>
Total	\$34,708,375.28

B. Present Relations. It is of the utmost importance to note that Mr. Rockefeller has made his "final gift." This was a gift of \$10,000,000 made under date of December 13, 1910.

The University doubtless has Mr. Rockefeller's wholehearted interest, but there is no question that it has received Mr. Rockefeller's last personal gift - at least during Mr. Rockefeller's lifetime. The University has the same status with the General Education Board and the Rockefeller Foundation as any other university.

5. Baptist Church. The provisions under which the University originally secured the aid of the American Baptist Education Society have recently been changed; so that it is no longer required that the President must be a Baptist, and that the proportion of Baptist trustees is now three-fifths

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- dd. The Daily News. Very friendly.
- ee. The Evening Post. Friendly and constructive.

4. John D. Rockefeller.

A. Benefactions.

a. Endowment, etc.	\$22,834,828.84
b. Building, equipment, and land	5,998,694.62
c. General purposes	4,877,155.12
Total	\$34,708,678.58

B. Present Relations. It is of the utmost importance to note that Mr. Rockefeller has made his "final gift." This was a gift of \$10,000,000 made under date of December 13, 1910.

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rather than two-thirds. The University has cordial relations with the Board of Education of the Northern Baptist Convention, but it is evident that the trend is distinctly away from denominational control and influence.

VI. FINANCES.

1. Income.

A. From Tuition Fees. All tuition rates except those in the High School and Elementary School were raised last Summer, and are now considered to be as high as the traffic will bear. Budget receipts for 1922-23 for all University tuition fees totalled 36.07% of the total, or

\$1,196,681.08

B. Other Student Fees.

Other student fees totalled

121,494.50

C. From Endowment.

Income from endowment represented 44.34% of the budget income, totalling

1,470,954.87

D. Other Sources.

Income from other sources totalled

281,468.90

Total Budget Receipts\$ 3,317,762.61

2. Expenditures.

A. Salary Cost on Quadrangles. This item in 1922-23 totalled 38.48% of all budget expenditures or

\$ 1,276,057.81

B. Other Expenses.

All other expenses totalled

2,039,611.72

Total Budget Expenditures

\$ 3,315,669.53

3. Budget Record. Expenditures have not exceeded income since 1905-06. Prior to that year, income exceeded expenditures only in the years 1897-98 and 1898-99.

4. Results of the Financial Policy.

rather than two-thirds. The University has cordial relations with the Board of Education of the Northern Baptist Convention, but it is evident that the trend is distinctly away from denominational control and influence.

VI. FINANCES

1. Income

A. From Tuition Fees. All tuition fees except those in the High School and Elementary School were raised last summer, and are now considered to be as high as the traffic will bear. Budget receipts for 1922-23 for all University tuition fees totaled \$6,074 of the total, or \$1,196,881.08

B. Other Student Fees

Other student fees totaled \$21,494.80

C. From Endowment

Income from endowment represented 4.3% of the budget

income, totaling \$1,470,924.87

D. Other Sources

Income from other sources totaled \$81,468.90

Total Budget Receipts \$ 3,217,762.61

2. Expenditures

A. Salary Cost on Exchanges. This item in 1922-23 totaled \$8,492.02

all budget expenditures or \$1,276,027.81

B. Other Expenses

All other expenses totaled \$3,039,611.72

Total Budget Expenditures \$ 3,215,639.53

3. Budget Record. Expenditures have not exceeded income since 1905-06. Prior

to that year, income exceeded expenditures only in the years 1897-98

and 1898-99.

4. Results of the Financial Policy.

A. Favorable. The favorable effect of the policy and its budget record has been to give the University an excellent reputation for its business management. The Hobart Williams gift of \$2,000,000, which came to the University unsolicited, was directly attributed to the University's reputation for conservative and prudent financing.

B. Unfavorable.

- a. Internal. Until the adoption of the new salary scale for the year 1923-24 by which the number of professors paid on the basis of the scale at Harvard was raised from 25 to 41, it could fairly be said that the financial success of the University of Chicago was gained at the expense of its faculty. Failure to raise faculty salaries, to meet increased living costs and competition with other universities, together with the failure to fill vacancies with new men of comparable attainments, has naturally had a detrimental effect on the morale and prestige of the teaching staff. Further than that, the effort to reduce expenses by the adoption of a budget below the logical level has set an unfortunate standard for all departments in considering their budget estimates. Inadequate budgets have encouraged two evils; expensive economies and reckless plunging. The apportionment of budget funds, under such conditions, has quite naturally created a feeling of injustice and dissatisfaction on the part of unsuccessful department heads.
- b. External. Balanced against the good business reputation gained by the annual surplus is the important fact that the alumni and general public have been strengthened in their belief that the University has plenty of money, and needs no financial assistance.

VII. RESOURCES. The resources of the University, on June 30, 1923, were as follows:

1. Endowment Assets. Investments of endowment funds, and cash awaiting investment, totalled

\$30,268,885.76

A. Favorable. The favorable effect of the policy and its budget record has been to give the University an excellent reputation for its business management. The Robert Williams gift of \$2,000,000, which came to the University unencumbered, was directly attributed to the University's reputation for conservative and prudent financial management.

B. Unfavorable

a. Internal. Until the adoption of the new salary scale for the year 1923-24 by which the number of professors paid on the basis of the scale at Harvard was raised from 18 to 41, it could fairly be said that the financial success of the University of Chicago was gained at the expense of its faculty. Failure to raise faculty salaries, to meet increased living costs and competition with other universities, together with the failure to fill vacancies with new men of comparable attainments, has naturally had a detrimental effect on the morale and prestige of the teaching staff. Further than that, the effort to reduce expenses by the adoption of a budget below the logical level has set an unfortunate standard for all departments in considering their budget estimates. Inside private budgets have encouraged too easily expansive economies and reckless planning. The application of budget funds, under such conditions, has quite naturally created a feeling of injustice and dissatisfaction on the part of unsuccessful department heads.

b. External

Balanced against the good business reputation gained by the annual surplus is the important fact that the alumni and general public have been strengthened in their belief that the University has plenty of money, and needs no financial assistance.

VII. RESOURCES. The resources of the University, on June 30, 1923, were as follows:

1. Endowment Assets. Investments of endowment funds, and cash awaiting

\$30,288,485.78

investment, totaling

2. Plant Assets.

Buildings; grounds; books, equipment, and furniture; investments of building funds; and cash on hand totalled \$17,995,259.09

3. Current Assets.

These totalled 3,078,172.75

Total - \$ 51,342,317.60

4. Reserve.

Schedule XIV in the Auditor's report for 1922-23 shows the following reserve; in which, presumably, are to be found the funds necessary for underwriting a campaign:

Credit Balance, General Reserve \$ 225,996.64

Unexpended balances of special appropriations from General Reserve 91,075.85

Special Contingent Reserve 200,000.00

Total - \$ 517,072.49

VIII. CONCLUSIONS. From all of the foregoing facts concerning the present status of the University, the following conclusions are reached:

1. That the University of Chicago is performing a national service in the cause of education and research.
2. That the University has reached a stage in its development which requires new financing; ultimately for the expansion which is necessary to the life of every great university, but immediately for the sake of regaining ground that has been lost. New financing must meet squarely certain fundamental educational needs which have either been directly neglected or else compromised by half measures which have seriously threatened the University's morale and prestige.
3. That the University must depend on gifts for its additional finances.
4. That only a small proportion of the alumni have reached an age, or have entered occupations, which would justify the expectation of gifts of considerable size.

2. Plant Assets.

Buildings; grounds; books, equipment, and furniture; investment of building funds; and cash on hand totaled \$17,992,282.09

3. Current Assets.

These totaled \$5,078,172.75
Total - \$23,070,454.84

4. Reserve.

Schedule XIV in the Auditor's report for 1922-23 shows the following reserve; in which, presumably, are to be found the funds necessary for underwriting a campaign:

Credit Balance, General Reserve \$23,070.84
Unexpended balance of special appropriations from General Reserve \$1,078.85
Special Contingent Reserve \$200,000.00
Total - \$241,072.49

VIII. CONCLUSIONS. From all of the foregoing facts concerning the present status of

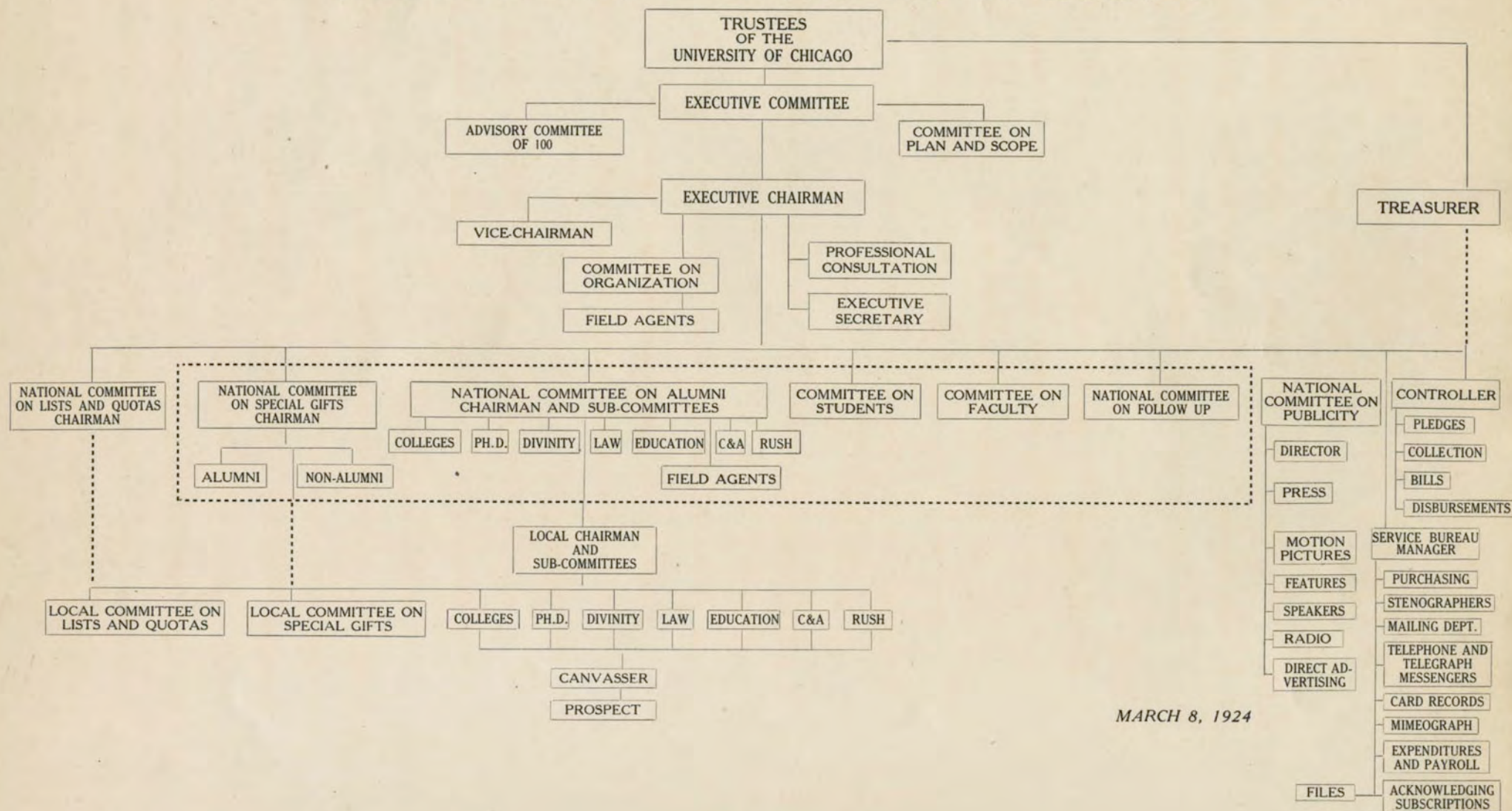
the University, the following conclusions are reached:

1. That the University of Chicago is performing a national service in the cause of education and research.
2. That the University has reached a stage in its development which requires new financing; ultimately for the expansion which is necessary to the life of every great university, but immediately for the sake of retaining ground that has been lost. New financing must meet squarely certain fundamental educational needs which have either been directly neglected or else compromised by half measures which have seriously threatened the University's morale and prestige.
3. That the University must depend on gifts for its additional finances.
4. That only a small proportion of the alumni have reached an age, or have entered occupations, which would justify the expectation of gifts of considerable size.

5. That the alumni need more intensive organization, and immediate cultivation by every device available.
6. That the University should adopt a program of constructive and intensive publicity, for the purpose of bettering its relations with the press, the general public, and persons of wealth.

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6. That the University should adopt a program of consecutive and intensive publicity, for the purpose of bettering its relations with the press, the general public, and persons of wealth.

CAMPAIGN CHART – UNIVERSITY OF CHICAGO



MARCH 8, 1924

Section Two

THE FUTURE

Foreword. With a picture in mind of the University's present status, the next step is to take account of the future; to set forth the University's program, and to outline the tentative needs for putting that program into effect.

I. PROGRAM.

1. General Policy. The general policy of the University, as stated by President Burton, on May 31, 1923, "must be one of inclusion and not exclusion, and that for whatever difficulties there are in such a policy we must find a remedy other than amputation." The aim, in other words, will be to hold all the ground that has been gained; to make progress rather than radical changes.
2. Specific Aims. The specific aims of the present administration are four-fold:
 - A. To improve the quality of instruction, by offering commensurate rewards to the men on whom the quality depends.
 - B. To provide certain badly needed buildings in and around the Quadrangles.
 - C. To complete the medical project launched in 1916.
 - D. To solve the college problem by creating a series of small colleges across the Midway.

II. NEEDS. The present needs of the University, it is important to understand, are primarily needs of the past and present. Only in a limited sense is the University considering the needs of the future; needs which might really be regarded in the light of expansion.

The aim of the University is to furnish a service of education. The problem of the University is to improve the quality of that service. The need of the University, in meeting that problem, is a need for men.

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Basically, therefore, though the need is represented in terms of buildings and money, the real need is for outstanding teachers, and facilities with which they can work. The University must hold to itself the outstanding men now on the rolls, and must continue to bring in others from the outside. To do this it must have buildings to furnish the facilities, and money to pay the salaries. The financial measure of the University's needs is still in a tentative form; depending on the final determination of the University's policy with respect to the plan for the colleges.

As nearly as it can be outlined at this time, however, the statement stands as follows:

1. Immediate.

A. The University-at- Large

a. Endowment of instruction and research	\$9,500,000
b.*Buildings, including equipment and maintenance	<u>3,840,000</u>
Total	\$13,340,000

B. The Medical Project

a. Endowment of instruction and research	3,250,000
b. Buildings, including equipment and maintenance	<u>1,750,000</u>
Total	\$5,000,000

C. The Colleges

Buildings, including equipment and maintenance:

Central unit	\$1,000,000	
Women's Halls	<u>560,000</u>	<u>1,660,000</u>

TOTAL IMMEDIATE NEEDS \$20,000,000

2. Deferred. The deferred needs total some \$40,000,000 in addition to the above.

* Buildings for the University-at-Large:

Modern Languages	\$900,000	Theology	\$ 280,000
Administration	1,000,000	Education	
Power House	2,000,000	College	992,000
		Chemistry	768,000
		Education	
		Gym., etc.	400,000

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b. Buildings, including equipment and maintenance	1,750,000
Total	\$5,000,000

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Buildings, including equipment and maintenance:

Central unit	\$1,000,000	
Women's Halls	500,000	1,500,000
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Modern Languages	\$800,000	Theology	\$ 280,000
Administration	1,000,000	Education	
Power House	2,000,000	College	925,000
		Chemistry	758,000
		Education	
		Gym., etc.	400,000

Section Three

CAMPAIGN ANALYSIS

Foreword. Having examined the present status of the University, and having determined its problem and its needs, it is evident that the task which lies ahead is to conduct a campaign to secure the necessary funds. This campaign will consist of a certain type of organization and a certain type of publicity; the nature of which will depend on a further analysis of the University from a campaign point of view.

In this section, therefore will be discussed Chicago's available campaign assets, its field of potential support, the inducements which it can offer to donors, the reaction it can logically expect from its prospects, the question of the goal for the campaign, and the campaign period, and the factors which will affect the campaign favorably and unfavorably.

I. AVAILABLE CAMPAIGN ASSETS.

1. Organization.

A. Personnel

a. Leadership. There is leadership to be found in three quarters:

aa. The Administrative Officers of the University.

bb. The Trustees.

cc. The Alumni Council .

b. Workers. The workers must be recruited from the following groups:

aa. Members of the Faculty, released for certain campaign duties; canvassing, speaking, etc.

bb. College alumni engaged in outside selling; such as bond salesmen, insurance men, etc.

cc. Alumni available for paid services, as field workers, special canvassers, etc.

dd. Class secretaries.

ee. Officers of University of Chicago clubs.

-22-
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dd. Class secretaries.

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ff. Alumni known to be particularly interested, such as

x. The 1,000 "C" men

y. The 1,500 Doctors of Philosophy.

gg. Members of the Chicago Alumni Club.

hh. Members of the Chicago Alumnae Club.

ii. Members of the Alumni Fund Campaign Committee.

B. Lists.

a. Alumni.

aa. Description.

x. General List. The general list of alumni includes 16,000 degree holders and 4,000 non-graduates whose names and addresses have been supplied by the football tickets committee. The file is kept in two ways:

Card File. The names are arranged alphabetically on 4" x 5" cards.

Addressograph Stencils.

The names are arranged by states and cities on Addressograph stencils. There are stencils at this time for 17,000 names; leaving 3,000 more to be prepared. It is planned to use selectors for degrees, football, and the magazine.

y. Special Lists. There are three special lists in the Alumni Office, in addition to the general list:

Magazine. (total - 4200) Names of subscribers to the Magazine are kept geographically on 3" x 5" cards and on Addressograph stencils.

Football List. (total - 7,000) These names are kept in the Cardex visible index equipment.

17. Alumni known to be particularly interested, such as

x. The 1,000 "C" men

y. The 1,500 Doctors of Philosophy.

22. Members of the Chicago Alumni Club.

23. Members of the Chicago Alumni Club.

24. Members of the Alumni Fund Campaign Committee.

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and on Addressograph stencils.

Football List. (total - 7,000) These names are kept

in the Cardex visible index equipment.

Alumni Fund List. (total - 851) Names of subscribers to the Alumni Fund are kept in two ways; by Addressograph stencils included in the Magazine list (since all subscribers to the Fund get the Magazine free) and on 3" x 5" cards arranged in three colors for the three classes of contributions.

bb. Method. The general alumni list is checked once a year by sending a return postcard to alumni who are not subscribers to the Magazine. Last year 6,000 such cards were sent out; 2,000 of which were filled out and returned. Addresses for "lost" alumni are sought in the usual ways.

cc. Authenticity. It is the belief of Mr. Pierrot that the addresses for the general alumni list are 95 per cent correct. His estimate is based on the returns from a first-class mailing of an address by President Burton, sent out last Summer.

b. Special Prospects. At the Breasted lecture last Fall, for which admittance was by invitation of the University, the special prospects of Chicago were effectively classified as follows: boxes - offered by telephone to 40 people; floor - offering by mail to 500 people; balcony - names suggested by the Faculty. There is here, therefore, an excellent nucleus for a list of special prospects.

The best available list is a list of 1,000 in the office of Dr. Edgar J. Goodspeed, Secretary to the President.

2. Publicity.

A. Material. Publicity material now available includes the following:

a. Weekly news letter.

b. Motion picture reel taken at Quarter-Centennial, in 1916.

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- b. Motion picture reel taken at Quarter-Centennial, in 1916.

- c. Collection of 1,000 stereoptican slides presenting the pictorial history of the University.
- d. Alumni pamphlets.
- e. Goodspeed biographies.
- f. De luxe Monographs. (Tentative)
- g. University publications:

- aa. Official. The Record, published quarterly (Sent free to a list of some 1,000 people.)

- bb. Departmental. There are ten departmental periodicals published by the University, and two others published directly by the Faculty of the School of Education.

- cc. Undergraduate.

- The Daily Maroon.

- The Circle - a monthly literary magazine

- The Phoenix - the University comic

- The Cap & Gown - the annual, to press in April.

- dd. Graduate. The University of Chicago Magazine.

- h. Miscellaneous Material. Note should also be taken of certain miscellaneous advertising material disposed of through the bookstore of the University Press, such as stickers, miniature collections of photographs, etc.

B. Points of Contact.

- a. The University has entree to Broadcasting Station WMAQ, of the Chicago "Daily News".
- b. Prof. James W. Linn is a special writer for the "Herald and Examiner".
- c. J. V. Nash, an alumnus, writes for "The Dearborn Independent".

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- d. Dr. Edgar J. Goodspeed has had many personal contacts with the local press, because of his official position at the University, and because of the news interest in the American translation of the New Testament.
- e. There are other University of Chicago men, of course, who have important publicity contacts; a roster of whom would naturally be made up in connection with the campaign.

II. FIELD OF POTENTIAL SUPPORT. Where can the University of Chicago logically expect support in a financial campaign? The prospects can be classified as follows

1. Inside Prospects.

Number.

The first group to turn to is naturally the University's own family - the prospects on the inside. Here there are five groups.

A. Trustees. There have been 60 men who have occupied the position of Trustee for the University of Chicago. All of these men should be considered as Trustee prospects; with the approach in the case of deceased Trustees made to their families. There are three groups of Trustees, as follows:

a. Former Trustees still living	14
b. Deceased Trustees	22
c. Present Board	<u>24</u>
TOTAL	60

B. Faculty.

Present membership	400
--------------------	-----

C. Students.

a. On the Quadrangles	10,400
b. University College	2,300

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TOTAL	60

B. Faculty.

Present membership 400

C. Students.

a. On the Quadrangle 10,400
b. University College 2,300

c. Correspondence Study <u>4,000</u>	16,700
<u>D. Alumni.</u>	
a. University 16,000	
b. Rush Medical School <u>5,000</u>	21,000
<u>E. Non-Graduates *</u>	
a. From football list 4,000	
b. New names, nine or more majors of credit - estimated <u>12,000</u>	<u>16,000</u>
Total Inside Prospects (Potential)	54,160
Names and addresses on hand	<u>37,160</u>
Still to be secured (Rush alumni, and new names of non-graduates)	17,000

2. Outside Prospects.

A. Foundations.

- a. Carnegie Foundation for the Advancement of Teaching
- b. General Education Board
- c. Laura Spelman Rockefeller Memorial
- d. Rockefeller Foundation

Total for foundations 4

B. Wealthy Chicagoans.

- a. Goodspeed list 1000
- b. Probable additions 500 1,500

C. Wealthy Persons Outside of Chicago.

Estimated - selected millionaires 500

D. Persons of Influence.

Attorneys, trustees, etc. 100

* A separate plan must be worked out for improving the University's contact with this large group, both for publicity and for solicitation.

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1,500

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2. Outside Prospects.

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Still to be secured (Rush Alumni)

Names and addresses on hand

Total Inside Prospects (Potential)

54,180

credit - estimated 12,000

18,000

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a. From football list 4,000

E. Non-Graduates *

b. Rush Medical
School

5,000

21,000

a. University

18,000

D. Alumni.

c. Correspondence Study 4,000

18,700

E. Chicago Business Men.

Selected list of leading men, for civic appeal 5,000

F. Wealthy Baptists.

Arbitrary estimate, for special approach 100

Total Outside Prospects (potential) 7,204

Names and addresses on hand 1,004

Still to be secured 6,200

III. INDUCEMENTS TO DONORS. The University of Chicago is in a position to offer certain inducements to its potential contributors, as follows:

1. Financial.

A. Income Tax. If an individual makes a gift to the University, that proportion of the gift which does not exceed 15 per cent of his or her taxable income, is deductible in figuring the income subject to tax.

B. Death and Inheritance Taxes. The Federal and Illinois taxes on death and inheritance are such as to encourage the distribution of an estate during lifetime, in order to increase the estate's effectiveness. The House of Representatives has recently adopted an amendment to the new Federal tax bill increasing the maximum taxes on estates and inheritances from 25 to 40 per cent.

C. Annuity. The present law is favorable to an annuity contract, when properly drawn between a donor and the University of Chicago. Under such a contract the donor transfers to the University, and relinquishes all interest in, a capital sum of, say \$100,000 on condition that the University pay the annuitant a specific annual income, say, \$5,000, for life. Under the Federal Income Tax Law this annuity is tax exempt up to the point where the total payments thereof equal

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\$100,000 -- in this case for 20 years. Thus the annuitant in this case pays no Income Tax on the \$5,000 annual income, and receives a considerably larger income than if the \$100,000 remained in his or her possession. In addition, the annuitant has the credit of the University behind the "investment" and also is relieved of all details of management. Cases have arisen where a donor has made his wife or child the annuitant under such a contract, the University to benefit on the death of the annuitant.

The Income Tax regulation covering this point reads as follows:

"Annuities paid by religious, charitable and educational corporations under an annuity contract are subject to tax to the extent that the aggregate amount of the payments to the annuitant exceeds any amounts paid by him as consideration for the contract.

- D. Interest on Legacies. Cases have arisen where a person desiring to make a gift of \$100,000 has not found it convenient presently to part with the principal sum. The donor in such a case may include a specific bequest of \$100,000 to the University in his will, notifying the University of this intention, and may pay annually to the University, the interest on the principal sum. Such payment would be tax exempt. This arrangement, from the beneficiary's standpoint, is tantamount to possession of the principal. On the decease of the donor the University receives the bequest with no deduction for inheritance taxes.
- E. Appreciations in Property. If a sale is affected by the University, the profit on the transaction is avoided and a contract may be made between the University and the donor whereby the latter receives an annuity. This annuity is tax-exempt "to the extent that the aggregate

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F. Life Insurance. A donor who would not otherwise feel justified in giving a large principal sum can take out a life insurance policy, naming the University as the beneficiary.

G. General Effectiveness. Money given to the University, used free of tax, will serve to the extent of 100 cents on the dollar. Money in virtually all other directions is subject to shrinkage.

2. Non-Financial.

A. Memorials. There is always a strong appeal in the proposal to erect some building, or series of buildings, to perpetuate a name. Such memorials are the most effective monuments a man can find today; fulfilling all the requirements of being useful, inspiring, visible, and permanent.

B. Auditor's Reports. The University of Chicago has a unique and strong inducement in the current practice of sending regular reports to former donors, showing them the status and work of the University's contributed funds.

C. Goodspeed Biographies. Here, too, is a unique inducement.

D. Choice of Special Purpose. It is always an inducement to permit the donor to restrict his gift to some cause in which he is particularly interested, such as

a. A course of study.

b. A problem of research.

E. Naming a Chair. Another inducement would be the opportunity to endow a chair in some department of instruction.

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E. Naming a Chair. Another inducement would be the opportunity to

endow a chair in some department of instruction.

IV. PROBABLE RESPONSE. The next step is to make an estimate of the response which can logically be expected from the field of potential support, taking into consideration all the possible inducements to donors, the state of opinion, and all the tests which can possibly be applied:

1. Inside Prospects.

A. Trustees. The success of the campaign will be determined largely by the pace set by the Trustees. It is of the utmost importance that the Trustees should subscribe their share first, and should set for themselves a quota which will set the proper standard for the rest of the canvass. With this in mind, and taking into account all of the Trustees and their family connections, the following return should be expected.

<u>Number</u>	<u>Percentage Contributing</u>	<u>Number</u>	<u>Average Gift</u>	<u>Total</u>
60				\$4,000,000

B. Faculty

400	75	300	\$100	30,000
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C. Students

10,000 (Quad)	50	5,000	25	125,000
2,000 (U.C.)	10	200	15	3,000
4,000 (Corr.)	5	200	10	2,000

D. Alumni. After the Trustees, the next most important group is naturally the alumni. The measure of the average gift is to be determined by the average age of the alumni and the nature of their occupations. (See Charts A and B.) The measure of the alumni interest is to be determined in various ways, as follows: the proportion subscribing to the Magazine; the record over a period of years for reunions; the proportion of college alumni participating in the mail ballot for the annual election of officers for the College Association; the record

IV. PROBABLE RESPONSE. The next step is to make an estimate of the response which can logically be expected from the field of potential support, taking into account the state of opinion, and all the facts which can possibly be applied:

1. Inside Prospects

A. Trustees. The success of the campaign will be determined largely by the pace set by the Trustees. It is of the utmost importance that the Trustees should subordinate their share first, and should set for themselves a quota which will set the proper standard for the rest of the country. With this in mind, and taking into account all of the Trustees and their family connections, the following return should be expected.

<u>Number</u>	<u>Percentage</u>	<u>Average</u>	<u>Total</u>
<u>Contributing</u>	<u>Number</u>	<u>Gift</u>	
60			04,000,000
<u>B. Faculty</u>			
400	75	2100	20,000
<u>C. Students</u>			
10,000 (Grad.)	20	125	125,000
2,000 (U.S.)	10	15	3,000
4,000 (Cov.)	5	10	2,000

D. Alumni. After the Trustees, the next most important group is, naturally, the Alumni. The measure of the average gift is to be determined by the average of the alumni and the nature of their occupations. (See Charts A and B.) The measure of the alumni interest is to be determined in various ways, as follows: the proportion subscribing to the Magazine; the record over a period of years for reunions; the proportion of college alumni participating in the mail ballot for the annual election of officers for the College Association; the record

for the Alumni Fund; reader interest in the Magazine; experience in comparable campaigns; and so on. With these factors as a guide, a fair estimate of the alumni response, with the right sort of organization and publicity, seems to be as follows:

<u>Number</u>	<u>Percentage Contributing</u>	<u>Number</u>	<u>Average Gift</u>	<u>Total</u>
16,000	50	8,000	200	\$1,600,000
E. <u>Non-Graduates.</u>				
16,000	25	4,000	100	400,000
F. <u>Rush Alumni</u>				
5,000	10	500	50	<u>25,000</u>
TOTAL GIFTS - INSIDE PROSPECTS				\$6,185,000

2. Outside.

A. Foundations.

General Education Board (Medical Project)	1,500,000
Rockefeller Foundation (Medical Project)	1,500,000
Carnegie Foundation	
Retiring Allowance	500,000
Faculty salaries	<u>500,000</u>
Total	\$ 4,000,000

B. Wealthy Chicagoans.

<u>Number</u>	<u>Percentage Contributing</u>	<u>Number</u>	<u>Average Gift</u>	<u>Total</u>
1,500	10	150	50,000	7,500,000

C. Wealthy Persons Outside of Chicago.

500	5	25	1,000	25,000
-----	---	----	-------	--------

D. Persons of Influence.

(Used to get other gifts)

for the Alumnal Fund; reader interest in the Magazine; experience in comparable campaigns; and so on. With these factors as a guide, a fair estimate of the Alumnal response, with the right sort of organization and publicity, seems to be as follows:

Number	Percentage Contributing	Number	Average Gift	Total
16,000	50	8,000	200	\$1,600,000
<u>2. Non-Graduates.</u>				
16,000	25	4,000	100	\$400,000
<u>3. Rush Alumnal</u>				
8,000	20	200	80	\$28,000
TOTAL GIFTS - INSIDE PROSPECTS				
				\$2,188,000

2. Outside.

A. Foundations.

General Education Board (Medical Project)	1,800,000
Rockefeller Foundation (Medical Project)	1,500,000
Carnegie Foundation Retiring Allowance Faculty salaries	500,000 500,000
Total	\$4,800,000

B. Wealthy Chicagoans.

Number	Percentage Contributing	Number	Average Gift	Total
1,500	10	150	80,000	\$12,000,000

C. Wealthy Persons Outside of Chicago.

800	5	25	1,000	\$25,000
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D. Persons of Influence.

(Used to get other gifts)

E. Chicago Business Men.

5,000	20	1,000	100	100,000
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F. Wealthy Baptists.

100	10	10	1,000	<u>10,000</u>
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TOTAL GIFTS -- OUTSIDE PROSPECTS	\$11,635,000
Total Inside	6,185,000
Unexpected sources - campaign momentum*	<u>2,180,000</u>
 TOTAL FOR THE CAMPAIGN	 \$ 20,000,000

*In every large campaign, such as those of Harvard, Princeton, Northwestern, etc., it has been found that substantial sums come in after the campaign period. These gifts are often unsolicited and yet must be attributed to the work of the campaign. They represent the delayed reaction of effective publicity.

V. CAMPAIGN SPECIFICATIONS.

1. Goal. Assuming that the immediate needs of the University are \$20,000,000, what should the campaign goal be?

A. Factors to be Considered.

- a. The amount publicly announced must seem within reason to the alumni and the public.
- b. On the other hand, the experience of other universities and colleges has shown that it is good tactics to aim higher than would seem to be strictly logical.
- c. The manner of announcement - whether the goal is announced as a total or in separate amounts at different times - would also have a bearing.
- d. The amount of money in sight, that the University can probably count on, is a matter of great importance.
- e. The period of time over which the campaign will extend should be considered with care.
- f. The experience of other Universities fails to show a precedent for as high a goal as \$20,000,000 (Harvard's goal, the highest

E. Chicago Business Men.				
2,000	20	1,000	100	100,000
F. Wealthy Business.				
100	10	10	1,000	10,000
TOTAL GIFTS - OUTSIDE PROSPECTS				
Total Inside				
Unexpected sources - campaign momentum				
TOTAL FOR THE CAMPAIGN				
\$ 20,000,000				

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- The period of time over which the campaign will extend should be considered with care.
- The experience of other universities fails to show a precedent for as high a goal as \$20,000,000 (Harvard's goal, the highest

to date, was \$15,250,000) but on the other hand \$20,000,000 for the University of Chicago is proportionately logical in comparison with dozens of campaigns for \$1,000,000 and more by small and comparatively obscure institutions.

B. Conclusions.

- a. The University can set its goal at \$20,000,000, but should not announce it publicly as such.
- b. The goal can best be announced progressively.

2. Quotas.

- A. Group. Since certain elements of the needs will be more popular than others, and since it is desirable to make the appeals as specific and attractive as possible, it will be wise to determine certain group quotas, as follows:

- a. Trustees.

- Power House

- Miscellaneous needs

- b. Faculty.

- Endowment

- c. Students.

- Endowment

- d. Alumni

- aa. College

- Men - central unit, new college

- Women - women's halls

- bb. Graduate

- Endowment

- e. Non-Graduates

- Endowment

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bb. Graduate

Endowment

cc. Non-Graduate

Endowment

f. Rush Alumni

Endowment for the medical project

g. Special Prospects

Buildings - choice of object

- B. Individual. In addition to the above group quotas, it will be desirable to determine individual quotas for general prospects, as a necessary part of the selling plan.

3. Campaign Period.

A. Factors to be Considered.

- a. The first thing to be considered is how long it would take to organize for the campaign.
- b. The next point is the necessity for giving the publicity program a chance to cultivate the field and to correct certain states of mind which might otherwise affect the campaign adversely.
- c. It must be borne in mind also that the situation calls for prompt action. Nothing has been done since 1917. Evidence of action at this time is regarded as essential to faculty morale and to the maintenance of good relations with contributors to the 1916 campaign.
- d. Another factor is the question of local competition. Northwestern University will be out of the way by June 1, in its intensive work, but will be continuing its solicitation in a quiet way on a permanent basis. Harvard will soon be entering the Chicago field in a campaign aimed almost entirely at large gifts. Several Chicago hospitals are planning important campaigns for capital account, within the next six to eight months.

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paigns for capital accounts, within the next six to eight

months.

e. The experience in other campaigns has shown:

- aa. That it takes anywhere between six months to a year to prepare alumni for a campaign.
- bb. That short, intensive "drive" periods are impractical.
- cc. That the full fruits of a big campaign are not to be had in less than two or three years.

B. Conclusions. In view of these facts, the best judgment would indicate the following procedure:

- a. Begin work at once on both organization and publicity.
- b. Devote the Spring Quarter to a campaign among the Trustees, and to a start on urgent cases among outside special prospects.
- c. At the June Convocation announce publicly a campaign for \$5,000,000 to complete the medical project.
- d. Take up the other needs in separate pieces of literature; making no public announcement of totals, and letting the magnitude of the project grow gradually.
- e. Carry on special gifts work, and general publicity, during the Summer and Fall.
- f. Announce a general campaign for the University-at-large at the December Convocation.
- g. Start the alumni canvass January 1, 1925.

4. Time for Payment. It is assumed that the payment of pledges will be arranged over a period of years. There are many obvious reasons why this is the best procedure. In the case of the University of Chicago there is the added reason that the payment of a series of gifts to capital account, on the part of the Alumni, will educate the alumni to give regularly, in substantial amounts, to current expense. It is believed that a campaign for

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pects.

c. At the June Convocation announce publicly a campaign for

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d. Take up the other needs in separate pieces of literature;

making no public announcement of totals, and letting the mag-

nitude of the project grow gradually.

e. Carry on special gifts work, and general publicity, during

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the part of the Alumni, will educate the alumni to give regularly, in sub-
stantial amounts, to current expenses. It is believed that a campaign for

new capital furnishes in this way an excellent introduction for a permanent Alumni Fund.

5. Underwriting. The expenses of the campaign can be taken out of the University's Reserves and made good out of campaign receipts. In as large a campaign as this it is not important to cover expenses in special gifts.

VI. FACTORS AFFECTING THE CAMPAIGN. Finally, before reaching conclusions, what are the factors which will affect the campaign? These should be considered from both points of view; favorable and adverse.

1. Favorable.

- A. The sound financial condition of the University will be a distinct campaign asset.
- B. Business conditions are believed to be favorable.
- C. The Northwestern campaign has cultivated the ground without reaping more than a fraction of the harvest.
- D. President Burton enjoys the confidence of the alumni, and has already taken steps to set the alumni thinking along progressive lines.
- E. The University has a great asset in the business and social contacts of its Trustees.
- F. The University's story is one that virtually tells itself; it should not be difficult to convince the open-minded that the University's work is well worth while.
- G. The city of Chicago has developed to a stage where it is becoming a cultural center as well as a center of commerce and transportation. Its influential citizens are thinking along these lines in a way that should be easy to capitalize for the University.
- H. The University has several official contacts with Chicago business interests which should give it entree to important men.
- I. The fact that virtually all the buildings at the University are named

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- I. The fact that virtually all the buildings at the University are named

for Chicago people gives the University a local character that is obviously helpful.

- J. Football prospects are said to be bright - which is always an important factor in alumni morale.
- K. A large amount of money is already in sight.
- L. In the Alumni Fund, a certain number of the alumni have had an introduction to the idea that they have a responsibility to the University.
- M. The needs of the University fit well into a scheme of appeal; providing objects which should interest all classes of prospects.

2. Adverse.

- A. Unless it is corrected by well planned and constructive publicity, the impression that the University has plenty of money, and is still under the personal patronage of Mr. Rockefeller, is certain to affect the campaign adversely.
- B. The University has virtually neglected its Chicago contacts for many years; which will necessitate careful and intensive cultivation.
- C. The alumni are neither at an age, nor in occupations, which promise large returns. Furthermore, they will need extensive organization and publicity, to prepare them for the campaign.

VIII. GENERAL CONCLUSIONS.

1. That the University of Chicago is justified in conducting a progressive campaign, over a period of two years or more, for \$20,000,000.
2. That the campaign will be primarily a campaign for large gifts.
3. That the success of the campaign will be largely determined by the pace set by the Trustees.
4. That the alumni canvass should begin not sooner than January 1, 1925.
5. That the immediate and pressing problem is one of publicity.
6. That the campaign must be headed by the best available man on the Board of Trustees.

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of Trustees.

7. That President Burton must be released from all administrative duties for a period of about a year, to devote his attention to the solicitation of special gifts, public appearances and contacts with the alumni.
8. That every available member of the Board of Trustees should agree to give a certain specified number of hours per week to the business of the campaign.
9. That certain members of the Faculty should be released sufficiently to make important outside contacts.
10. That certain administrative officers should be released sufficiently to make regular contacts with alumni.
11. That work on lists should begin at once, and should be pushed vigorously.
12. That the Trustees should take steps to get a campaign mandate from the alumni, by some such method as conducting a general questionnaire on the future of the University.

End of Part I

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PART II

T H E P L A N

The Survey has shown that the University of Chicago needs \$20,000,000 with which to pay the salaries and to provide the buildings necessary for attracting and holding the outstanding teachers who are required for the proper maintenance of the institution's educational standards. The Survey has also indicated the field from which the University may logically expect support, and the conditions under which the work must be carried on.

The aim of the Plan is to outline the University's appeal, to lay down a basis for carrying that appeal to prospects by the means of organization and publicity, to indicate certain principles of campaign operation, and to provide a campaign budget.

The Plan therefore considers five main topics:

Section One - The Appeal

Section Two - An Outline for a Campaign Organization

Section Three - A Program of Campaign Publicity

Section Four - An Abridged Schedule of Operation

Section Five - A Campaign Budget.

PART II

THE PLAN

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Section One

THE APPEAL

Foreword. In laying out a method by which the University of Chicago can approach its field of prospects for the funds necessary to meet its needs, the first step is to analyze the appeal which will be made to the prospects. In this section, therefore, will be stated briefly the theme of the appeal, and the various specific reasons why the University of Chicago deserves support.

I. THEME.

1. General. The University of Chicago is the standard-bearer of education for the richest and most promising section of the United States. In tradition and in actual achievement it has set the pace for all the great colleges and universities of the Middle West; in methods of instruction, in educational ideals, in administrative efficiency; and in the intelligent and inspired pursuit of research. Its relation to the Middle West is characterized by unselfish service to sister institutions, and a live consciousness of its obligation to the community. There is no finer university between the Appalachians and the Rocky Mountains.

The future of this University, moreover, is closely attached to the future of the Middle West in general, and to the future of the City of Chicago in particular. The growth of the population, the extension of commerce, the growing complexity of finance, the recognition of social problems, all demand a corresponding development on the part of education. Chicago and the Chicago territory must have more and better trained men and women; the problems of the community require solution by research. More and more intimate must the relation be between the University and the community in which it lives; greater and greater must be the sense of responsibility which each feels toward the other.

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The University of Chicago, like the city whose name it bears, is young, virile, progressive, and successful. Its future should be the active concern of every person who is interested in the future of education, and in the future of Chicago and the Middle West.

2. Specific. There are three specific points of view from which the needs of the University can be stated:

A. Educational. The most important point of view, of course, is that of education, in the matter of

a. Instruction. The University offers to young men and young women a high type of education; training these people for lives of effective service.

b. Research. In its researches the University is adding rich stores to the world's fund of truth and knowledge.

B. Civic. It will be important to keep constantly in the foreground that the University is the University of Chicago.

C. Humanitarian. Prominent in the appeal for the medical project, of course, will be the humanitarian theme, based on the broad principle of preventive medicine and the alliance of medicine with the other sciences.

II. REASONS FOR GIVING. For the two great groups of prospects, the alumni and the special prospects, there are certain basic reasons for supporting the University as follows:

1. Alumni.

A. Loyalty.

a. To the University.

b. To the School or College - (love of alma mater)

B. Gratitude.

a. To the institution.

b. To individual teachers.

The University of Chicago, like the city whose name it bears, is young, virile, progressive, and successful. Its future should be the active concern of every person who is interested in the future of education, and in the future of Chicago and the Middle West.

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b. To individual teachers.

C. Self-Interest.

- a. To sustain the University for sons and daughters.
- b. To enjoy the personal prestige which comes with affiliation with a great University.

D. Financial. To take advantage of exemptions granted in taxation laws.

2. Special Prospects.

A. Interest in Education. The primary reason why any outside prospect should become interested in the University of Chicago is because of an interest in educational progress.

B. Interest in Research. With many people interest in education will take the specific form of interest in research; the fruits of which are tangible, popular, appealing.

C. Desire to Perpetuate a Name. There is a strong appeal in the memorial plan, for

- a. Buildings.
- b. Professorships.
- c. Fellowships.
- d. Scholarships.
- e. Special funds.

D. Desire to Use Funds Effectively. Among all human institutions there is none more enduring than the privately endowed university. Likely to endure as long as man, and free of taxation, the University offers the most effective use of private funds that is possible to find.

E. Civic and Sectional Pride. Many prospects in Chicago and the Middle West will be interested in the University because of its attachment to the city and its relation to the education of the Mississippi Valley.

C. Self-Interest.

- a. To sustain the University for sons and daughters.
- b. To enjoy the personal prestige which comes with affiliation with a Great University.
- D. Financial. To take advantage of exemptions granted in taxation laws.

3. Special Prospects.

- A. Interest in Education. The primary reason why any outside prospect should become interested in the University of Chicago is because of an interest in educational progress.
- B. Interest in Research. With many people interest in education will take the specific form of interest in research; the fruits of which are tangible, popular, appealing.
- C. Desire to Perpetuate a Name. There is a strong appeal in the memorial plan, for

- a. Buildings.
- b. Professorships.
- c. Fellowships.
- d. Scholarships.
- e. Special funds.

- D. Desire to Use Funds Effectively. Among all human institutions there is none more enduring than the privately endowed university. Likely to endure as long as man, and free of taxation, the University offers the most effective use of private funds that is possible to find.
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Section Two

AN OUTLINE FOR A CAMPAIGN ORGANIZATION

Foreword. The ultimate aim of any campaign organization is to bring a canvasser and a prospect face to face; the publicity having prepared the prospect to give the canvasser's appeal a respectful hearing.

In this section will be outlined the type of campaign organization suited to the situation at the University of Chicago. The Units of work should be followed without regard for personnel, since in the working out of the plan there will doubtless be cases in which individuals and individual committees will serve a double function. These units of work, however, are necessary in visualizing the method procedure.

What follows can be better understood, perhaps, by a study of the organization Chart accompanying the Plan.

I. EXECUTIVE DIRECTION. After the Trustees have decided to have a campaign, the subject of a campaign will immediately become an executive matter, passing to an Executive Committee appointed by the Trustees, and headed by an Executive Chairman who shall be the directing head of the work. The Campaign Treasurer will report to the Trustees. Details follow:

1. Executive Committee. This committee will have full authority to act for the Trustees in the conduct of the campaign.

A. Functions.

- a. To approve a plan of campaign.
- b. To approve a campaign budget.
- c. To decide the major points of policy.
- d. To approve campaign expenditures exceeding \$500.
- e. To retain professional assistance, if deemed necessary.
- f. To set up a Committee on Organization.

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- g. To put the completed organization in motion.
- h. To lend aid wherever necessary.
- i. To delegate all necessary authority to the Executive Chairman.
- j. To meet once a week and on call from the Executive Chairman.
- k. To receive reports from the Executive Chairman.
- l. To report to the Trustees.

B. Personnel.

- a. The Executive Chairman.
- b. The Vice-Chairman.
- c. The Chairmen of all national committees.
- d. The President of the University, ex-officio.
- e. The Treasurer, ex-officio.

C. Sub-Committees.

- a. Plan and Scope. The first move of the Executive Committee should be to appoint a sub-committee on Plan and Scope, to study the Plan of campaign in detail and to make recommendations on the course to pursue.
- b. Advisory Committee of 100. The Executive Committee should also recruit an honorary committee of leading Chicago citizens and others, for purposes of prestige, publicity, and valuable contacts.

2. Executive Chairman.

A. Functions.

- a. To assume the active leadership.
- b. To decide minor points of policy.
- c. To approve campaign expenditures less than \$500.
- d. To assist other committee chairmen, when necessary.
- e. To canvass certain special prospects.
- f. To be the public spokesman for the campaign.
- g. To sign certain campaign letters.

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- g. To sign certain campaign letters.

- h. To receive reports from other committee chairmen.
- i. To receive daily reports from the Executive Secretary.
- j. To report to the Executive Committee.

B. Requirements for the Job. The position of the Executive Chairman is naturally the key job in the whole organization. It is of the utmost importance, therefore, that the Trustees select the right man. He should have the following qualifications.

a. Leisure.

To give at least two hours a day to the campaign.

To do a certain amount of travelling.

b. Prestige.

To win the confidence of the alumni.

To command assistance.

To command public respect.

To command newspaper attention.

c. Interest.

To feel a whole-souled interest in the University and in its campaign, and to be able to infuse this spirit in others.

d. Experience. To be accustomed to executive work and to dealing with men.

e. Health.

To stand up under the rigors of a long campaign.

f. Personality.

It is assumed, of course, that the Executive Chairman would be a man of magnetism and charm.

C. Personal Assistance.

a. Vice-Chairman. The Executive Chairman should have a Vice-Chairman to substitute for him and to handle any executive matters which the Chairman might wish to delegate.

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b. Professional Aid. If the University of Chicago follows the example of many other universities, the Chairman will have at his disposal the experienced aid of a professional organization, as follows:

aa. Consultation. In the case of the John Price Jones Corporation, there would be available the consultation services of the executives and the staff; to be given as a routine matter from the New York Office, and to be given in personal contact whenever necessary.

bb. Executive Secretary. The Executive Secretary is the representative of the John Price Jones Corporation in the field, working with the client, and in daily touch with the home office. In general, his duties are;

- i. To assist the Executive Chairman in every way possible.
- ii. To handle all campaign routine.
- iii. To set up the campaign office.
- iv. To keep a daily check on progress.
- v. To act as secretary for all national committees.
- vi. To supervise the work on the card index.
- vii. To oversee all supplies.
- viii. To cooperate with the Publicity Director.
- ix. To receive daily reports from
 - x. The Publicity Director.
 - y. The Office Manager.
- x. To make daily reports to
 - x. The Executive Chairman.
 - y. The John Price Jones Corporation.

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ty, is the Publicity Director, who is charged with the planning and execution of the campaign publicity. He reports daily to the Executive Secretary.

3. Treasurer. The Treasurer, as the direct representative of the Trustees, shall oversee the handling of all funds, and shall receive reports from the Controller.

II. PREPARATION. After the campaign has been provided with Executive Direction, the next step is to begin the work of preparation for the canvassing. This stage has two phases; the organization of personnel, and the preparation of lists.

1. Committee on Organization. Working directly under the Executive Chairman should be a Committee on Organization.

A. Functions.

- a. To recruit the working personnel for all national committees.
- b. To recruit local chairmen.
- c. To report to the Executive Chairman.

B. Personnel.

- a. The Executive Chairman.
- b. The Chairman of the National Committee on Special Gifts.
- c. The Chairman of the National Committee on Alumni.
- d. The Secretary-Treasurer of the Alumni Council.
- e. The President of the University, or his representative, ex-officio.

- C. Assistance. This committee will need the assistance of two or more paid alumni Field Agents.

2. National Committee on Lists and Quotas.

A. Functions.

- a. To approve a plan for handling lists.
- b. To supervise the preparation of all lists.
- c. To prepare a list of special prospects.
- d. To determine individual, group, and local quotas.

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5. National Committee on Lists and Quotas.

A. Functions.

- a. To approve a plan for handling lists.
- b. To supervise the preparation of all lists.
- c. To prepare a list of special prospects.
- d. To determine individual, group, and local quotas.

- e. To get lists of prospects from local committees.
- f. To report to the Executive Chairman.

B. Personnel.

- a. Someone familiar with Chicago.
- b. Someone familiar with the alumni.
- c. Someone familiar with list practices.

3. Local Committees on Lists and Quotas. Locally, the work of preparation will be undertaken by local committees on Lists and Quotas, which will check over the lists prepared at headquarters and report to the National Committee on Lists and Quotas.

III. SALES. The canvassing will require a centralized organization at headquarters, and local organizations.

1. National. All national committees will be purely administrative; existing solely for purposes of control. No national committee as such will do any canvassing.

A. National Committee on Special Gifts.

a. Functions.

- aa. To approve a plan for handling special prospects.
- bb. To analyze the list prepared by the National Committee on Lists and Quotas.
- cc. To gather information about individual prospects.
- dd. To determine the best sales method for each individual prospect.
- ee. To assign special prospects to local committees on Special Gifts.
- ff. To keep a check on the progress of the canvass.
- gg. To report to the Executive Chairman.

b. Personnel.

- aa. Someone familiar with persons of wealth.
- bb. Someone familiar with leading lawyers.
- cc. Someone having contacts with Chicago business men.

- e. To get lists of prospects from local committees.
- f. To report to the Executive Chairman.

3. Personnel.

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- b. Someone familiar with the alumni.
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- dd. The Executive Chairman, ex-officio.
- ee. The President of the University, ex-officio.
- ff. A leading physician.

B. National Committee on Alumni.

a. Functions.

- aa. To approve a plan for canvassing alumni.
- bb. To receive the lists of alumni.
- cc. To assign the lists to local chairmen.
- dd. To cooperate with local chairmen in making the canvass.
- ee. To keep a check on the progress of the canvass.
- ff. To receive reports from local chairmen.
- gg. To report to the Executive Chairman.

b. Personnel.

- aa. The Chairman.
- bb. The Secretary-Treasurer of the Alumni Council.
- cc. Two alumni faculty members; a man, and a woman.
- dd. The alumni Trustees.
- ee. Individual representatives of the six alumni associations represented in the Alumni Council.
- ff. The chairman of the Special Committee on Rush Alumni.

- c. Sub-Committees. The Special Committee on Rush Alumni should be organized to take care of the 5,000 alumni of Rush Medical College.

- C. National Committee on Follow-up. This committee will not be appointed for over a year. It will take up the solicitation at the end of the active campaign and will seek to finish the canvass along new channels. Among the alumni this will take the form of a class canvass, or a canvass by clubs.

2. Local. The actual canvass will be carried on by the local organizations, as indicated above. These local canvasses will include those among the Faculty,

- dd. The Executive Chairman, ex-officio.
- ee. The President of the University, ex-officio.
- ff. A leading physician.

B. National Committee of Alumni.

a. Functions.

- aa. To approve a plan for canvassing alumni.
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2. Local. The actual canvass will be carried on by the local organizations, as indicated above. These local canvasses will include those among the faculty,

, among the Students, among the business men of Chicago, and among the alumni and the special prospects. The sales organization includes:

A. Local Chairmen.

a. Functions.

- aa. To appoint local committees.
- bb. To receive the lists from headquarters.
- cc. To assign the prospects to canvassing committees.
- dd. To keep a check on the progress of the canvass.
- ee. To receive reports from local committees.
- ff. To report to national headquarters.

b. Personnel. The men picked as local chairmen should obviously be the most effective available men, regardless of the nature of his degree from the University.

B. Local Committees on Lists and Quotas. Although this committee is not a canvassing body, and has already been described under Preparation, it should be mentioned again at this point in order to present a complete picture of the local organization.

C. Local Committees on Special Gifts.

a. Functions.

- aa. To cooperate directly with the National Committee on Special Gifts.
- bb. To canvass all local special prospects on order from national headquarters.
- cc. To report to the Local Chairman.

b. Personnel. Members of this committee should be those who have the best contacts and are the most effective salesmen. At times they should be assisted by special salesmen from headquarters.

D. Local Committees on Alumni.

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- aa. To appoint local committees.
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D. Local Committees on Alumni.

a. Functions.

- aa. To receive the lists of alumni from the Local Chairman.
- bb. To assign the prospects to workers, according to school or college affiliations.
- cc. To receive reports from workers.
- dd. To report to the Local Chairman.

b. Personnel.

- aa. The Local Chairman.
- bb. Local representatives of the six alumni associations represented in the Alumni Council.
- cc. An alumnus of Rush Medical College.

E. Special Local Committees.

- a. Committee on Faculty Canvass.
- b. Committee on Student Canvass.
- c. Special Committee of Chicago Business Men.

IV. ADVERTISING. All sales, or canvasses, should be facilitated by advertising, or campaign publicity. There will therefore be a Committee on Publicity. (For a discussion of the publicity itself see Section Two.)

1. Functions.

- A. To approve a program of publicity.
- B. To decide publicity policies.
- C. To approve major units in the publicity material, such as pamphlets, letters of appeal, etc.
- D. To make useful publicity contacts.
- E. To furnish speakers.
- F. To arrange campaign meetings.
- G. To receive reports from the Publicity Director.
- H. To report to the Executive Chairman.

2. Personnel.

- A. Alumni having newspaper contacts.

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G. To receive reports from the Publicity Director.

H. To report to the Executive Chairman.

2. Personnel.

A. Alumni having newspaper contacts.

- B. Someone familiar with fine printing.
- C. Someone familiar with possible speakers.
- D. Someone familiar with advertising.
- E. The Secretary-Treasurer of the Alumni Council.
- F. The Secretary to the President.

V. CONTROLLER. The controller will be located at national headquarters and will be responsible to the Treasurer. He will have the following functions:

1. To represent the Treasurer in receiving, recording and acknowledging all subscriptions, and in collecting payments on pledges.
2. To order all supplies, including printing.
3. To check and pay all bills, expense accounts and salaries.
4. To maintain a complete inventory of all goods belonging to the campaign.
5. To keep office stores.
6. To perform miscellaneous duties of business management.
7. To report to the Treasurer.

VI. SERVICE. Serving all departments of the work, under the direct supervision of the Executive Secretary, will be a Service Bureau, headed by an Office Manager and staffed with stenographers, typists, list clerks, messengers, file clerks, telephone operator, bookkeeper, etc.

The Service Bureau will perform the following functions:

1. To handle the card index.
2. To handle campaign material.
3. To take care of campaign correspondence.
4. To handle the files.
5. To render service to all committees.
6. To report to the Executive Secretary.

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(NOTE: Inasmuch as the efficient management of the Service Bureau is such an important factor in the campaign - particularly that function which has to do with the setting up of the card index - a separate plan of operation, or standard practice, should be prepared on the ground by the Executive Secretary, working with the home office of the John Price Jones Corporation.)

End of Organization.

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End of Organization.

Section Three

A PROGRAM OF CAMPAIGN PUBLICITY

Foreword. In this section will be outlined the program of campaign publicity with which the University should prepare its prospects for the canvass.

I. PURPOSE. Before outlining the material itself, it is best to set down the specific objectives of the publicity, which are:

1. Educational

- A. To create friendly and active interest in the University among all classes of prospects.
- B. To establish a closer contact with Chicago.
- C. To correct the existing negative impressions:
 - a. That the University is supported by Mr. Rockefeller.
 - b. That the University has plenty of money.
 - c. That the University is drifting away from the college idea.
- D. To sell the University's general program of improved educational service and more extensive contributions to research.
- E. To build up inside morale.
- F. To train the workers for the campaign.

2. Sales.

- A. To indicate the reasons for supporting the University.
- B. To show the University's needs.
- C. To take up individual items of the needs.
- D. To solicit gifts and bequests.
- E. To thank contributors.
- F. To hold the interest of contributors for future appeals.

II. MATERIAL. The publicity material falls into six general classifications; press, direct advertising, motion pictures, features, speakers, and radio.

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1. Press. The term "press" includes all material for periodicals; such as newspapers, weeklies, monthly magazines, technical journals, etc. What follows, however, has mostly to do with the daily press - the newspapers, syndicates, and press associations.

A. Policy. The policy on newspaper publicity should be a simple requirement that all material should serve at least one of the purposes of the publicity program, as set forth above. The test for all copy, in other words, should be simply this: "Is it constructive?"

Such a policy would guard against undesirable publicity on the one hand, and yet would encourage publicity of a more creative type than that which has been the rule in the past.

B. Relations. An effort should certainly be made to cultivate closer and more constructive relations between the University and

- a. Publishers.
- b. Editors.
- c. Correspondents.

(In connection with the student correspondents, it is believed that the University should establish a permanent press bureau, according to a plan which can be developed later.)

C. Copy. There are many different types of copy which are suited for press distribution, as follows:

- a. News. There are two kinds of news to be developed, each important and constructive.

- aa. Routine. This is the type of News which the University now issues in its weekly bulletin, such as Faculty appointments, official announcements, and so on.

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ments, and so on.

To this existing schedule should be added a routine program which has proved highly effective everywhere; the distribution to home town papers of personal news about students at the University, their academic honors, social elections, athletic achievements, and so on.

The whole field of routine news should be so organized as nearly to take care of itself.

- bb. Creative. Rich though the University may be in routine news material, however, the campaign must depend for the most part on the creative work of the Publicity Director, in covering the activities of the different departments of the University, in securing interviews, in conducting news surveys, in covering the progress of the campaign, and in every way keeping the University constantly and constructively in the news columns.

- b. Special Articles. Material of news interest, but which does not meet the news requirement of timeliness, or which is better suited to longer and special treatment, should be prepared as special articles, for the feature or Sunday sections of the daily press, and for weeklies and monthly magazines. For this type of publicity the University has a rich fund of material in its research work alone.

- c. Photographs. There is an ever-widening market for still photographs of news interest. The publicity

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c. Photographs. There is an ever-widening market for still photographs of news interest. The publicity

policy should operate here to provide photographs which serve a constructive purpose and which at the same time meet the press requirements of "human interest".

- d. Editorial Suggestions. There should be a constant stream of special material such as
 - aa. Letters to the Editor - for publication.
 - bb. Letters to city editors - suggesting special stories.
 - cc. Fillers - brief articles of 50 - 200 words, suitable for use at any time in "making-up".
- e. Direct Mail Literature. The press should receive copies of virtually all of the direct mail literature, for editorial comment, and for general information.

D. Distribution. The distribution of press material will be affected in various ways, as follows:

- a. Direct by mail, from the University to the publication
This will involve building up the list now used for the weekly bulletin.
- b. By the Associated Press; on the wires or by mail.
- c. By the news services and syndicates, such as

- United Press
- United News Service
- International News Service
- Universal Service
- Cosmopolitan News Service
- N. E. A. Service, Inc.
- Science Service
- George Matthew Adams Service
- McNaught Syndicate
- McClure Newspaper Syndicate
- etc.

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McClure Newspaper Syndicate
etc.

d. By newspaper correspondents, such as

Student correspondents
Chicago correspondents of outside newspapers.

e. By way of special writers having newspapers and magazine contacts, which will involve preparing a list.

f. By invitation to local news editors, to send reporters.

g. Through the University's own periodicals.

2. Direct Advertising. The direct advertising should include pamphlets, letters, bulletins, and special data, as follows:

A. Pamphlets. No attempt will be made here to lay down the description and printing specifications for each pamphlet to be used during the campaign. The University is peculiarly well fitted to handle the pamphlets on the technical side, with the University Press and its arrangement with Mr. Kittredge, the Donnelly typography expert. The copy itself, moreover, can scarcely be mapped out satisfactorily at this time, for such a lengthy period.

It should be observed, however, that all pamphlets should be physically related according to a central plan; such as that which was followed in the cases of Lehigh and Northwestern. It is regarded as fundamental that campaign pamphlets should be similar in appearance, should be printed in big type, should be tastefully decorated and adequately illustrated, and printed with the degree of excellence which commands attention.

The pamphlets will all fall in two classes:

a. Educational.

aa. Alumni Pamphlets. This series, already under way, will perform the educational function admirably.

The series should be a permanent feature at the

- d. By newspaper correspondents, such as:
Chicago correspondents of outside newspapers.
Student correspondents.
 - e. By way of special writers having newspapers and magazines contacts, which will involve preparing a list.
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The pamphlets will all fall in two classes:

1. Educational.

a. General Pamphlets. This series, already under way, will perform the educational function admirably. The series should be a permanent feature of the

University, with special issues during the campaign, and with an augmented circulation list.

- bb. The University and the City. There should be at least one pamphlet on the relation between the University and the City of Chicago; to establish closer contact between the University and prospects in Chicago interested in the civic appeal, such as persons of wealth and the business men.
- cc. "Letter to Mr. Rockefeller". The incorrect impression concerning the present relation between the University and Mr. Rockefeller can be approached in a positive manner by a pamphlet prepared as "An Open Letter to John D. Rockefeller", signed by President Burton and the Trustees, and carrying a message of gratitude upon the completion of the payment of the final gift, and a declaration of the University's belief that from now on it can depend on its alumni and on the people of the Middle West.
- dd. Campaign Handbook. There must be a handbook concerning the needs of the University, and the details of the campaign, for the information of all workers and committeemen.

b. Sales. There must then be a series of sales pamphlets, with definite particulars, plans, and pictures, on the following subjects:

- aa. The Medical Project. This pamphlet will carry the scientific and humanitarian appeal to special prospects. It will have a limited distribution.

University, with special issues during the campaign, and with an augmented circulation list.

bb. The University and the City. There should be at least one pamphlet on the relation between the University and the City of Chicago; to establish closer contact between the University and prospects in Chicago interested in the civic appeal; such as persons of wealth and the business men.

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- bb. Other Building Units. There will be a special pamphlet or layout for each of the University's other building projects, for distribution to certain special prospects who might be interested to giving whole buildings as memorials.
- cc. New Colleges. This pamphlet will appeal to alumni of the colleges, but will also be suitable for use with certain special prospects who are not interested in other parts of the building program.
- dd. Faculty Salaries. A single pamphlet should take up the question of endowment for faculty salaries, for distribution to prospects who will get the endowment appeal, such as students, alumni of the graduate schools, non-graduates, and special prospects not interested in buildings.
- ee. Research Endowment. This will carry the scientific and educational appeal to special prospects who are interested in research rather than buildings or salaries.
- ff. Rush Alumni. This pamphlet will make the special appeal to Rush Alumni, for endowment for the medical project.
- gg. Faculty Canvass. To be used in soliciting the faculty.
- hh. Student Canvass. To be used in soliciting the students.
- ii. Chicago Business Men. To be used in the special canvass of 5,000 Chicago business men.
- jj. Financial Facts. A statement of the financial facts concerning gifts to the University; such as information on income tax provisions, inheritance taxes, annuities, and all the other financial data listed under the heading of Inducements to Donors, in the Survey. This pamphlet will be used for all special prospects.

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Rush Alumni, for endowment for the medical project.

eg. Faculty Canvas. To be used in soliciting the faculty.

ph. Student Canvas. To be used in soliciting the students.

11. Chicago Business Men. To be used in the special canvass of

2,000 Chicago business men.

15. Technical Facts. A statement of the technical facts con-

for all special projects.

kk. Major Pamphlet. There must also be one major pamphlet which will tell the substance of the whole story. This should be prepared in two forms; a de luxe edition for special prospects, and a cheaper edition for general distribution.

B. Letters. One letter in the form of a pre-campaign document has already been issued, in printed form, from Professor James W. Linn to the Alumni. Other letters, inspirational and of direct appeal, must be issued as the campaign progresses, such as

- a. A letter from Mr. Swift to the members of the Faculty, to strengthen morale and inspire enthusiasm.
- b. A letter from President Burton to the Rush Alumni.
- c. A letter from Mr. Stagg to the "C" men.
- d. A letter from Dr. Slaughter to the Doctors of Philosophy.
- e. A letter from Dean Wilkins to the alumni of the colleges.

C. Bulletins. When the campaign gets into the active stage, a regular bulletin should be sent to all workers, carrying campaign news and material of an inspirational nature.

D. Special Data. For special prospects there is additional direct advertising material to be furnished, such as

- a. Special photographs, in special albums.
- b. Information on inheritance taxes.
- c. Information on famous memorials.
- d. Sample biographies by Dr. Goodspeed.
- e. Sample fund reports by the Auditor.
- f. Special statements from the head of the department in which the prospect is believed to be interested.
- g. Special information on research for which the University must have funds.

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- c. Information on famous men.
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- e. Sample fund reports by the Alumni.
- f. Special statements from the head of the department in which the prospect is believed to be interested.

g. Special information on research for which the University must

have funds.

III. MOTION PICTURES. The University should make use of three types of motion pictures:

1. Institutional. The film taken in 1916 should be edited and amended and brought up to date, for use at alumni meetings. A reel of 1,000 feet should prove a great attraction in getting alumni together, and should be well worth the expense.
 2. News Weeklies. Motion picture companies are constantly on the lookout for suitable material for screen news weeklies, such as those conducted by Pathe, International, and Fox. For the Chicago theatres at least, an effort should be made to provide publicity which will serve this purpose.
 3. Educational Films. Other motion picture companies are on the lookout for pictures of an educational nature. The University's work in research should provide an abundance of this material.
- f. Features. It will be the further function of the publicity program to plan and execute a number of features which will dramatize the appeal and create favorable publicity. Emphasis here should be placed on the University's aim of rendering greater service, and on establishing the closer contact with Chicago and the Middle West. Examples follow:

- A. Survey of Chicago. It is suggested that the University should conduct a thorough survey on the future of the city of Chicago, in the matter of its population, its commerce, its housing, its transportation facilities, and the trend of its growth. This investigation could be carried on by research students under the direction of some authority such as Professor J. O. McKinsey of the School of Commerce and Administration. Co-operation could easily be secured from the local telephone company, the chamber of commerce, real estate boards and so on.

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Chicago can render greater service to the city, and to show the probable status of the city, and of the University, on the city's centennial. Publication of the results of the survey should be made an impressive occasion, just prior to the opening of the public campaign.

- B. Service Questionnaires. Another effective method for securing constructive publicity, and interested support, is the issuance of questionnaires, to be sent out by President Burton on the occasion of the completion of his first year in the presidency, for the purpose of finding out how the University can render greater service. These questionnaires should serve a double purpose; first, to get helpful suggestions from the University's constituency, and second, to tie up the constituency to the University's program in a positive way. In each case the questionnaire should indicate the broad lines of President Burton's policy and should endeavor to get reactions thereto which would commit the constituency to some form of progressive action.

This feature should be adopted for three groups:

- a. Alumni. The opportunity here should be taken to point out that Mr. Rockefeller has made his final gift and that the responsibility for the University rests with the alumni.

How, in the opinion of the alumni, can the University be of greater service? What should be the lines of its future development? What place in the world of education should the University seek to fill? - This should be the general trend of the query.

- b. Editors. Newspapers and universities, in the strictest sense of the word, each exist for education. The newspapers and universities of the Middle West in particular are working in

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- a. Alumni. The opportunity here should be taken to point out that Mr. Rockefeller has made his final gift and that the responsibility for the University rests with the alumni.

Now, in the opinion of the alumni, can the University be of greater service? What should be the lines of its future development? What place in the world of education should the University seek to fill? - This should be the general trend of the query.

- b. Editors. Newspapers and universities, in the strictest sense of the word, each exist for education. The newspapers and universities of the Middle West in particular are working in

the richest educational field in the world. Their responsibility to the people is a great one.

How, in the opinion of the newspaper editors of the Mississippi Valley, can the University render greater service? In what specific ways can it improve on its service to the people?

(This feature should be worked out with the assistance of an Advisory Committee of Chicago newspaper men, headed by the District superintendent of the Associated Press.)

- c. Chicago Business Men. Prior to the publication of the Survey suggested as the first feature, a questionnaire should be sent to the 5,000 business men whose support the University will seek later, asking their suggestions on how the University can better serve Chicago.

- C. Visitor's Day. Though the University is always open to visitors, emphasis should be placed on some one day upon which the University would officially hold "open house" for the people of Chicago. This event should be given formal importance, with the co-operation of all available Trustees and Faculty members. Special invitations should be issued to special prospects, with teas at Ida Noyes Hall, the Quadrangle Club, Reynolds Club, fraternity houses, and so on. Special research demonstrations should be given for certain prospects.

- D. Alumni Home-Coming. Sometime prior to the opening of the alumni canvass an effort should be made to bring all the campaign local chairmen back to Chicago, for instruction and inspiration.

- 5. Speakers. A corps of speakers should be provided, for meetings, in Chicago and for "swings around the circle". These speakers should then be furnished with distinct points of the appeal which the University wishes to drive home. Finally, of course, provision should be made for

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meetings at which the speakers can appear.

The corps should include such men as: the President, and Messrs. Nathaniel Butler, J. M. Coulter, E. J. Goodspeed, C. H. Judd, R.L. Lyman, J. W. Linn, Shailer Matthews, and T. G. Soares.

6. Radio. The University should avail itself of every opportunity to spread its message by radio. Arrangements should be made to install a studio at the University for the convenience of the co-operating professors in making the three 15-minute lectures per week which are open at WMAQ. Advantage should also be taken of any opportunity to associate with the proposed broadcasting station of Sears, Roebuck and Company.

In the matter of material for these lectures the University is richly provided; with stories of research and scientific achievement, and with such general educational material as the course to be given to freshmen next Fall on "The Nature of the World and of Man".

It is not inconceivable that this radio work may take the form of regular University work under the Correspondence Study Department, with the students getting the actual classroom lectures, in abbreviated form, and returning papers to be corrected in the manner now in practice.

To recognize the radio medium officially, by creating a new department of the University, would be a characteristically progressive step, and one which would bring the University nationally wide publicity.

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Section Four

AN ABRIDGED SCHEDULE OF OPERATION

Foreword. It is not feasible at this time to lay out a detailed operating schedule, for the length of time involved in the plans for a campaign. It will rather be the aim here to indicate certain first steps, and then the main points of the general operating program.

I. FIRST STEPS.

1. Organization.

A. Workers.

a. Policy. It cannot be stated too strongly that the success of the entire campaign depends on the interest and efficiency of the individual workers. This is the most common point of weakness in college campaigns, and calls for intensive effort all along the line. The original working force seldom endures; many of those who volunteer at the first call drop out when handed their first job. The working force in a college campaign is in a constant state of change, and calls for a long period of patient and persistent cultivation. If the University of Chicago is to profit by the experience of sister institutions, therefore, it will begin at once to recruit and train its staff of committeemen and workers, and will continue the process until it has reached a point where every worker knows his job and is ready and anxious to do it.

b. Procedure. The University must first sell its program, and the campaign idea, to the following groups, in order:

aa. Trustees. It goes without saying that the campaign must have the unanimous approval and backing of the Board of Trustees; and further that the Trustees must set high their own group

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campaign idea, to the following groups, in order:

aa. Trustees. It goes without saying that the campaign must have the unanimous approval and backing of the Board of Trustees, and further that the Trustees must set high their own goals

quota toward the goal.

- bb. Rush Faculty. Since the medical project will be the first objective, and since physicians are so influential in securing funds for hospitals and projects of medical science, it is believed that the next educational step will be to sell the idea to the faculty of Rush Medical College and to the staff of Presbyterian and the allied hospitals.
- cc. University of Chicago Faculty. The next group to educate is the faculty of the University.
- dd. Alumni Leaders. The leading alumni, who take the active parts in the conduct of the Alumni Council and the member associations, should be the next group to be educated.

B. Lists.

- a. Policy. The second most common source of weakness in the average college campaign is the list of prospects. Lists which appear satisfactory on paper turn out to be incomplete and inaccurate; too many logical prospects are never listed; too large a percentage of "lost alumni" are never found; information on individual prospects is inadequate or misleading. Nothing can injure the workers' morale quicker or more seriously than the realization that this list of prospects is wrong. To build satisfactory lists, and to keep them accurate and useful, takes a lot of time, and unremitting toil. Work at Chicago, on building up lists, should begin at once, and should be regarded at all times as a major campaign task.

b. Procedure.

- aa. Alumni. It is suggested that Mr. Pierrot's office should push with all possible speed the completion of addressograph

quote toward the goal.

bb. Rush Faculty. Since the medical project will be the first

objective, and since physicians are so influential in securing funds for hospitals and projects of medical science, it is believed that the next educational step will be to sell the idea to the faculty of Rush Medical College and to the staff of Presbyterian and the allied hospitals.

cc. University of Chicago Faculty. The next group to educate

is the faculty of the University.

dd. Alumni leaders. The leading alumni, who take the active parts in the conduct of the Alumni Council and the member associations, should be the next group to be educated.

B. Lists.

a. Policy. The second most common source of weakness in the average college campaign is the list of prospects. Lists which appear satisfactory on paper turn out to be incomplete and inaccurate; too many logical prospects are never listed; too large a percentage of "lost alumni" are never found; information on individual prospects is inadequate or misleading. Nothing can injure the workers' morale quicker or more seriously than the realization that this list of prospects is wrong. To build satisfactory lists, and to keep them accurate and useful, takes a lot of time, and unremitting toil. Work at Chicago, on building up lists, should begin at once, and should be regarded at all times as a major campaign task.

b. Procedure.

aa. Alumni. It is suggested that Mr. Pierson's office should push with all possible speed the completion of addressograph

stencils in the present list of 20,000. It is further suggested that selectors be arranged for grouping men and women separately.

bb. Non-Alumni. It is recommended that a test be made on non-alumni who have credit for nine or more majors; picking 1,000 names at random rather than taking the last 1,000 names on file.

cc. Students. It is suggested that in the case of students in the colleges, the names of parents be collected, since it has been found that an appeal to parents direct, rather than to students, yields far better results. Moreover, the assembling of a list of parents would doubtless bring to light many persons of wealth who should be included in the canvass of special prospects.

dd. Special Prospects. As a first step toward adding to the existing list of 1,000 wealthy Chicago people, it is suggested that the University call a meeting of some 40 or 50 young bond salesmen, Chicago alumni, and ask for additional names. It is believed that this method will bring to light many representatives of Chicago's undiscovered rich.

C. Headquarters.

a. Location. The campaign office should be located at the most advantageous point for the Executive Chairmen and the Chicago committeemen; for meetings, service, and quick contact. This means that the campaign office should probably be located in the Loop rather than at the University.

b. Space. The campaign office will require approximately 2500 square

stencil in the present list of 20,000. It is further suggested that selectors be arranged for grouping men and women separately.

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dd. Special Prospects. As a first step toward adding to the existing list of 1,000 wealthy Chicago people, it is suggested that the University call a meeting of some 50 or 60 young bond salesmen, Chicago alumni, and ask for additional names. It is believed that this method will bring to light many representatives of Chicago's undiscovered rich.

C. Headquarters.

a. Location. The campaign office should be located at the most advantageous point for the Executive Chairman and the Chicago commitment; for meetings, service, and public contact. This means that the campaign office should probably be located in the Loop rather than at the University.

b. Space. The campaign office will require approximately 2500 square

feet of floor space.

- c. Standard Practice. It will be the duty of the Executive Secretary to prepare a standard practice for the conduct of the campaign office.

- 2. Publicity. The guiding principle of the publicity program should be the principle of working according to an orderly, constructive plan, in four steps:

- A. Gathering the Material.

- a. Plans.
 - b. Pictures.
 - c. Statistics.
 - d. Data for stories.
 - e. Data for pamphlets.
 - f. Special data for special prospects.

- B. Visualizing the Material.

- a. Preparing the layout for all copy to be written.
 - b. Preparing the publicity lists.

- C. Preparing the Material.

- a. Writing the copy.
 - b. Preparing the printing specifications.

- D. Distribution. A plan of distribution, showing the purpose and destination of all material, must be worked out in detail.

- 3. Canvassing.

- A. Special Prospects. There is no more fundamental principle in the solicitation of large gifts than the theory that at least two solicitors should make each call. In the most important cases, this would mean that President Burton, calling on a wealthy Chicago man, would be ac-

rest of floor space.

c. Standard Practice. It will be the duty of the Executive Secretary

to prepare a standard practice for the conduct of the

campaign office.

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principle of working according to an orderly, constructive plan, in four

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a. Preparing the layout for all copy to be written.

b. Preparing the publicity lists.

C. Preparing the Material.

a. Writing the copy.

b. Preparing the printing specifications.

D. Distribution. A plan of distribution, showing the purpose and desirability

of all material, must be worked out in detail.

3. Convincing.

a. Special Prospects. There is no more fundamental principle in the solicitation

of large gifts than the theory that at least two solicitors

should make each call. In the most important cases, this would mean

that President Burton, calling on a wealthy Chicago man, would be ac-

accompanied by a member of the Board of Trustees.

- B. General Canvassing. A detailed sales plan must be worked out for the rest of the canvassing.
- C. Immediate Procedure. The first step in the canvass is to secure the quota of the Trustees; which should be set at \$4,000,000, for all past and present members and their affiliated families.

After the Trustees are on record, the next step will be to approach certain special prospects in a preliminary canvass for the medical project.

II. GENERAL PROGRAM. The successive campaign phases, in general, will be as follows:

1. First Stage.

- A. The Trustees approve the plan, in principle.
- B. The Trustees appoint an Executive Committee.
- C. The Executive Committee elects an Executive Chairman.
- D. The Executive Chairman appoints a Vice-Chairman and a special Committee on Plan and Scope.
- E. The Committee on Plan and Scope studies the plan in detail and makes recommendations to the Executive Committee as to the exact course to be pursued.
- F. The Executive Committee approves the report of the Committee on Plan and Scope and appoints a Committee on Organization.
- G. The Executive Committee decides on question of retaining professional aid.

2. Second Stage.

A. Organization.

- a. The Committee on Organization starts building up the national committees.

accompanied by a member of the Board of Trustees.

B. General Canvassing. A detailed sales plan must be worked out for the

rest of the canvassing.

C. Immediate Procedure. The first step in the canvass is to secure the

quote of the Trustees; which should be set at \$4,000,000 for all past

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be pursued.

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and Scope and appoints a Committee on Organization.

G. The Executive Committee decides on question of retaining professional

aid.

2. Second Steps.

A. Organization.

a. The Committee on Organization starts building up the national

committees.

- b. The Executive Secretary sets up campaign headquarters.
- c. The Executive Committee starts its work of education among Trustees, Faculty, and leading alumni.

B. Publicity. The Publicity Director starts laying out the publicity program.

3. Third Stage.

- A. Organization. The Committee on Lists and Quotas starts building up lists.
- B. Publicity. The Committee on Publicity approves the publicity program.
- C. Canvassing. The Trustees start raising their own gift to the University.

4. Fourth Stage.

- A. Organization.
 - a. National committees get under way.
 - b. Field men begin establishing alumni contacts.
- B. Publicity.
 - a. Material for special prospects is prepared.
 - b. Material for the general canvass is laid out.
 - c. Organization handbook is prepared.
- C. Canvassing. The preliminary canvass of certain prospects for the medical project gets under way.

5. Fifth Stage.

- A. Organization.
 - a. Local chairmen are recruited.
 - b. Local chairmen start organizing local committees.
 - c. Local committees on Lists and Quotas start co-operating with the national committee.
 - d. Field men begin regular organization contacts with local organiza..

- b. The Executive Secretary sets up campaign headquarters.
- c. The Executive Committee starts its work of education among Trustees, Faculty, and leading alumni.

B. Publicity. The Publicity Director starts laying out the publicity program.

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A. Organization. The Committee on Lists and Quotas starts building up lists.

B. Publicity. The Committee on Publicity approves the publicity program.

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b. Field men begin establishing alumni contacts.

B. Publicity.

a. Material for special prospects is prepared.

b. Material for the general canvass is laid out.

c. Organization handbook is prepared.

C. Canvassing. The preliminary canvass of certain prospects for the next

year project gets under way.

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a. Local chairmen are recruited.

b. Local chairmen start organizing local committees.

c. Local committees on Lists and Quotas start co-operating with the

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d. Field men begin regular organization contacts with local organizations.

tions.

B. Publicity.

- a. The University announces campaign to complete medical project.
- b. Material for the general canvass is prepared.
- c. Educational pamphlets are launched.

C. Canvassing.

- a. Local committees on special gifts launch intensive canvass of special prospects for medical project.
- b. Preliminary canvass of special prospects for other needs.

6. Sixth Stage.

A. Organization.

- a. Workers for general canvass are recruited.
- b. Canvassers are trained.

B. Publicity.

First sales pamphlets are launched.

C. Canvassing.

Local committees on special gifts start intensive canvass for the needs of the University-at-large.

7. Seventh Stage.

General Canvass.

8. Eighth Stage.

The follow-up canvass begins.

9. Ninth Stage.

The University winds up the campaign and puts its promotion work on a permanent basis.

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SECTION FIVE

A CAMPAIGN BUDGET

Estimated necessary expenditures for one year.

The items in this budget are fixed upon general experience in campaigns, with especial reference to the costs of the efforts by which Harvard University raised nearly \$14,000,000 and Northwestern University \$7,500,000.

In considering these estimates it should be borne in mind that they are in the rough, except to the extent that previous experience may be relied upon. There will be many fluctuations and possibly the addition of new items if unusual situations develop. But the figures set down here will serve as a guide to those entrusted with the finances of the campaign and will clearly indicate the limits within which expenditures should ordinarily be made.

Saving in many items may be accomplished by the increase in amount of volunteer labor and services secured and facilities donated. But no saving should be contemplated that does not provide for smoothness in operation and equal effectiveness in results.

With the idea of attempting to fix a minimum expense for the period the cost has been made purposely high in every case where a margin existed.

Salaries..... \$50,000

This includes such services as field agents, paid alumni, speakers, secretarial and stenographic help, clerks, general office personnel, office boys, librarian, mimeograph and multigraph operators, mailing room employes, etc.

Rent..... \$ 5,000

This includes the expense of a headquarters office of 2500 square feet.

Office Supplies..... \$ 2,000

This includes the ordinary working equipment outside of desks and furniture and provides for ink, pens and pencils, desk equipment

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With the idea of attempting to fix a minimum expense for the period the cost has been made purposely high in every case where a margin existed.

Salaries..... \$20,000

This includes such services as field agents, paid alumni, speakers, secretarial and stenographic help, clerks, general office personnel, office boys, librarians, mimeograph and multigraph operators, mailing room employees, etc.

Rent..... 8,000

This includes the expense of a headquarters office of 2500 square feet.

Office Supplies..... 2,000

This includes the ordinary working equipment outside of desks and furniture and provides for ink, pens and pencils, desk equipment

and similar material.

Furniture and Fixtures..... \$6,000

This provides desks, tables, chairs, filing equipment, carpets and rugs, for an office of the size contemplated and for the force needed in such an office.

Telephone..... \$1,500

This includes the expense of switchboard service. The telephone traffic in campaigns, for both preparatory and intensive periods is apt to be heavier than in even the ordinary business office. A great amount of long distance traffic will develop.

Telegraph..... \$1,300

The continual necessity for communicating quickly with large groups controls the use of the telegraph for campaign purposes.

Printing.....\$21,500

This includes the expense of the mechanical production of booklets, pamphlets, broadsides, reports, forms, cards for recording purposes and also for all classes of stationery.

Travel.....\$10,000

This provides for the traveling expenses of campaign committee representatives and employes, field agents, speakers, and for bringing necessary field units to headquarters as occasion demands. It also provides for sending university organizations into the field for publicity and organization purposes. It is believed that the campaign will involve an unusual amount of traveling and that the sum allowed should exceed even the generous figure set by Northwestern University.

Entertainment.....\$ 7,000

This provides for dinners, luncheons, meetings and other functions for which the expense properly rests upon the campaign.

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Furniture and fixtures.....\$8,000

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This includes the expense of the mechanical production of books, leaflets, pamphlets, broadsides, reports, forms, cards for record-keeping purposes and also for all classes of stationery.

Travel.....\$10,000

This provides for the traveling expenses of campaign committee representatives and employees, field agents, speakers, and for bringing necessary field units to headquarters on occasion demands. It also provides for sending university organizations into the field for publicity and organization purposes. It is believed that the campaign will involve an unusual amount of traveling and that the sum allowed should exceed even the generous figure set by Northwestern University.

Entertainment.....\$7,000

This provides for dinners, luncheons, meetings and other functions for which the expense properly rests upon the campaign.

Postage.....\$10,000
This includes all expense for mailing out printed material, bulletins, the Magazine, and for the vast amount of ordinary correspondence which will be necessary.

Mimeograph, multigraph and Hooven.....\$ 2,000
This includes the expense of bulletins, reports, some letters, articles for publications and the use of letters in general direct advertising features of the campaign.

Mailing Service.....\$ 1,000
This includes the services required to handle large mailings of campaign material and ordinary work which must be turned over to outside organizations.

Art Work and Engravings.....\$ 1,000
This includes the art work and cuts for campaign printed material, cuts for newspapers and other publications as required.

Photographs.....\$ 750
This includes possible airplane views and the cost of taking and buying photographs for publications and for printed material.

Publicity Mats.....\$ 800
This will provide for sending three mats to each of the worthwhile mat-using newspapers in the country.

Radio and Motion Pictures.....\$ 3,500
This would provide for at least one elaborate broadcasting and for one comprehensive film showing all phases of the university.

Newspapers and Books.....\$ 500
This will provide the facilities needed at headquarters for keeping track of progress and in building up the necessary working reference library.

Postage.....	\$10,000
This includes all expense for mailing out printed material, bulletins, the Magazine, and for the vast amount of ordinary correspondence which will be necessary.	
Memorandum, typograph and Hoover.....	\$2,000
This includes the expense of bulletins, reports, some letters, articles for publications and the use of letters in general direct advertising features of the campaign.	
Mailing Service.....	\$1,000
This includes the services required to handle large mailings of campaign material and ordinary work which must be turned over to outside organizations.	
Art Work and Engravings.....	\$1,000
This includes the art work and cuts for campaign printed material, cuts for newspapers and other publications as required.	
Photographs.....	750
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Newspapers and Books.....	500
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Advances to Local Chairmen.....	\$2,500
This will provide for the expense of setting up office and for organization expenses in the field.	
Distribution of the Magazine.....	\$3,000
This will provide for sending the Magazine to every alumnus during the period.	
Contingency Fund.....	\$5,000
This will provide for emergencies, losses and unforeseen expenses.	
PROFESSIONAL SERVICES.....	\$34,100
The John Price Jones Corporation.....\$12,000	
This provides the general supervisory and consultative services of the Corporation as exercised through its officers and for full use and benefit of the Corporation's statistics, researches and records which have been compiled during the conduct of more than one hundred campaigns and which are being constantly added to as new methods and theories of campaign practice are developed. It also provides for the expense of at least one visit each month by an officer of the Corporation to the campaign headquarters for such a period as may be required.	
Campaign Director.....	\$11,700
This provides the constant service of an expert campaign director acting under the supervision of the John Price Jones Corporation and charged with the duty of putting the campaign plans into effect in collaboration with the campaign officials. The amount also includes the living expense of the director.	
Publicity Director.....	\$10,400
This provides the constant service of an expert newspaper and pamphlet writer acting with the campaign director. Included	

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Distribution of the Magazine..... \$2,500

This will provide for sending the Magazine to every minister during the period.

Contingency Fund..... \$5,000

This will provide for emergencies, losses and unforeseen expenses.

PROFESSIONAL SERVICES..... \$24,100

The John Price Jones Corporation..... \$12,000

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in the work would be the formulation and direction of features, meetings, etc. While the period of one year is covered in this item, it might be possible for the publicity director to train an alumnus or faculty member to take up the work so that the term of this professional service could be shortened to six months.

GRAND TOTAL OF CAMPAIGN EXPENSES.....\$168,450

Note: The grand total of estimated expenses exceeds those of the Harvard and Northwestern campaigns by substantial amounts. For a similar period Harvard spent \$147,000 and Northwestern \$136,000. It should be remembered, however, that in the Northwestern campaign the University maintained an additional separate publicity organization at an approximate additional cost of \$40,000 for the period and that Harvard University also conducted extensive publicity work, the expense of which is not included in the campaign total.

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GRAND TOTAL OF CAMPAIGN EXPENSES.....\$158,450.

Note: The grand total of estimated expenses exceeds that of the Harvard and Northwestern campaigns by substantial amounts. For a similar period Harvard spent \$147,000 and Northwestern \$136,000. It should be remembered, however, that in the Northwestern campaign the University maintained an additional separate publicity organization at an approximate additional cost of \$40,000 for the period and that Harvard University also conducted extensive publicity work, the expense of which is not included in the campaign total.

GENERAL SUMMARY AND CONCLUSIONS

I. GENERAL SUMMARY.

Part I - Survey.

Section One, "The Present Status of the University," describes the character of the University, its service, its relationships with alumni and outsiders, and its finances and resources, and draws the following conclusions:

1. That the University of Chicago is performing a national service in the cause of education and research.
2. That the University has reached a stage in its development which requires new financing; ultimately for the expansion which is necessary to the like of every great university, but immediately for the sake of regaining ground that has been lost. New financing must meet squarely certain fundamental educational needs which have either been directly neglected or else compromised by half measures which have seriously threatened the University's morale and prestige.
3. That the University must depend on gifts for its additional finances.
4. That only a small proportion of the alumni have reached an age, or have entered occupations, which would justify the expectation of gifts of considerable size.
5. That the alumni need more intensive organization, and immediate cultivation by every device available.
6. That the University should adopt a program of constructive and intensive publicity, for the purpose of bettering its relations with the press, the general public, and persons of wealth.

Section Two. "The University's Future," described briefly the University's program and its needs, and sets the immediate needs at \$20,000,000.

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- Section Two. "The University's Future," described briefly the University's program and its needs, and sets the immediate needs at \$20,000,000.

Section Three. "An Analysis of the Proposed Campaign", sets forth the campaign assets of the University, defines its field of support, outlines the inducements which can be offered to donors, estimates the reaction which the University can probably expect, discussed the goal of the campaign and the time for the campaign, outlines the factors which will affect the campaign, and draws the following conclusions:

1. That the University of Chicago is justified in conducting a progressive campaign, over a period of two years or more, for \$20,000,000.
2. That the campaign will be primarily a campaign for large gifts.
3. That the success of the campaign will be largely determined by the pace set by the Trustees.
4. That the alumni canvass should begin not sooner than January 1, 1925.
5. That the immediate and pressing problem is one of publicity.
6. That the campaign must be headed by the best available man on the Board of Trustees.
7. That President Burton must be released from all administrative duties for a period of about a year, to devote his attention to the solicitation of special gifts, public appearances, and contacts with the alumni.
8. That every available member of the Board of Trustees should agree to give a certain specified number of hours per week to the business of the campaign.
9. That certain members of the Faculty should be released sufficiently to make important outside contacts.
10. That certain administrative officers should be released sufficiently to make regular contacts with alumni.
11. That work on lists should begin at once, and should be pushed

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ness of the campaign.

9. That certain members of the faculty should be released sufficient-

ly to make important outside contacts.

10. That certain administrative officers should be released sufficient-

ly to make regular contacts with alumni.

11. That work on lists should begin at once, and should be pushed

vigorously.

12. That the Trustees should take steps to get a campaign mandate from the alumni, by some such method as conducting a general questionnaire on the future of the University.

Part II - Plan.

Section One, "The Appeal", outlines the theme of the University's story, and sets forth the reasons for contributing to the University's needs. The appeal is represented from three points of view: educational, for instruction and research; civic, for establishing the contact with the city of Chicago; and humanitarian for the medical project. The general theme is this: the University of Chicago, like the city whose name it bears, is young, virile, progressive, and successful. Its future should be the active concern of every person who is interested in the future of education, and in the future of Chicago and the Middle West.

Section Two, "An Outline for a Campaign Organization," shows the type of campaign organization suited to the University of Chicago, for the purpose of bringing the appeal to the prospect through the medium of the campaign workers. (See Organization Chart)

Section Three, "A Program of Campaign Publicity," describes a method for bringing the appeal to the prospect through the medium of publicity; defining the purpose of the publicity, and describing the material to be used.

Section Four, "An Abridged Schedule of Operation," shows the first steps to be taken, in organization, publicity, and canvassing, and indicates the high points of the general operating program.

Section Five, "A Campaign Budget," sets forth the various units of campaign costs, and on the basis of experience in other large campaigns, notably in the cases of Harvard and Northwestern, estimates a campaign expense for the first year, with a conservative margin, at \$168,450.

Note: The grand total of estimated expenses exceeds those of the Harvard and Northwestern campaigns by substantial amounts. For a similar period Harvard spent \$147,000 and Northwestern \$136,000. It should be remembered, however, that in the Northwestern campaign, the University maintained an additional separate publicity organization at an approximate additional cost of \$40,000 for the period and that Harvard University also conducted extensive publicity work, the expense of which is not included in the campaign total.

II. CONCLUSIONS. The University of Chicago is justified in starting a campaign for \$20,000,000, though in its public aspects the formal announcement will mention only the \$5,000,000 needed at once to complete the medical project.

The University has a large body of alumni, but for various reasons the alumni are not to be considered as an important factor in estimating the probable sources of the contributions. They will undoubtedly furnish a large body of interested workers, and should make a much better record as a group than the alumni of Northwestern University - which offers the closest and most recent parallel. However, it should be considered that the campaign with the alumni is undertaken largely for the sake of the future, as a matter of alumni education toward future needs and toward a plan for a permanent Alumni Fund. In general type, the University of Chicago campaign will be a campaign for large gifts, extended over a long period of time.

The chief problem is conceived to be a problem of publicity; in the education of Trustees, Faculty, and Alumni, in establishing friendly contacts with Chicago, and in counteracting existing negative impressions in regard to the University's financial position.

If work should begin at once, as it should, it is not considered possible to do a satisfactory piece of work on the general canvass of alumni before

Note: The grand total of estimated expenses exceeds those of the Harvard and Northwestern campaigns by substantial amounts. For a similar period Harvard spent \$147,000 and Northwestern \$138,000. It should be remembered, however, that in the Northwestern campaign the University maintained an additional separate publicity organization at an approximate additional cost of \$40,000 for the period and that Harvard University also conducted extensive publicity work, the expense of which is not included in the campaign total.

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January 1, 1925. It is believed that the alumni canvass will continue from that point for fully a year; with the effort on special gifts continuing persistently as a permanent feature of the University's promotion.

The John Price Jones Corporation earnestly recommends that the Trustees estimate the size of the campaign job at its full value, and should approach the whole task with the understanding that success will come only after a long, strenuous, and persistent effort. The spirit of a campaign is a very real thing; success or failure may depend on the extent to which the leaders catch the spirit and are able to give it to others. This spirit, so essential, is to feel that the meeting of the needs of the University of Chicago, and setting the University on the path to greater service, will be the most constructive thing that has been done for Chicago, and for the Middle West, within the present generation.

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