

SUGGESTED PROGRAM OF ORGANIZATION AND PUBLICITY

WITH BUDGET

for the

UNIVERSITY OF CHICAGO CAMPAIGN

September 1, 1925 - June 30, 1926

Submitted by The John Price Jones Corporation
August 27, 1925

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September 1, 1932 - June 30, 1933

Submitted by The John F. Jones Corporation
New York, N.Y., 1932

SECTION I

PRESENT STATUS OF CAMPAIGN

The present credit to the Development Fund is approximately \$6,500,000. The original goal was \$17,500,000. There is, therefore, \$11,000,000 still to be raised. *\$1,000,000 of which is for endowment only* (if all the items in the original schedule are retained.) Of that amount \$540,000 for endowment purposes should come from the alumni to complete their Fund of \$2,000,000, and another \$460,000 must be raised for endowment to complete the requirements of the General Education Board; in other words, the remaining task is to raise \$540,000 from the alumni and \$10,460,000 from other sources, *\$10,000,000 being for new buildings, maintenance and funds to provide for their permanent upkeep.* their equipment and endowment.

SECTION II

HIGHLY ORGANIZED PUBLIC APPEAL NECESSARY

It is assumed that the contributions of the Trustees are complete, that it is at present inadvisable to conduct a general undergraduate campaign, and that an additional \$540,000 is the maximum to be raised from the alumni. It

SECTION I

PRESENT STATUS OF CAMPAIGN

How present credit to the Development Fund is ap-
propriated \$2,500,000. The original goal was
\$10,000,000. There is, therefore, \$7,500,000 still
to be raised. All the items in the original schedule
are estimated at that amount \$2,500,000 for equipment
purchases, \$2,500,000 from the fund to complete their
fund of \$2,500,000, and another \$2,500,000 must be raised
for equipment to complete the requirements of the Gen-
eral Education Board; in other words, the remaining task
is to raise \$2,500,000 from the fund and \$5,000,000
from other sources, \$10,000,000 each for new buildings,
their equipment and maintenance.

SECTION II

HIGHLY ORGANIZED PUBLIC AFFAIR DEPT.

It is assumed that the contributions of the Trustees
are complete, that it is at present inadvisable to conduct
a general propaganda campaign, and that an additional
\$2,500,000 is the maximum to be raised from the fund. It

is, therefore, obvious that the \$10,460,000 to complete the Fund must come through an appeal to the public. To raise that amount the following organization is suggested:

SECTION III

SUGGESTED CAMPAIGN ORGANIZATION

In general it seems wise to retain the organization as shown on the chart dated February 1, 1925, which gives the Trustees general control, with the Committee on Development reporting to the Trustees and followed by the Executive Chairman, Mr. Lamont, in general charge of the entire project. To this chart can easily be added any larger organization which may be created. The exact relation of the large city organization to the present organization on the chart need not be decided at this time, and would doubtless depend on the wishes of those citizens whose help is obtained.

The main divisions of the Campaign for the next six months are the following:

- I. Special Gifts Campaign (as now being conducted)
- II. General Public Campaign
- III. Alumni Campaign

Each is described in order below:

I. SPECIAL GIFTS CAMPAIGN

Dr. Aitchison and Mr. Moulds are in charge of all Special Gifts work, operating with the Trustees Committee and the Alumni Special Gifts Committee. They have been

is, therefore, obvious that the \$10,000,000 to complete the Fund must come through an appeal to the public. To retain that amount the following organization is suggested:

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SUGGESTED CAMPAIGN ORGANIZATION

In general it seems wise to retain the organization as shown on the chart dated February 1, 1935, which gives the Trustees general control, with the Committee on Development reporting to the Trustees and followed by the Executive Committee. Mr. Lamont, in general charge of the entire project. To this chart can easily be added any larger organization which may be created. The exact relation of the large city organization to the present organization on the chart need not be decided at this time, and would doubtless depend on the wishes of those citizens whose help is obtained. The main divisions of the Campaign for the next six

months are the following:

- I. Special Gifts Campaign (as now being conducted)
- II. General Public Campaign
- III. Alumni Campaign

Each is described in order below:

SPECIAL GIFTS CAMPAIGN

Dr. Nicholson and Mr. Moulton are in charge of all Special Gifts work, operating with the Trustees Committee and the Alumni Special Gifts Committee. They have been

assisted by five clerks, including the two employed on lists. It is recommended that this work, which has concentrated on prospects of relatively large means, continue without interruption on the ample lists available at Headquarters. It may later appear wise to merge the activities of this department into the general city campaign, but the early Fall can be used to advantage for a vigorous prosecution of the many cases which are now "alive". The aim should be, first, to raise at least \$700,000 in the form of unrestricted endowment, which, with the \$540,000 from the Alumni Campaign, will more than clinch the General Education Board gift, and add as much as possible toward the \$10,460,000 building fund. This effort should get under way immediately after Labor Day. At that time a list of 1800 select names will be available, about 1,000 having been added during the summer. In addition, the master file now numbers about 15,000 names.

II. GENERAL PUBLIC CAMPAIGN

To raise \$10,460,000 from the general public for the University of Chicago is a huge task requiring an elaborate and far-reaching organization. It is assumed that the public of the city of Chicago will be the most fruitful field, although wherever public prospects appear outside of the city, they should be canvassed by an emissary from Headquarters, or by local alumni.

The following organization for a general city campaign is suggested:

A. Citizens Committee

Composed of at least 100 (and preferably more) of the leading and representative men and women of Chicago and vicinity,

...including the two employed on this...
It is recommended that this work, which is concentrated on pro-
jects of relatively large scope, continue without interruption
on the basis of the available at Headquarters. It may later be
possible to merge the activities of this department with the
general city campaign, but the early fall can be used to advance
the vigorous prosecution of the many tasks which are now
"alive". The aim should be, first, to raise at least \$500,000
in the form of unrestricted endowment, which, with the \$250,000
from the United Campaign, will more than finance the General Cam-
paign. It is suggested that as much as possible be raised in the
form of unrestricted funds. This effort should not under any cir-
cumstances be less than a list of 1000 select
names will be available, about 1,000 having been added during
the summer. In addition, the master file now numbers about

II. GENERAL PUBLIC CAMPAIGN

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versity of Chicago is a large task requiring an elaborate and far-
reaching organization. It is assumed that the public of the
city of Chicago will be the most fruitful field, although many
over public persons appear outside of the city. They should be
contacted by a writer from Headquarters, or by local agents.
The following organization for a general city campaign is

General Public Campaign

...of at least 100 (and preferably more) of the
leading and representative men and women of Chicago and vicinity.

the chairman to be a man of outstanding leadership, whose invitation to citizens to serve on the committee would not be likely to be refused. To include in membership all the University Trustees. This committee will be largely honorary, but its membership is calculated to impress the public with the importance and size of the undertaking.

B. General Executive Committee.

Composed of not more than 15 citizens to be selected by the chairman. The chairman of this committee will be known as the General Executive Chairman, and on his shoulders will rest the chief responsibility for prosecuting the campaign. He may or may not be the same man as the chairman of the Citizens Committee. He should have at least two executive vice-chairmen, possibly alumni such as Messrs. McNair and Sills. The members of the Executive Committee should be those men and women in charge of the chief departments of the campaign, each assuming responsibility for his or her department. The Campaign Director will act as secretary of this committee, so that the Headquarters facilities will be constantly at the disposal of the General Executive Committee.

C. SPECIAL GIFTS COMMITTEE

Composed of about 25 of the wealthier citizens of Chicago, the chairman to be a member of the Execu-

the chairman to be a man of outstanding leadership, whose invitation to citizens to serve on the committee would not be likely to be refused. To include in membership all the University Trustees, this committee will be largely honorary. But its membership is calculated to increase the public with the importance and size of the undertaking.

B. General Executive Committee.

Composed of not more than 15 citizens to be selected by the chairman. The chairman of this committee will be known as the General Executive Chairman, and on his shoulders will rest the chief responsibility for presiding over the campaign. He may or may not be the same man as the chairman of the Citizens Committee. He should have at least two executive vice-chairmen, possibly named such as Honorary, Nominating and Stills. The members of the Executive Committee should be those men and women in charge of the chief departments of the campaign, each assuming responsibility for his or her department. The Campaign Director will act as secretary of this committee, so that the Headquarters facilities will be constantly at the disposal of the General Executive Committee.

C. Campaign Finance Committee.

Composed of about 25 of the wealthier citizens of Chicago, the chairman to be a member of the Board.

tive Committee. To have a full-time paid secretary. It will probably be desirable to merge the present Trustees and Alumni Special Gifts Committee into this committee. It will be the function of this committee to solicit and obtain the larger gifts from the wealthier prospects. The University of Pittsburgh divided its Special Gifts Committee into three divisions--individual, industrial, and commercial--with definite quotas for each division, the latter two being especially successful in obtaining large gifts from corporations. This procedure might well be adopted by Chicago.

D. COMMITTEE ON LISTS AND INTERESTS

Much list work for a general city campaign has already been done, but it would appear wise to reform the present Lists and Quotas Committee under Mr. McLaury's chairmanship and include such citizens as the Executive Chairman and Mr. McLaury should designate. The present paid staff should be supplemented to some extent. The function of the committee would be to make available to the members of the Special Gifts Committee and other canvassers the names of the prospects on which they are to call. An important phase of this work is providing lists by trades and professions.

E. COMMITTEE ON COMMUNITY CO-OPERATION (CITY)

Composed of 10 members, each of whom would be in charge of one of the following divisions:

five committees. To have a full-time paid secretary.
It will probably be desirable to merge the present
Industrial and General Affairs Committees into this
committee. It will be the function of this committee
to see to it that the Industrial and General Affairs
Committee is kept up to date. The University of Illinois
division is expected to be divided into three di-
visions--Industrial, Commercial, and Commercial--with
active groups for each division, the latter two di-
visions being especially successful in obtaining large gifts
for the University. This procedure might well be
adopted by Chicago.

2. COMMITTEE ON INDUSTRIAL AND COMMERCIAL AFFAIRS

Such a committee for a general city campaign has al-
ready been done, but it would appear wise to follow
the present plan and create a committee under Mr. McHenry's
chairmanship and include such citizens as the Executive
Chairman and Mr. McHenry should designate. The present
paid staff should be supplemented to some extent.
The function of the committee would be to make
available to the members of the Special Affairs Com-
mittee and other interested persons the names of the persons
on which they are to call. An important phase of this
work is providing lists of trades and professions.

3. COMMITTEE ON UNIVERSITY DEVELOPMENT (GIFT)

Composed of 10 members, each of whom would be in
charge of one of the following divisions:

1. Division of Art
2. Division of Business Men*
3. Division of Education*
4. Division of the Church*
5. Division of Labor
6. Division of Clubs and Fraternities
7. Division of Patriotic and Historic Societies
8. Division of Professional Interests*
9. Division of Sports and Athletics
10. Women's Division*

(* Would have a full-time paid secretary)

Each of these divisions will have a division chairman who will be a member of the Committee on Community Co-operation, acting under the chairman of that Committee. Each division chairman will in turn oversee the work of a chairman in charge of the canvass of a trade or profession in his division, as follows:

1. Division of Art

- a. Actors
- b. Artists
- c. Art Craftsmen
- d. Art Dealers
- e. Architects
- f. Musicians
- g. Sculptors

2. Division of Business Men

- a. Advertising
- b. Amusements

(It should be possible to make an arrangement whereby the theatres and moving picture houses would donate their gross receipts on one day to the Development Fund.)

1. Division of Art
2. Division of Business Maps
3. Division of Botany
4. Division of the Census
5. Division of Labor
6. Division of Clubs and Recreation
7. Division of Forestry and Natural Resources
8. Division of Professional Interests
9. Division of Sports and Athletics
10. Women's Division

11. There shall be a full-time paid secretary

Each of these divisions will have a division chairman who will be a member of the Committee on Community Development, acting under the chairman of that Committee. Each division chairman will in turn oversee the work of a chairman in charge of the affairs of a trade or profession in his division as follows:

1. Division of Art

- a. Artists
- b. Architects
- c. Art Craftsmen
- d. Art Dealers
- e. Art Critics
- f. Museums
- g. Sculptors

2. Division of Business Maps

- a. Advertising
 - b. Management
- It should be possible to make an arrangement whereby the business and making of maps would be done by the business community and they to the Government (FBI).

- c. Bankers and Brokers
- d. Book Publishers
- e. Civic
- f. Crockery
- g. Department Stores
- h. Drugs, Chemicals, Paints
- i. Electrical (Including public utilities)
- j. Florists
- k. Furniture
- l. Hardware, Metals & Allied Trades
- m. Insurance
- n. Iron and Steel
- o. Jewelry
- p. Lumber
- q. Magazines
- r. Millinery
- s. Mining
- t. Music Trades
- u. Newspapers
- v. Office Appliances
- w. Oil
- x. Printing
- y. Radio
- z. Real Estate, Hotels and Builders
- aa. Steam and Coal
- bb. Railroads and Express
- cc. Steamships and Docks
- dd. Textiles
- ee. Leather
- ff. Packers
- gg. Mail Order Houses
- hh. Tobacco Houses

(List to be supplemented, if necessary)

3. Division of Education

Sub-organization to be determined.

Note: In the recent University of Pittsburgh campaign 97,000 school-children gave 10¢ each and received a certificate which of course afforded excellent publicity. The cost for this feature was approximately \$10,000.

4. Division of the Church

Sub-organization to be determined.

(At least in the University district).

- 1. Tobacco Stores
- 2. Mail Order Stores
- 3. Packagers
- 4. Leather
- 5. Textiles
- 6. Spinning and Dyeing
- 7. Railroads and Express
- 8. Steam and Coal
- 9. Road Service, Hotels and Buildings
- 10. Banks
- 11. Printing
- 12. Oil
- 13. Lumber and Appliances
- 14. Refrigerators
- 15. Hotels and Lodges
- 16. Mining
- 17. Millinery
- 18. Tailors
- 19. Jewellery
- 20. Iron and Steel
- 21. Insurance
- 22. Hardware, Metals & Allied Trades
- 23. Pottery
- 24. Florists
- 25. Electrical (including public utilities)
- 26. Drugs, Chemicals, Paints
- 27. Department Stores
- 28. Grocery
- 29. Civil
- 30. Book Publishers
- 31. Banks and Brokers

(List to be supplemented, if necessary)

3. Division of Education

Sub-organization to be determined.

Note: In the recent University of Pittsburgh campaign \$7,000 school children gave \$104 each and received a certificate which of course afforded excellent publicity. The cost for this feature was approximately \$10,000.

4. Division of the Church

Sub-organization to be determined.

(See report in the University district).

5. Division of Labor

Sub-organization to be determined.

6. Division of Clubs and Fraternities

(List to come)

7. Division of Patriotic and Historic Societies

Sub-organization to be determined.

8. Division of Professional Interests

- a. Doctors
- b. Dentists
- c. Engineers
- d. Lawyers

9. Division of Sports and Athletics

- a. Baseball Clubs
- b. Yacht Clubs
- c. Automobile Clubs
- d. Golf Clubs

10. Women's Division

- a. Organization Committee
- b. Advisory Committee
- c. Speakers Committee
- d. Reception Committee
- e. Gifts Committee

Other divisions or sub-divisions will be added as found desirable. Definite quotas will be assigned each division.

F. COMMITTEE ON COMMUNITY CO-OPERATION (SUBURBAN)

This committee will consist of a chairman for each suburb in the metropolitan area where it is considered worth while to conduct a general campaign with a definite quota. The chairman of this committee should be a member of the General Executive Committee. Each of the selected communities would be expected to conduct a community campaign along lines similar to the Chicago City campaign but

3. Division of Labor
Sub-organization to be determined.
 4. Division of Clubs and Organizations
(List to come)
 5. Division of Patriotic and Historic Societies
Sub-organization to be determined.
 6. Division of Professional Interests
 - a. Doctors
 - b. Dentists
 - c. Engineers
 - d. Lawyers
 7. Division of Sports and Athletics
 - a. Baseball Clubs
 - b. Football Clubs
 - c. Automobile Clubs
 - d. Golf Clubs
 10. Women's Division
 - a. Gifts Committee
 - b. Reception Committee
 - c. Speakers Committee
 - d. Advisory Committee
 - e. Organization Committee
- Other divisions or sub-divisions will be added as found desirable. Detailed quotas will be assigned each division.
7. COMMITTEE ON COMMUNITY CO-OPERATION (MEMBERSHIP)
This committee will consist of a chairman for each ward in the metropolitan area where it is considered worth while to conduct a general campaign with a definite purpose. The chairman of this committee should be a member of the General Executive Committee. Each of the selected communities would be expected to conduct a community campaign along these lines in the future city campaign but

on a modified scale. There should be one full-time paid secretary for the Suburban Committee.

G. UNIVERSITY COMMUNITY COMMITTEE

Although some friends of the University residing or doing business in the neighborhood have contributed, no attempt has been made to canvass the University community. A general committee of 50 leading citizens of Hyde Park and vicinity, with a small executive committee of, say, 15 should be organized to conduct a house-to-house and store-to-store canvass within a district near the University to be determined upon. The chairman of the Executive Committee, who would also be the chairman of the larger University Community Committee, should also be a member of the General Executive Committee, reporting to the General Executive Chairman. Under this local Executive Committee, charged with the raising of a specific quota, should be set up various sub-committees such as (1) Special Gifts, (2) Lists and Interests, (3) General Canvass. Here, too, the campaign might well start with a dinner at the Hotel Windermere to the citizens of the University Community "to meet President Mason". Due to the great influence which the University has had in preserving real estate and other values in its vicinity, a strong argument can be made for the support of the University by its community. The General Publicity Committee will supply all necessary publicity material. The

University Community Committee should have a full-time paid secretary, who might be volunteered by one of the business houses in the district.

H. PUBLICITY COMMITTEE

The organization of this committee and the necessary paid personnel are described in detail on Pages 14-17 of the attached Program of Publicity dated August 15, 1925.

I. MISCELLANEOUS

The canvassing will be in two great divisions:

- (1) Special Gifts, to cover gifts of \$5,000 and more;
- (2) General Canvass, by teams under the Committee on Community Co-operation. The operation of the Special Gifts Committee is comparatively simple, an occasional dinner or luncheon being sufficient, under efficient leadership, to hold this group together. The organization of the General Canvass is a huge task, requiring probably a large dinner for the leaders and several subsequent dinners or luncheons with well-known speakers where each person present would be asked to bring to the next gathering three or four additional workers, thus building up a force of at least 2,000 workers.

The date of the campaign will depend largely on the speed with which the city organization can be thrown together. It is generally recognized that early November is the best time for a university campaign, but to organize a great city campaign between September 1 and No-

vember 1 will require extraordinary leadership. Unless such leadership is obtained immediately, the city campaign must be postponed to a later date.

It has been planned to start the Alumni Campaign on September 30 and end it by November 1. As much of the work in the General City Campaign must be performed by alumni, it would be well to have an interval elapse between the end of the Alumni Campaign and the beginning of the City Campaign.

Plodges will be solicited to cover a three-year period.

III. ALUMNI CAMPAIGN

The problem confronting the Alumni Committee is the raising by December 31 of \$540,000 to complete the \$2,000,000 alumni fund, which goes to endowment. The Alumni Executive Committee has divided the amount to be raised as follows:

A.	Rush Medical College Alumni	\$70,000
B.	Alumni of Old University	70,000
C.	City Alumni Campaign	200,000
D.	Field Alumni Campaign	<u>200,000</u>
		\$540,000

The cards of all non-subscribers in these groups have been set apart at Headquarters, so that the canvassing problem is graphically shown and the cards can be easily studied.

Describing the necessary organization:

A. The absence of Dr. Webster in the Orient makes necessary the appointment of a new Rush Committee headed by Drs. Post,

where I will receive necessary instructions. Unless
 your interest is obtained immediately, the city com-
 plete must be postponed to a later date.

It has been planned to start the Annual Campaign on
 September 20 and end it by November 1. In view of the
 work for the General City Campaign must be postponed by
 about a month, it would be well to have an interval before the
 town the end of the Annual Campaign and the beginning of
 the City Campaign.

Planners will be solicited to cover a three-year per-

iod.

III. GENERAL CAMPAIGN

The problem confronting the Annual Committee is the raise-
 ing by December 31 of \$250,000 to complete the \$2,000,000 annual
 fund, which goes to endowment. The Annual Executive Committee
 has divided the amount to be raised as follows:

1.	General Annual Campaign	\$70,000
2.	City Annual Campaign	70,000
3.	State Annual Campaign	200,000
	<u>Total</u>	<u>\$240,000</u>
	Balance	\$10,000
	Total	\$250,000

The credit of all non-subscribers in these groups have been
 set apart as headquarters, so that the executive problem is
 principally to show and the funds can be easily raised.

Presenting the necessary organization:

1. The success of the winter in the future makes neces-
 sary the appointment of a new State Committee headed by Dr. Ford,

Irons, and others to be selected. The formation of that committee, with a full-time paid secretary, should begin at once. On this committee will rest the responsibility of raising the \$70,000. Such a favorable start has been made by the subscriptions of many of the leading Rush alumni that there should be little difficulty in pledging the necessary amount, provided sufficient workers can be obtained to make the calls. Especially in Chicago, whence the bulk of the \$70,000 must come, is it easy to call on the prospects, as many of them are concentrated in five or six buildings in or near the Loop.

B. The campaign on the alumni of the Old University is in the hands of Mr. John Mentzer '98. He has already had several conferences with leading members of the group, and has definite plans laid. It is suggested that the first step be a dinner "to meet President Mason". We understand that the latter's father-in-law, the late Professor Freeman, was a member of the Faculty of the Old University and received an honorary degree therefrom. Following the dinner, a committee of canvassers will divide the prospects and make the calls. In many cases personal letters from individual alumni will be necessary, as some prospects live outside of Chicago.

C. The General City Campaign will follow the lines of the successful campaign of last spring under the direction of the Steering Committee, of which Mr. McNair is chairman. That Committee has not yet met to lay detailed plans, but will do so shortly. As with the Old University Campaign, the initial impetus will probably be given at a dinner "to meet President

It is, and others to be selected. The formation of such a committee, with a full-time paid secretary, should begin at once. On this committee will rest the responsibility of raising the \$50,000. Such a favorable report has been made by the end-criptions of many of the leading such kind that there should be little difficulty in obtaining the necessary amount, provided sufficient workers can be obtained to make the calls. It is it only to call on the prospects, as many of them are concentrated in five or six buildings in or near the Loop.

B. The campaign on the right of the Old University is in the hands of Mr. John H. H. He has already had several conferences with leading members of the group, and has definite plans laid. It is suggested that the first step be a dinner "to meet President Mason". We understand that the dinner is to be given at the Old University, and received an honor of the Faculty of the Old University and received an honorary degree therefrom. Following the dinner, a committee of canvassers will divide the prospectors and make the calls. In many cases personal letters from individuals should will be necessary, as some prospects live outside of Chicago.

C. The General City Campaign will follow the line of the successful campaign of last year, with the exception of the Streeting Committee, of which Mr. H. H. H. is chairman. That Committee has not yet had a final detailed plan, but will do so shortly. As the Old University, H. H. H. and his staff will probably be given as a dinner to meet President

Mason". All records for this campaign are in excellent shape, and it is hoped that the services of Mrs. McDaniel and Mr. Droege can again be obtained. It is planned to pick up this work where it was dropped in June and push it to a successful conclusion. As about 3,500 alumni subscriptions have been received from the city, there are probably 5,000 prospects of whom 2,500 are "good". The plans of the Steering Committee include "plus subscriptions" as a last resort to complete the \$200,000 quota.

D. The field division presents the major difficulties of the Alumni Campaign. A carefully planned mail campaign will be plotted shortly by Mr. Enelow, working with Mr. Trumbull, to reach all non-subscribers among the alumni, including Rush, but the law of diminishing returns has begun to operate on our mail campaigns, and no great return can be expected from that source. The chief reliance will be placed on reviving the local organizations wherever possible and in employing a force of canvassers on a 10 percent cost basis. Constant correspondence is being maintained with those local chairmen who show any willingness to stick to their tasks until their quotas are raised. It is hoped that President Mason will have time this autumn to visit five or six of the chief cities of the Middle West, on which occasions every effort will be made to complete the various local quotas.

It is realized that the \$200,000 from the field will be the most difficult to raise. To supplement the activ-

known. All reports for this design are in excellent
shape, and it is hoped that the services of these technical
and Mr. Brown can again be obtained. It is planned to
pick up this work where it was dropped in time and place it
in a successful conclusion. At about 2,500 about the
designs have been received from the city, there are prop-
erty, 4,000 proposals of whom 2,500 are "good". The plans
of the existing domestic include "pipe subscriptions" as
a first step to complete the 250,000 plan.

2. The field station possesses the major difficulty
that of the limited budget. A monthly planned mail
campaign will be started shortly by Mr. Butler, working
with Mr. Brown, to cover all correspondence among the
field, including local, and the law of advertising returns
and begin to operate on our full budget, and to great
profits can be expected from that source. The first two
months will be placed on reviewing the local organizations
wherever possible and in carrying a force of correspondents
on a 10 percent cost basis. Constant correspondence is
being maintained with these local chapters and show any
efforts to allow to their credit their profits and
revenue. It is hoped that financial status will have time
this summer to start five or six of the other states of
the United States, and when a certain amount of effort will be
made to complete the nationwide project.

It is realized that the 250,000 plan will
be the most difficult of which, to reach the goal

ities of the paid canvassers and the local committees, it seems necessary to raise by large gifts the sum of \$100,000 toward the \$200,000. It is suggested that as soon as Mr. Mentzer completes the campaign among the alumni of the Old University, he start the solicitation of a few of the wealthier alumni who have not subscribed or who have given smaller amounts than they should. It should be possible in this way to make up a special fund of \$100,000 to insure the success of the alumni campaign.

Mr. Fuller will continue as Executive Secretary of the Alumni Campaign Committee.

The Alumni Campaign will start not later than September 30 and be complete, it is hoped, by November 1.

ACTIVITY IN PERIOD JANUARY 1 - JUNE 30, 1926

It is believed that the most effective schedule for the Campaign would be to conduct the alumni drive from September 28 to October 31 and the public campaign from November 9 to December 12, attempting to complete the entire project by December 31.

If that plan were carried out, the chief activity for the following six months would be in cleaning up on the alumni and city campaigns and in establishing Special Gifts and alumni work on a permanent basis. The budget on Page 44 for the period January 1 - June 30 has been drawn on that assumption, but no detailed plan of organization has been drawn. The staff would be substantially as it has been during the past summer. It is assumed that Mr.

ities of the paid canvassers and the local committees, it seems necessary to raise by large gifts the sum of \$100,000 toward the \$200,000. It is suggested that as soon as Mr. Munster completes the campaign about the alumni of the Old University, he start the solicitation of a few of the wealthier alumni who have not subscribed or who have given smaller amounts than they should. It should be possible in this way to make up a special fund of \$100,000 to insure the success of the alumni campaign.

Mr. Fuller will continue as Executive Secretary of the Alumni Campaign Committee. The Alumni Campaign will start not later than September 30 and be complete, it is hoped, by November 1.

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It is believed that the most effective schedule for the campaign would be to conduct the alumni drive from September 28 to October 31 and the public campaign from November 9 to December 12, attempting to complete the entire project by December 31.

If that plan were carried out, the chief activity for the following six months would be in cleaning up on the alumni and city campaigns and in establishing Special Gifts and alumni work on a permanent basis. The budget on page 44 for the period January 1 - June 30 has been drawn on that assumption, but no detailed plan of organization has been drawn. The staff would be approximately as it has been during the past summer. It is assumed that Mr.

Smith's office could handle all publicity requirements of the Committee after March 31, when the down-town publicity department would be closed.

It is, however, impossible to predict on what scale it will be thought advisable to conduct the Committee's activity after December 31, 1925, because it is impossible to predict the success of the autumn campaign. The budget for the first six months of 1925 must, therefore, be regarded as merely an estimate on the assumption that the bulk of our task will have been accomplished by December 31, 1925.

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it will be thought advisable to conduct the Committee's activity after December 31, 1935, because it is impossible to predict the success of the autumn campaign. The budget for the first six months of 1936 must, therefore, be regarded as merely an estimate on the assumption that the bulk of our task will have been accomplished by December

31, 1935.

PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Prepared by
The John Price Jones Corporation
August 28, 1925.

PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Section I

Introductory

1. Conditions Assumed. This memorandum has for its purpose the outlining of a complete publicity program for the continuation of the campaign of the University of Chicago during the fall of 1925. It will discuss the purpose of the publicity to be carried on, the theme of that publicity, the program, the necessity for an expanded publicity committee, the professional publicity organization necessary to carry on the work, and the cost. It is assumed that the campaign of this fall will be carried on in the following three divisions and that the first division will be sub-divided as shown in the following brief outline:

- A. Alumni Campaign
 - a. In the City
 - b. Throughout the country
 - c. Rush Medical Campaign
- B. Special Gifts Campaign
- C. General Public Campaign

Furthermore, it is assumed that the city campaign, the third division of the work, will be the most important part of the fall campaign. For this reason the emphasis of this memorandum is placed upon the city campaign among the public.

Section II

Purpose

1. The main purpose of the publicity program will be to "sell" the University to the public in Chicago and throughout the country, that task having been done for the alumni in the spring campaign. In brief, the purpose of the publicity program is, therefore, to

- A. Show the service of the University to the City and the Nation.
- B. Show the needs of the University and cost of meeting them.
- C. Rally the City and certain large givers of the country to meet the needs.

Section III

Theme

1. So that there may be unity in the message given to the public and to avoid the danger that many methods of attack may leave in the public mind no single impression, it will be necessary to adopt some central theme that shall run through all publicity. In other words, it will be necessary to take a single conception around which publicity material may be built. Ivory Soap's main theme is "It floats". The Packard car's is "Ask the man who owns one". The University of Pittsburgh's was "It's Our University." The University of Rochester's was "Rochester always sticks together". The University of Chicago should adopt such a central idea which may perhaps be summed up in a slogan for the campaign.

A. Major Theme. It is suggested that a striking and at the same time a reasonable theme for the fall publicity campaign of the University of Chicago would be the following:

- a. Build in Chicago the World's Greatest University.

B. Minor Themes. A number of minor themes might be developed, though they would all be corollaries of the major theme:

- a. Provide for the increasing demands of the Middle West for higher education
- b. Match the City Plan, the Park System, the Railroad Plans, with a plan for Higher Education.
- c. The University of Chicago is a University in Chicago. Shall it become, in fact, as it is in name, the University of Chicago?
- d. Make the University of Chicago the capital university of America
- e. Solution of world problems:
 - aa. Control of nature
 - bb. Relations between men
 - cc. Direction of evolution

Major Thomas. It is suggested that a certain number of the
same time a representative group for the following category
of the University of Chicago would be the following:

a. Build the Chicago the World's
Greatest University.

b. Minor Thomas. A number of minor Thomas might be developed.
though they would all be considered of the major Thomas:

- a. Provide for the increasing demands of
the Middle West for higher education.
- b. Meet the City Plan, the Park System,
the Railroad Plan, with a plan for
Higher Education.

c. The University of Chicago is a
University in Chicago. Build it
upward, in fact, as it is in name,
the University of Chicago.

d. Make the University of Chicago the
official university of America.

e. Solution of world problems.

See. General of course
the National Academy
and the American Academy.

Section IV

Program of Publicity

1. Alumni Campaign.

A. City Campaign

a. General and campaign newspaper publicity -
Sept. 1 to Dec. 31

1. News
2. Editorials
3. Pictures

b. Alumni Magazine

1. October
2. November
3. December

c. Campaign Newspapers

1. September 15
2. October 15 - for Rush Alumni
3. November 15

d. Workers Bulletins

e. Letters - mail campaign

1. Letters
2. Post Card with return card
containing subscription blank

f. Radio - at least three nights a week

g. Motion Pictures

1. Additional and revised film
2. News reels

- A. International
- B. Pathe
- C. Fox Film

h. Pamphlet

1. On President Burton, appealing
for Distinguished Service
Professorships.

B. National Campaign

- a. Small amount of local campaign publicity
in the active districts.
- b. Alumni Magazine.

Section IV
Program of Publicity

- I. General Campaign
 - a. General and campaign newspaper publicity -
 1. News
 2. Editorials
 - b. General Magazine
 1. October
 2. November
 3. December
 - c. Campaign Newspaper
 1. September 15
 - d. General Magazine
 1. Letters
 - e. Radio - at least three nights a week
 1. Motion Pictures
 2. Additional and revised film
 3. News reels
 - f. International
 1. Radio
 2. For film
 - g. Pamphlet
 1. On President Hoover's appointment
- II. National Campaign
 - a. Small amount of local campaign publicity in the active districts.
 - b. General Magazine

1. October
2. November
3. December

c. Campaign Newspapers

1. September 15
2. October 15 - for Rush alumni
3. November 15

d. Workers bulletins

e. Letters - mail campaign

1. Letters
2. Post card with return card
containing subscription blank

f. Radio - at least three nights a week

g. Motion Pictures

1. Additional and revised film
2. News reels

- A. International
- B. Pathe
- C. Fox Film

h. Pamphlet

1. On President Burton, appealing for
Distinguished Service Professorships.

C. Rush Alumni Campaign

a. New Rush pamphlet - illustrated

b. Medical and campaign newspaper publicity

1. News
2. Editorials
3. Pictures

c. Medical Magazines.

d. Alumni magazine

1. October
2. November
3. December

e. Regular editions of campaign newspaper

1. September 15
2. November 15

1. October
2. November
3. December

a. Campaign Newspapers

1. September 15
2. October 15 - for Rush election
3. November 15

b. Workers' Bulletin

c. Letters - anti campaign

1. Letters
2. Post card with return card containing subscription blank

d. Radio - at least three nights a week

e. Motion Pictures

1. Additional and revised film

2. News reels

1. International
2. Pathe
3. Fox Film

f. Pamphlet

1. On President Burton, appealing for Distinguished Service Professorship.

g. Rush Alumni Campaign

a. New Rush pamphlet - illustrated

b. Medical and campaign newspaper publicity

1. News
2. Editorials
3. Pictures

c. Medical Magazine

d. Alumni magazine

1. October
2. November
3. December

e. Regular editions of campaign newspaper

1. September 15
2. November 15

f. Special Rush edition of Campaign Newspaper

1. October 15

g. Workers bulletins

h. Letters

i. Radio - at least three times a week

1. Special medical night to
introduce Rush Campaign

j. Motion pictures

1. Some Rush additions to be
made to present film

2. News reels

A. International

B. Pathe

C. Fox Film

k. Meetings and speakers in Chicago

1. Rush dinner to introduce Rush Campaign.

II. Special Gifts Campaign

a. Pamphlets.

1. Memorials book
2. The University of Chicago in 1940
3. Men
4. Distinguished Service Professorships
Leaflet
5. The Plan for Development
6. The Story of the University - History
7. Biographical Sketches - Two volumes
8. Dialogue with a Dean
9. Lawyers' Book
10. Income Tax Leaflet
11. The Quest for Truth
12. Message from President Burton to Rush
Alumni
13. Germanic pamphlet
14. The Service of the University of Chicago
to the Chicago District.

1. Special Rush edition of Chicagoan Newspaper

2. October 15

3. Workers Bulletin

4. Letters

5. Radio - at least three times a week

6. Special medical night to

introduce Rush Campaign

7. Motion pictures

8. Some Rush additions to be

made to program after

the following

9. News reels

10. News reels

11. International

12. International

13. International

14. International

15. Meetings and speakers in Chicago

16. Meetings and speakers in Chicago

17. Rush dinner to introduce Rush Campaign

18. Rush dinner to introduce Rush Campaign

II. Special Gifts Campaign

1. Special Gifts Campaign

2. Special Gifts Campaign

3. Memorial book

4. The University of Chicago in 1940

5. The University of Chicago in 1940

6. Distinguished Service Professorships

7. Distinguished Service Professorships

8. The Plan for Development

9. The Story of the University - History

10. Biographical sketches of the volume

11. Biographical sketches of the volume

12. Biographical sketches of the volume

13. Biographical sketches of the volume

14. Biographical sketches of the volume

15. Biographical sketches of the volume

16. Biographical sketches of the volume

17. Biographical sketches of the volume

18. Biographical sketches of the volume

15. Ten Great Achievements of the University of Chicago
16. Large Gifts made to American Universities - illustrations of donors.

b. Memoranda

1. Photo Folio
2. Distinguished Service Professorships
3. Modern Languages
4. Social Science
5. Chemistry
6. Mathematics
7. School of Education
8. The Colleges
9. General Administration Building
10. Heating Plant
11. School of Politics.

c. Appeals to Educational Foundations - Policy to be determined in conference with Mr. Arnett.

1. Carnegie Corporation of New York
2. Carnegie Foundation for the Advancement of teaching.
3. Commonwealth Fund
4. General Education Board
5. Genetic Foundation
6. International Education Board
7. Laura Spelman Rockefeller Memorial
8. Elizabeth McCormick Memorial Fund
9. Milbank Memorial Fund
10. E. O. Robinson Mountain Fund
11. Rockefeller Foundation
12. Wieboldt Foundation
13. Chicago Community Trust
14. The John Simon Guggenheim Memorial Foundation
15. Juilliard Musical Foundation of New York
16. New York Foundation
17. Twentieth Century Fund, Inc.

d. General and campaign newspaper material

1. News
2. Editorials
3. Society News
4. Pictures

e. Trade Papers - (See under General Public Campaign)

- 15. Ten Great Universities of the University of Chicago
- 16. Large Office space at University of Chicago - Illustrations of Chicago

b. Memoranda

- 17. Chicago Police
- 18. Chicago Police
- 19. Chicago Police
- 20. Chicago Police
- 21. Chicago Police
- 22. Chicago Police
- 23. Chicago Police
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- 97. Chicago Police
- 98. Chicago Police
- 99. Chicago Police
- 100. Chicago Police

- f. Religious Publications - (See under General Public Campaign)
- g. Trustees or special gifts committee letters for workers
 - 1. Weekly letters during active period
- h. Orchestra Hall Lectures
 - 1. Weekly lectures up to and through the city campaign
- i. Luncheons and dinners
 - 1. Noon luncheons similar to Vincent luncheons
 - 2. Dinners to be given by individual members of committee
 - 3. Teas and luncheons for women
- j. Letters
 - 1. Series to begin at once on various achievements of the University - first to be bound flat

III. General Public Campaign

a. Pamphlets

- 1. The Plan for Development
- 2. Men
- 3. The Quest for Truth or Curiosity
- 4. The Service of the University of Chicago to Chicago
- 5. Series of four-page handbooks of facts
- 6. Short leaflet of endorsements by prominent Chicagoans
- 7. Canvassers Handbook
- 8. Ten Great Achievements of the University of Chicago
- 9. Rotogravure Section to be distributed by news dealers or to be gotten out by Tribune
- 10. Broadside in colors
- 11. Mystic Oracle - Answers questions by wireless.
- 12. Short eight or twelve-page memorials booklet with \$1,000 to \$1,000,000 memorials.

2. Religious Publications - (See under General Public Campaign)
3. Trustees or special gifts committee letters for workers
4. Weekly letters during active period
5. Orchestra Hall lectures
6. Weekly lectures up to and through the city campaign
7. Luncheons and dinners
8. Noon luncheons similar to Vincent luncheons
9. Dinners to be given by individual members of committee
10. Teas and luncheons for women
11. Letters
12. Series to begin at once on various achievements of the University - first to be found list

III. General Public Campaign

1. The Plan for Development
2. Map
3. The Quest for Truth or Curiosity
4. The Service of the University of Chicago
5. The Service of the University of Chicago
6. Series of four-page handbooks of facts
7. Grant list of endowments by prominent Chicagoans
8. University Handbook
9. Ten Great Achievements of the University of Chicago
10. Literature Section to be distributed by news outlets or to be gotten out by Chicago
11. Promotional literature
12. Mystery books - answer questions by
13. Grant list of twelve-page memorials
14. Series with \$1,000 to \$1,000,000
15. Memorials

13. Editorial Leaflet
 14. Pictorial leaflet showing what the University wants to do.
 15. Leaflet to committee members on publicity
 16. Handbook for Speakers
 17. The Miami report on graduate work
- b. General and Campaign newspaper publicity
1. News
 2. Editorials
 3. Letters to editors
 4. Features
 5. Pictures
 6. Rotogravure Section of Tribune
 7. Cartoons
 8. Society News
 9. Foreign language papers
 10. Neighborhood papers
- c. Magazines
1. American
 2. Liberty
 3. Collier's
 4. Saturday Evening Post
 5. Time
 6. Review of Reviews
 7. World's Work
 8. Literary Digest
 9. Outlook
 10. Ladies Home Journal
 11. Woman's Home Companion

12. Atlantic Monthly
13. Century
14. Nation
15. New Republic
16. Scientific American

d. Trade Papers

1. Anthropology and Ethnology
2. Archaeology
3. Athletics, Physical Culture and Sports
4. Books, Book Trade, and Authors
5. Chemistry
6. Education
7. Finance and Banking
8. Foreign Trade and International Affairs
9. Women's Interests

e. Religious Publications

1. Baptist
2. Continent
3. Moody Bible Institute Monthly
4. Northwestern Christian Advocate
5. Christian Observer
6. Christian Endeavor World
7. Congregationalist
8. Christian Advocate
9. Christian Herald
10. Missions
11. Watchman - Examiner
12. Forward

f. Other Small Publications

1. House organs
2. Theatre programs
3. Movie programs
4. Football programs
5. The hotel leaflet called "This Week in Chicago".
6. Church Calendars
7. Department store publications
8. Rotary, Kiwanis, and Y. M. and Y. W. C. A. publications.

g. Workers bulletins

h. Letters - mail campaign

i. Advertising

1. Newspapers - contributed by papers or merchants (full ads or slogans)

- 1. Scientific Monthly
- 2. Country
- 3. Motion
- 4. New Republic
- 5. Scientific American

Trade Papers

- 1. Anthropology and Ethnology
- 2. Anthropology
- 3. Athletics, Physical Culture and Sports
- 4. Books, Book Trade, and Authors
- 5. Chemistry
- 6. Education
- 7. Finance and Banking
- 8. Foreign Trade and International Affairs
- 9. Women's Interests

Religious Publications

- 1. Catholic
- 2. Protestant
- 3. Weekly Bible Institute Monthly
- 4. Northwestern Christian Advocate
- 5. Christian Observer
- 6. Christian Endeavor World
- 7. Congregationalist
- 8. Christian Advocate
- 9. Christian Herald
- 10. Mission
- 11. Watchman - Examiner
- 12. Forward

Other Small Publications

- 1. Home Organs
- 2. Theatre Programs
- 3. Movie Programs
- 4. Football Programs
- 5. The Hotel Journal - called "The Week in Chicago"
- 6. Church Almanacs
- 7. Department store publications
- 8. Rotary, Elks, and A. O. U. publications

Workers Publications

- 1. Laborer - Wall Caption

Advertising

2. Newspaper - contributed by paper or advertiser (not
 ads or clippings)

2. Theatre programs
3. House organs
4. Street cars

j. Billboards

1. Road signs
2. Elevated platforms
3. Thermometers or other recording device

k. Posters

1. Window
2. Hotels and Clubs
3. Automobile Stickers
4. Street banners
5. Certificates for donors
6. Envelope stickers

l. Window Displays and Exhibits

1. Model of the University on Michigan Ave.
2. Materials from library and museum in store windows.
3. University exhibit in store on Michigan Avenue or in Loop.

m. Radio - at least three times a week

1. Special Chicago night to open campaign
2. Series of health talks
3. Course on the contemporary novel
4. Course on poetry
5. Course on popular astronomy
6. Art
7. Music
8. Popular Government
9. Religion
10. Biology, evolution and heredity
11. Current events
12. Physical culture and athletic series
13. Vocational talks
14. The drama

1. Home care
2. Home organs
3. Home programs

1. Billboards

1. Home signs
2. Home displays
3. Homekeepers or other recording device

2. Posters

1. Window
2. Home and office
3. Automobile stickers
4. Street banners
5. Certificates for donors
6. Envelope stickers

3. Window Displays and Exhibits

1. Model of the University on Michigan Ave.
2. Materials from library and museum in store windows.
3. University exhibit in store on Michigan Avenue or in loop.

4. Radio - at least three times a week

1. Special Chicago night to open campaign
2. Series of health talks
3. Course on the contemporary novel
4. Course on poetry
5. Course on popular astronomy
6. Art
7. Music
8. Popular Government
9. Religion
10. Biology, evolution and heredity
11. Current events
12. Physical culture and athletic series
13. Vocational talks
14. The drama

15. Diet
16. Business Conditions
17. Current literature
18. The weather
19. Personality
20. Science
21. Conversations with a Philosopher
22. The universe
23. Football
24. Bird and plant life in the Middle West
25. Concerts
26. The stock market
27. Income tax returns
28. Series on the University of Chicago

n. Motion Pictures

1. Additions and revisions of University film, making it a film on the history of Chicago
2. News reels
 - A. International
 - B. Pathe
 - C. Fox Film
3. Invitation to all motion picture companies to "cover" the university for one day
4. Still slides for motion picture houses

o. Speakers, lectures, meetings.

1. Huge meeting at Grant Park Stadium
2. Orchestra Hall Lectures
 - A. Weekly lectures up to and through the City Public Campaign
3. Luncheons and dinners
4. Lectures at University
5. Theatres
 - A. Chicago night - four minute talks in theatres - glee club, etc.
6. Churches
 - A. Chicago Sunday
7. Schools
 - A. Talks in all schools
8. Meetings and conventions of organizations (Association of Commerce, Rotary, Etc.)
 - A. Resolutions.
9. University of Chicago luncheons one day a week with a speaker.

18. Diet
19. Business Conditions
20. Current Literature
21. The weather
22. Personality
23. Balance
24. Conversations with a Philosopher
25. The universe
26. Baseball
27. Bird and plant life in the Middle West
28. Concerts
29. The stock market
30. Income tax returns
31. Stories on the University of Chicago
32. Motion Pictures
33. Editions and revisions of University film
34. Making a film on the history of Chicago
35. News reels
36. The film
37. The film
38. The film
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100. The film

p. Features

1. Parade
2. University of Chicago day
3. Survey of Chicago
4. Educational conference of educators, etc.
5. Children's day at the University
6. Essay contest among school children
7. Awarding of first Distinguished Service Professorship to Professor Michelson
8. Clock, Cash Register, or Thermometer in Downtown Chicago for recording subscriptions.
9. Model of the University on Michigan Avenue
10. Series of articles in the Chicago Post on well known University of Chicago professors or by them.
11. Sight-seeing visits to University
12. Features at football games
13. Questionnaires for newspaper editors and general public asking how the University can better serve the Middle West
14. Post-season football game at Grant Stadium-high prices to be charged for benefit of campaign.
15. Meetings of alumni of other colleges to urge helping Chicago. Big College president to be present.
16. Certificate to be given to school children for subscriptions of 10 cents, the child being required to earn his money,
17. Open House at the University
18. Resolutions by associations
19. Sell letter of President Harper
20. One day session of University for Chicago business men
21. University professors to select best books of the month each month

2. Slogans and campaign button

Section V.

Publicity Committee

1. The present publicity committee should be expanded by the addition of nine sub-committees each to advise on certain phases of the publicity campaign. The members of the sub-committees will not necessarily be alumni of the University, but they should be experts in the particular fields of publicity that they are to advise on. The value of these sub-committees and the amount of volunteer work that they can do is not to be overestimated. In the recent University of Pittsburgh campaign, for instance, the Committee on Window Displays, composed of window dressers, made up, contributed, and set up in windows in that city over 500 University window displays. This single medium of publicity in that city was thus made a most important part of the publicity program and one which, in spite of the elaborateness of the displays in some cases, did not cost the University a cent. It is proposed that sub-committees on the following divisions of the publicity program should be formed:

- A. Newspapers
- B. Pamphlets
- C. Campaign newspaper
- D. Speakers, lectures, theatres, churches, schools, etc,
- E. Magazines and trade papers
- F. Advertising
- G. Bill boards and posters
- H. Window displays and exhibits
- I. Features

Section V.
Publicity Committee

1. The present publicity committee should be expanded by the addition of nine sub-committees each to advise on certain phases of the publicity campaign. The members of the sub-committees will not necessarily be alumni of the University, but they should be experts in the particular fields of publicity that they are to advise on. The value of these sub-committees and the amount of volunteer work that they can do is not to be overestimated. In the recent University of Illinois campaign, for instance, the Committee on Window Displays, composed of window dressers, made up, contributed, and set up in windows in that city over 800 University window displays. This single medium of publicity in that city was thus made a most important part of the publicity program and one which, in spite of the elaborateness of the displays in some cases, did not cost the University a cent. It is proposed that sub-committees on the following divisions of the publicity program should be formed:

- A. Newspapers
- B. Pamphlets
- C. Campaign newspaper
- D. Speakers, lecturers, theatres, churches, schools, etc.
- E. Magazines and trade papers
- F. Advertising
- G. Bill boards and posters
- H. Window displays and exhibits
- I. Posters

Section VI

Publicity Organization Necessary

To carry out so complete a publicity program as that outlined in Section IV and especially to carry on an intensive campaign of public information throughout the Chicago district this fall will require a publicity staff considerably larger than the University has thus far had in the campaign. In this section the publicity program is outlined in terms of the man-power required to execute it. The following is a minimum organization for carrying out this Program:

I. Director (H. J. Smith)

- A. Assistant for general university newspaper work (Russell Pierce)
- B. Assistant for radio work (under consideration)

II Assistant Director (C. E. Tucker)

- A. Assistant for campaign newspaper work (18 weeks). To have charge of
 - a. Campaign newspaper work in Chicago.
 - b. Campaign newspaper work outside of Chicago.
 - c. Features.
 - d. Motion pictures
- B. Assistant for newspaper (10 weeks)
To have charge of
 - a. Alumni newspaper
 - b. Workers bulletins
 - c. Letters - mail campaigns
- C. Pamphlet writer (10 weeks)
(Drew) To do
 - a. Rush Pamphlet (2 weeks)

Section IV

Publicity Organization

Publicity Organization

To carry out as completely as possible a publicity program at this time, it is suggested that in Section IV and especially to carry out an intensive campaign of public information throughout the Chicago district this will require a publicity staff considerably larger than the University has thus far had in the campaign. In this section the publicity program is outlined in terms of the man-power required to execute the same. The following is a minimum organization for carrying out the program:

- I. Director (1 person)
- A. Assistant for newspaper work (1 person)
- B. Assistant for radio work (1 person)

II. Assistant Director (1 person)

- A. Assistant for newspaper work (10 weeks)
- B. Assistant for newspaper work (10 weeks)
- C. Assistant for newspaper work (10 weeks)
- D. Assistant for newspaper work (10 weeks)
- E. Assistant for newspaper work (10 weeks)
- F. Assistant for newspaper work (10 weeks)
- G. Assistant for newspaper work (10 weeks)
- H. Assistant for newspaper work (10 weeks)
- I. Assistant for newspaper work (10 weeks)
- J. Assistant for newspaper work (10 weeks)
- K. Assistant for newspaper work (10 weeks)
- L. Assistant for newspaper work (10 weeks)
- M. Assistant for newspaper work (10 weeks)
- N. Assistant for newspaper work (10 weeks)
- O. Assistant for newspaper work (10 weeks)
- P. Assistant for newspaper work (10 weeks)
- Q. Assistant for newspaper work (10 weeks)
- R. Assistant for newspaper work (10 weeks)
- S. Assistant for newspaper work (10 weeks)
- T. Assistant for newspaper work (10 weeks)
- U. Assistant for newspaper work (10 weeks)
- V. Assistant for newspaper work (10 weeks)
- W. Assistant for newspaper work (10 weeks)
- X. Assistant for newspaper work (10 weeks)
- Y. Assistant for newspaper work (10 weeks)
- Z. Assistant for newspaper work (10 weeks)

- b. Germanic Pamphlet (1 week)
- c. Pamphlet on President Burton (2 weeks)
- d. Ten Great Achievements of the University (3 weeks)
- e. Leaflet to Committee members on publicity
- f. Handbook for speakers (2 weeks)

D. Pamphlet writer (10 weeks) To do

- a. Large gifts to American Universities (3 weeks)
- b. Series of four-page handbooks of facts (4 weeks)
- c. Leaflet of endorsements (1 weeks)
- d. Canvassers handbook (2 weeks)

E. Pamphlet Writer (10 weeks) to do

- a. Rotogravure Paper (2 weeks)
- b. Broadside in colors (1 week)
- c. Mystic oracle (2 days)
- d. Short memorials book (2 weeks)
- e. Editorial Leaflet (2 days)
- f. Pictorial Leaflet (2 weeks)
- g. Miami Report on Graduate Work (2 weeks)

E. Writer of memoranda for special gifts prospects and of memoranda for educational foundations (10 weeks)

F. Director of meetings and Speakers Bureau (14 weeks)
To have charge of

- a. Luncheons, dinners, and teas
- b. Orchestra Hall Lectures
- c. University lectures
- d. Campaign meetings
- e. Theatres
- f. Churches
- g. Schools
- h. Meetings of clubs and organizations

G. Director of Trade Paper publicity (10 weeks) to have charge of

- a. Trade Papers
- b. Religious publications
- c. House organs
- d. Theatre Programs
- e. Movie Programs
- f. Football Programs
- g. Church Calendars
- h. Club Publications

- 1. Handbook for speakers (2 weeks)
- 2. Letter to committee members on publicity
- 3. The Great Significance of the University (2 weeks)
- 4. Pamphlet on President Burton (2 weeks)
- 5. Germanic Pamphlet (1 week)

D. Pamphlet writer (10 weeks) To do

- 1. Germanic Pamphlet (2 weeks)
- 2. Letter of endorsement (1 week)
- 3. Letter of four-page handbooks of facts (4 weeks)
- 4. Large file to American Universities (2 weeks)

E. Pamphlet writer (10 weeks) To do

- 1. Briefing Report on Political Work (2 weeks)
- 2. Political Studies (2 weeks)
- 3. Political Studies (2 weeks)
- 4. Political Studies (2 weeks)
- 5. Political Studies (2 weeks)
- 6. Political Studies (2 weeks)
- 7. Political Studies (2 weeks)
- 8. Political Studies (2 weeks)
- 9. Political Studies (2 weeks)
- 10. Political Studies (2 weeks)

F. Editor of newspaper for special office projects and of newspaper for editorial illustrations (10 weeks)

G. Director of meetings and speakers Bureau (10 weeks) To have charge of

- 1. Meetings of clubs and organizations
- 2. Meetings of clubs and organizations
- 3. Meetings of clubs and organizations
- 4. Meetings of clubs and organizations
- 5. Meetings of clubs and organizations
- 6. Meetings of clubs and organizations
- 7. Meetings of clubs and organizations
- 8. Meetings of clubs and organizations
- 9. Meetings of clubs and organizations
- 10. Meetings of clubs and organizations

H. Director of House program including (10 weeks) To have charge of

- 1. House program
- 2. House program
- 3. House program
- 4. House program
- 5. House program
- 6. House program
- 7. House program
- 8. House program
- 9. House program
- 10. House program

H. Magazine man (8 weeks)

I. Advertising man (8 weeks) To have charge of

- a. Advertising
- b. Bill boards
- c. Posters

J. Man for window displays (5 weeks)

III. Editor of Alumni Magazine - (A. G. Pierrot)

II. Advertising man (8 weeks)
I. Advertising man (8 weeks) To have charge of

- a. Advertising
- b. Bill boards
- c. Posters

3. Man for window display (8 weeks)

III. Editor of Annual Magazine - (A. G. Harnett)

THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT
BUDGET

The following budget has been drawn in two sections:
(1) September 1 - December 31, 1925; (2) January 1 - June 30, 1926. This was done on the supposition that the great-
or part of the campaign activity would come in the next four
months, requiring a much larger organization than would be
necessary after the first of the year.

The budget may be summarized as follows:

September 1 - December 31, 1925

ORGANIZATION

Administration	\$37,870.70	
Special Gifts Campaign	9,780.	
General Public Campaign	24,000.	
City Alumni Campaign	4,840.	
National Alumni Campaign	<u>34,040.</u>	\$110,530.70

PUBLICITY

Administration	\$21,915.	
Special Gifts Campaign	7,535.	
General Public Campaign	19,160.	
Alumni Campaign	<u>7,280.</u>	<u>55,890.</u>

TOTAL ESTIMATED COST SEPTEMBER 1 - DEC 31, 1925	\$166,420.70
TOTAL ESTIMATED COST JANUARY 1 - JUNE 30, 1926	<u>52,835.</u>
GRAND TOTAL ESTIMATED COST SEPTEMBER 1, 1925 - JUNE 30, 1926	<u><u>\$219,255.70</u></u>

THE UNITED STATES
COMMITTEE ON DEVELOPMENT
BUDGET

The following budget has been drawn in two parts: (1) September 1 - December 31, 1933; (2) January 1 - June 30, 1934. It was drawn on the supposition that the greater part of the campaign activity would come in the next four months, requiring a much larger organization than would be necessary after the first of the year.

The budget may be summarized as follows:
September 1 - December 31, 1933

<u>ORGANIZATION</u>	
Administration	\$27,850.70
Special Silver Campaign	9,750.
General Public Campaign	24,000.
Civil Airmail Campaign	4,500.
National Airmail Campaign	34,000.
<u>\$110,100.70</u>	
<u>PUBLICITY</u>	
Administration	\$22,850.
Special Silver Campaign	7,500.
General Public Campaign	12,500.
Airmail Campaign	7,500.
<u>\$50,350.</u>	
<u>\$160,450.70</u>	
TOTAL ESTIMATED EXPENSES SEPTEMBER 1 - JUNE 30, 1934	
<u>\$2,835.</u>	
<u>\$163,285.70</u>	
GRAND TOTAL ESTIMATED COST SEPTEMBER 1, 1933 - JUNE 30, 1934	
<u>\$166,120.70</u>	

BUDGET (Continued)

SEPTEMBER 1 - DECEMBER 31 (18 weeks)

ADMINISTRATION OF ORGANIZATION

Rent (7,081 sq. ft. @ \$2.10 per foot) ^x	\$4,956.70
Light	64.
Accounting Staff	
(Two clerks 18 weeks; Four assistants 10 weeks)	2,000.
Telephone and Telegraph	1,500.
Supplies and Expense	3,500.
Furniture and Fixtures	1,500.
Postage	500.
Multigraph, Mimeo and Hooven	1,000.
Newspapers, Books, Clippings	300.
Alumni Office Expense ^o	2,100.
Campaign Director	4,500.
Assistant Campaign Director	3,150.
John Price Jones Fee	4,800.
Office Salaries*	6,000.
Contingency	<u>2,000.</u>
TOTAL COST OF ADMINISTRATION OF OR* GANIZATION	\$37,870.70

x It should be noted that the opportunity to obtain this space at the low rate of \$2.10 per foot will expire January 31, 1926, when J. Walter Thompson's lease of the space expires.

* Blair, Deputy, Mielke, Kubis, Walther, Gilbert, two stenographers, four typists.

o Five girls, office boy, and one half-time worker.

BUDGET (Continued)

SEPTEMBER 1 - DECEMBER 31 (10 weeks)

ADMINISTRATION OF ORGANIZATION

Room (\$7,000 est. at \$2.10 per foot)	\$14,700.00
Light	64.
Accounting Staff	
(Two clerks 18 weeks)	
Four assistants 10 weeks	2,000.
Telephone and Telegraph	1,500.
Supplies and Expense	3,500.
Furniture and Fixtures	1,500.
Postage	500.
Multigraph, Mimeo and Hoven	1,000.
Newspapers, Books, Clippings	300.
Alumni Office Expense	2,100.
Campaign Director	4,500.
Assistant Campaign Director	3,150.
John Price Jones Fee	4,800.
Office Salaries	6,000.
Contingency	2,000.
TOTAL COST OF ADMINISTRATION OF ORG	\$37,850.00

x It should be noted that the opportunity to obtain this space at the rate of \$2.10 per foot will expire January 31, 1954, when J. Edgar Thompson's lease of the space expires.

* Blair, Deputy, Mifflin, Kabis, Walther, Gilbert, two stenographers, four typists.

* Five girls, office boy, and one half-time worker.

ORGANIZATION (Continued)

SPECIAL GIFTS CAMPAIGN*

Salaries

Mr. Moulds	\$2,000.
Assistant	1,800.

Clerical Assistance

Mrs. Bemis	
Miss Evans	
Miss Charny	
Mrs. Locke	
Miss Conklin	
Assistant	3,780.

Correspondence	500.
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Travel	1,200.
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Contingency	<u>500.</u>	\$9,780
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✓ *Expense considered necessary whether or not city-wide campaign is conducted. In event of city-wide campaign this force would be merged with larger Special Gifts Committee.

ORGANIZATION (Continued)

SPECIAL GIFTS COMMITTEE

Salaries

Mr. Moulton	\$2,000.
Assistant	1,800.

General Assistance

Mrs. Benita	3,780.
Mrs. Evans	
Mrs. Cherry	
Mrs. Locke	
Mrs. Conklin	
Assistant	

Correspondence

500.

Travel

1,200.

Contingency

300.

\$2,780

These figures are based on the assumption that the committee will be organized on a full-time basis. It is estimated that the committee will be organized on a part-time basis. The figures are based on the assumption that the committee will be organized on a full-time basis. It is estimated that the committee will be organized on a part-time basis. The figures are based on the assumption that the committee will be organized on a full-time basis. It is estimated that the committee will be organized on a part-time basis.

ORGANIZATION (Continued)

GENERAL PUBLIC CAMPAIGN

Salaries

Five Associate Directors	\$11,000. *	
Ten Stenographers and Typists	4,500.	
Stationery and Supplies	1,500.	
Entertainment	5,000.	
Contingency	<u>2,000.</u>	\$24,000.

* It should be possible to get the services of one or more of these men donated by business houses for the duration of the campaign.

ORGANIZATION (Continued)

GENERAL INFORMATION

Salaries

Five Associate Directors	\$11,000.
Ten Stenographers and Typists	4,500.
Stationery and Supplies	1,500.
Entertainment	2,000.
Contingency	2,000.
	<u>\$24,000.</u>

* It should be noted that the above figures are based on the assumption that the organization will be maintained on a permanent basis for the duration of the campaign.

ORGANIZATION (Continued)

CITY ALUMNI CAMPAIGN

Salaries

Mrs. McDaniel	\$420.	
Mr. Droege	- - -	
Rush Secretary	1,170.	
Miss Kossert)		
Miss Collins)	1,000.	
Stenographer	450.	
Additional Clerks	900.	
(4 for 10 weeks)		\$3,940.
Correspondence		100.
Entertainment		300.
Contingency		<u>500.</u> \$4,840.

ORGANIZATION (Continued)

CITY ALUMNI CAMPAIGN

Salaries

Mrs. McDaniel
Mr. Duggan
Mr. McCreary
Miss McCreary
Miss Collins
Secretary
Additional Clerks
(4 for 10 weeks)
Correspondence
Entertainment
Contingency

\$400.
1,200.
1,000.
400.
800.
\$3,800.
100.
300.
500.
\$4,600.

ORGANIZATION (Continued)

NATIONAL ALUMNI CAMPAIGN

Salaries

Mr. Fuller	\$2,250.	
Stenographer @ \$30.	540.	
Stenographer @ \$25.	450.	
Ten Field men @ \$75.	<u>13,500.</u>	\$16,740.

Travel

Field Men	\$13,500.	
General	<u>2,000.</u>	15,500.
Entertainment		500.
Correspondence		300.
Advance to Local Chairman		500.
Contingency		<u>500.</u> \$34,040.

THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT
ESTIMATED BUDGET
SEPTEMBER 1 - DECEMBER 31
ON THE BASIS OF CITY-WIDE CAMPAIGN

ADMINISTRATION OF PUBLICITY

Salaries

Mr. Tucker, Assistant Director, @ \$225.	\$4,050.
Mr. Drew, Pamphlet Writer, @ \$175.	3,150.
Mr. Blank, Newspaper Man, @ \$65.	1,170.
Mr. Barnes, or equivalent, Pamphlet Writer, @ \$125.	2,250.
Mr. Van Zant, Alumni Paper, etc. @ \$40.	720.
*Memo Writer, 10 weeks @ \$125	1,250.
*Pamphlet Man, " " " "	1,250.
*Director of Meetings, 14 weeks @ \$60.	840.
*Director of Trade Paper Publicity, 10 weeks @ \$70.	700.
*Magazine Man, 8 weeks @ \$100.	800.
*Advertising Man, 8 weeks @ \$100.	800.
*Window display Man, 5 weeks @ \$100.	500.
Two stenographers	1,080.
Two typists	800.
Mr. Smith's Office	
Russel Pierce, \$180. per mo.	720.
Stenographer, 120. " "	480.
V. Wesby 12.50 per wk.	225.
Office Boy 10. " "	180.
Travel,	100.
Photos, etc.	100.
	<u>\$21,165.</u>

Correspondence

250.

Contingency

500.

TOTAL COST ADMINISTRATION OF PUBLICITY

\$21,915.

*It should be possible to get some of this assistance
volunteered by Chicago Business houses.

THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEPARTMENT
ESTIMATED BUDGET
SEPTEMBER 1 - DECEMBER 31
ON THE BASIS OF CITY-WIDE CENSUS

ADMINISTRATION OF PUBLICATION

Salaries

\$4,000.	Mr. Tucker, Assistant Director, \$325.
3,100.	Mr. Drew, Pamphlet Writer, \$175.
1,170.	Mr. Blank, Newspaper Man, \$55.
2,250.	Mr. Barnes, ex equivalent, Pamphlet
750.	Writer, \$180.
1,200.	Mr. Van Wert, Assistant Paper, etc. \$240.
1,250.	Thomas Witter, 10 weeks \$125
850.	Pamphlet Man, " " "
700.	Editor of Meetings, 14 weeks \$250.
600.	Editor of Trade Paper Monthly, 10
600.	weeks \$170.
800.	Magazine Man, 8 weeks \$100.
800.	Advertising Man, 8 weeks \$100.
800.	Window display Man, 2 weeks \$100.
1,050.	Two stenographers
900.	Two typists
750.	Mr. Smith's Office
450.	Bussey Place, \$180. per mo.
250.	" " " 120.
120.	Stenographer, 120.
120.	V. Moody, 12.00 per wk.
100.	Office Boy, 10.
100.	Printer, etc.
227,145.	

Supplies

Contingent

Total cost administration of publication

All amounts of salaries for the year of this estimate
volunteered by the various persons.

PUBLICITY (Continued)

SPECIAL GIFTS CAMPAIGN

Pictorial Broadside (3,000)

Germanic Pamphlet (2,500) \$300.

Postage 100.
Distribution 25. \$425.

"Chicago, the City" (16,000) 2,000.

Postage 320.
Distribution 160. 2,480.

"Ten Great Achievements" (16,000) 1,200.

Postage 320.
Distribution 160. 1,680.

Personal Letter (3,000) 500.

3 Additional Letters 450.

Reprinting of Present Publications 1,500.

Contingency 500.

TOTAL COST SPECIAL GIFTS CAMPAIGN
PUBLICITY \$7,535.

PUBLICITY (Continued)

SPECIAL GIFTS CAMPAIGN

Historical Broadsides (3,000)	
Germanic Pamphlet (2,500)	\$2500.
Postage	100.
Distribution	25.
	<u>\$2625.</u>
"Chicago, the City" (15,000)	2,000.
Postage	350.
Distribution	100.
	<u>\$2,450.</u>
"Ten Great Achievements" (15,000)	1,200.
Postage	350.
Distribution	100.
	<u>\$1,650.</u>
Personal Letter (3,000)	500.
3 Additional Letters	450.
Reprinting of Present Publications	1,500.
Contingency	<u>500.</u>
TOTAL COST SPECIAL GIFTS CAMPAIGN	\$7,525.

PUBLICITY (Continued)

GENERAL CITY CAMPAIGN

Three Orchestra Hall Lectures	\$2,500.
Radio (Oct. 1 - Dec 31, as per Mr. Smith's estimate attached)	2,100.
Photographs	1,500.
Facts (5) for mailing with bills	4,000.
Canvassers Handbook (2,000)	500.
Broadside (15,000 @ 5¢)	750.
Postage	150.
Distribution	90.
Small Memorial Book (15,000 @ 15¢)	2,250.
Postage	300.
Distribution	150.
Clean-up Letter (15,000)	750.
Recording Device	200.
Poster (5,000) 14 x 22 3 color	455.
Sticker (50,000) 4 x 4 " "	200.
Envelope Sticker (10,000)" " 2x2	215.
Street Banner	50.
Certificate to Subscribers	300.
Certificate for School Children	
Window Displays	500.
Moving Picture (city)	
Student Parade	100.
Questionnaire to Editors	100.
Contingency	<u>2,000.</u>
	\$19,160.

Note: No allowance has been made for a subsidy to the Alumni Magazine, as it is not thought that such an investment would yield a sufficient return at this time.

UNCLASSIFIED DOCUMENT

GENERAL CITY EXPENDITURES

\$2,300.	Three Orchestra Hall Reserves
\$1,500.	Radio Room, 1st Floor, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000

Note: No allowance has been made for a reserve to the
Annual Appropriation, as the same has been
as investment would be a sufficient reserve
this year.

PUBLICITY (Continued)

ALUMNI CAMPAIGN

Campaign Newspaper (3 issues)		\$2,000.
Mail Campaign		
City (3 mailings, including 1 return postal)	\$750.	
National (3 mailings, in- cluding 1 return postal)	<u>2,500.</u>	3,250.
Alumni Office, mailing expense (Campaign Extra)		200.
Moving Picture Changes		500.
Rush Pamphlet (6,000)	\$600.	
Postage	120.	
Distribution	<u>60.</u>	780.
Special Rush Letter		250.
Contingency		<u>500.</u>
TOTAL COST ALUMNI CAMPAIGN PUBLICITY		\$7,280.

PUBLICITY (Continued)

ALUMNI CAMPAIGN

Campaign Newspaper (3 issues)	\$2,000.
Mail Campaign	
City (3 mailings, including 1 return postal)	\$750.
National (3 mailings, including 1 return postal)	2,250.
Alumni Office, mailing expense (Campaign Extra)	200.
Moving Picture Charges	200.
Rush Pamphlet (8,000)	\$800.
Postage	120.
Distribution	60.
Special Rush Letter	250.
Continuance	200.
TOTAL COST ALUMNI CAMPAIGN PUBLICITY	\$7,250.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

1.	Rent		\$3,000.
2.	Supplies and Expense		2,000.
3.	Furniture and Fixtures		1,000.
4.	Telephone and Telegraph		800.
5.	Printing (2 issues of "Extra")		2,500.
6.	Travel		1,000.
7.	Entertainment		1,000.
8.	Postage		750.
9.	Mimeo, Multigraph, and Hooven		1,500.
10.	<u>Mr. Smith's Office</u>		
	Russell Pierce, \$180 per mo.	\$1,080.	
	Stenographer, 120 per mo.	720.	
	V. Wesby, 12.50 per wk.	325.	
	Office Boy, 10. " "	260.	
	Travel,	100.	
	Photos, etc.	100.	2,585.
11.	Radio		3,700.
12.	Newspapers, Books and Clippings		400.
13.	Advances to Local Chairman		300.
14.	Contingency Fund		3,000.
15.	John Price Jones Corporation		7,200.
16.	Campaign Director		6,500.
17.	<u>Publicity Salaries</u>		
	Mr. Tucker, 13 weeks @ \$225.	\$2,925.	
	Stenographer, " " @ 25.	325.	3,250.
	AMOUNT CARRIED FORWARD		\$40,485.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1936

1.	Rent	\$3,000.
2.	Supplies and Expenses	2,000.
3.	Furniture and Fixtures	1,000.
4.	Telephone and Telegraph	800.
5.	Printing (2 issues of "Kluta")	2,500.
6.	Travel	1,000.
7.	Entertainment	1,000.
8.	Postage	750.
9.	Misc., Knitting, and Hooven	1,500.
10.	<u>Mr. Smith's Office</u>	
	Hassell Pierce, \$180 per mo.	\$1,080.
	Stenographer, 120 per mo.	720.
	V. Weedy, 12.50 per wk.	325.
	Office Boy, 12.	240.
	Travel	100.
	Photos, etc.	100.
		<u>2,565.</u>
11.	Radio	2,700.
12.	Newspapers, Books and Clippings	400.
13.	Advances to Local Chairman	300.
14.	Contingency Fund	2,000.
15.	John Price Jones Corporation	7,200.
16.	Campaign Director	2,500.
17.	<u>Publicity Salaries</u>	
	Mr. Tichen, 13 weeks @ \$225.	\$2,925.
	Stenographer, " " @ 25.	325.
		<u>3,250.</u>
	<u>AMOUNT CARRIED FORWARD</u>	<u>\$40,465.</u>

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

Amount brought forward

\$40,485.

18. General Salaries

Mr. Moulds \$3,000.

Miss Weeks

Mrs. Schultz

Miss Deputy

Miss Mielke

Miss Evans

Miss Conklin

Miss Walther

5,450.

8,450.

19. Alumni Salaries

Executive Secretary @ 125

3,250.

Stenographer @ 25

650.

3,900.

TOTAL ESTIMATED COST JANUARY 1 -
JUNE 30, 1926

\$52,835.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1936

Amount Budgeted Forward

\$10,488.

General Salaries

Mr. Smith
Mr. Jones
Mr. Brown
Mr. White
Mr. Black
Mr. Green
Mr. Gray
Mr. Hall
Mr. King
Mr. Lewis
Mr. Miller
Mr. Moore
Mr. Taylor
Mr. Wilson
Mr. Young

\$2,000.

\$2,450.

\$4,450.

Assistant Salaries

Executive Secretary & 1st
Stenographer & 2nd

\$2,250.

\$2,650.

\$2,900.

TOTAL ESTIMATED COST JANUARY 1 -
JUNE 30, 1936

\$22,838.

The University of Chicago

The Committee on Development

ROOM 1703, LYTTON BUILDING, CHICAGO
TELEPHONE WABASH 4170

Fm

Interoffice Correspondence

Date: September 14, 1925

To: President Mason

Subject: "Suggested Program of Organization and Publicity, with Budget"

From: R. F. Duncan

I hand you herewith a copy of "Suggested Program of Organization and Publicity, with Budget", which has been approved in principle by the Committee on Development. Their approval applied specially to the Alumni and Special Gifts Campaigns, and the budget for those two campaigns will be discussed at the meeting on Wednesday at 12.30 at the Hotel LaSalle, Room 209, when I understand you will be present. The Board of Trustees at its last meeting made available sufficient funds to put through the entire campaign as called for in the budget at the back of the attached memorandum.

The crux of the entire campaign hinges at the moment on our ability to find a leading citizen of Chicago like James Simpson, J. J. Mitchell, or Bernard Sunny, to form a citizens' committee and lead a regular city campaign. If we are unable to organize such a committee, our progress on the Development Fund, so far as alumni and special gifts are concerned (particularly the latter), will be slow, and we should not be warranted in maintaining the present large organization. On the other hand, if we can organize a citizens' committee and interest the town, the results are going to be large, both financially and in obtaining good will for the University. I cannot believe that with the Board of Trustees which we have it will not be possible to organize for a city campaign.

The present plan, as I understand it, is for Mr. Swift and you to call on Mr. James Simpson, President of Marshall Field & Company, whom everybody agrees is the one best man in the city to act as executive chairman. Mr. Swift will no doubt confer with you on this in a few days.

I shall be glad to have any criticisms or suggestions for improvement of the attached memorandum.

RFD/ED

The University of Chicago

The Committee on Development
Room 1205, LYTTON BUILDING, CHICAGO
TELEPHONE WABASH 4170

Date: September 14, 1935

Interoffice Correspondence

To: President Mason

From: H. F. Dungan

Subject: "Suggested Program of Organiza-
tion and Publicity, with
Budget"

I hand you herewith a copy of "Suggested Program of Organization and Publicity, with Budget", which has been approved in principle by the Committee on Development. Their approval applied especially to the Annual and Special Gifts Campaigns, and the budget for those two campaigns will be discussed at the meeting on Wednesday at 12.30 at the Hotel LaSalle, Room 202, when I understand you will be present. The Board of Trustees at its last meeting made available sufficient funds to put through the entire campaign as called for in the budget at the back of the attached memorandum.

The crux of the entire campaign hinges at the moment on our ability to find a leading citizen of Chicago like James Simpson, J. J. Mitchell, or Bernard Sunny, to form a citizens' committee and lead a regular city campaign. If we are unable to organize such a committee, our progress on the Development Fund, so far as annual and special gifts are concerned (particularly the latter), will be slow, and we should not be warranted in maintaining the present large organization. On the other hand, if we can organize a citizens' committee and interest the town, the results are going to be large, both financially and in obtaining good will for the University. I cannot believe that with the Board of Trustees which we have it will not be possible to organize for a city campaign.

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I shall be glad to have any criticisms or suggestions for improvement of the attached memorandum.

HFD

SUGGESTED PROGRAM OF ORGANIZATION AND PUBLICITY
WITH BUDGET
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1, 1925 - June 30, 1926

Submitted by The John Price Jones Corporation
August 27, 1925

SUGGESTED PROGRAM OF ORGANIZATION AND PUBLICITY

WITH BUDGET

For the

UNIVERSITY OF CHICAGO CAMPAIGN

September 1, 1925 - June 30, 1926

Submitted by The John F. Jones Corporation
August 27, 1925

SECTION I

PRESENT STATUS OF CAMPAIGN

The present credit to the Development Fund is approximately \$6,500,000. The original goal was \$17,500,000. There is, therefore, \$11,000,000 still to be raised if all the items in the original schedule are retained. Of that amount \$540,000 for endowment purposes should come from the alumni to complete their Fund of \$2,000,000, and ~~another~~ \$460,000 must be raised for endowment to complete the requirements of the General Education Board; in other words, the remaining task is to raise \$540,000 from the alumni and \$10,460,000 from other sources, \$10,000,000 being for new buildings, their equipment and endowment.

SECTION II

HIGHLY ORGANIZED PUBLIC APPEAL NECESSARY

It is assumed that the contributions of the Trustees are complete, that it is at present inadvisable to conduct a general undergraduate campaign, and that an additional \$540,000 is the maximum to be raised from the alumni. It

SECTION I

PURPOSE AND SCOPE OF CAMPAIGN

The present credit to the Development Fund is approximately \$2,000,000. The original goal was \$10,000,000. The new goal, therefore, \$11,000,000 still to be raised in all the items in the original schedule are retained. Of this amount \$500,000 for equipment purposes should come from the alumni to complete their fund of \$2,000,000, and another \$500,000 must be raised for endowment to complete the requirements of the General Education Board; in other words, the remaining task is to raise \$800,000 from the alumni and \$10,000,000 from other sources, \$10,000,000 being for new buildings, their equipment and endowment.

SECTION II

HISTORICAL BACKGROUND OF THE CAMPAIGN

It is assumed that the conditions of the trustees are complete, and it is not present intention to conduct a general undergraduate campaign, and that an additional \$200,000 is the maximum to be raised from the alumni. It

is, therefore, obvious that the \$10,460,000 to complete the Fund must come through an appeal to the public. To raise that amount the following organization is suggested:

SECTION III

SUGGESTED CAMPAIGN ORGANIZATION

In general it seems wise to retain the organization as shown on the chart dated February 1, 1925, which gives the Trustees general control, with the Committee on Development reporting to the Trustees and followed by the Executive Chairman, Mr. Lamont, in general charge of the entire project. To this chart can easily be added any larger organization which may be created. The exact relation of the large city organization to the present organization on the chart need not be decided at this time, and would doubtless depend on the wishes of those citizens whose help is obtained.

The main divisions of the Campaign for the next six months are the following:

- I. Special Gifts Campaign (as now being conducted)
- II. General Public Campaign
- III. Alumni Campaign

Each is described in order below:

I. SPECIAL GIFTS CAMPAIGN

Dr. Aitchison and Mr. Moulds are in charge of all Special Gifts work, operating with the Trustees Committee and the Alumni Special Gifts Committee. They have been

is, therefore, obvious that the \$10,000,000 to be raised for the
Fund must come through an appeal to the public. It is
that amount the following organization is suggested:

SECTION III

SUGGESTED CAMPAIGN ORGANIZATION

In general it seems wise to retain the organization as
shown on the chart dated February 1, 1935, which gives the
Trustees general control, with the Committee on Development
reporting to the Trustees and followed by the Executive Unit.
The Executive Unit, in general, is composed of the following:
Mr. W. L. Belmont, in general charge of the entire project.
To this staff can easily be added any larger organization
which may be created. The exact relation of the large city
organization to the present organization on the chart need
not be decided at this time, and would doubtless depend on
the wishes of those citizens whose help is obtained.
The main divisions of the Campaign for the next six
months are the following:
I. Special State Campaign (as now being conducted)
II. General Public Campaign
III. Alumni Campaign
Each is described in more detail below:
I. Special State Campaign
Dr. Nicholson and Mr. Belmont are in charge of all
State Office work, operating with the State Committee
and the Alumni Special State Committee. They have been

assisted by five clerks, including the two employed on lists. It is recommended that this work, which has concentrated on prospects of relatively large means, continue without interruption on the ample lists available at Headquarters. It may later appear wise to merge the activities of this department into the general city campaign, but the early Fall can be used to advantage for a vigorous prosecution of the many cases which are now "alive". The aim should be, first, to raise at least \$700,000 in the form of unrestricted endowment, which, with the \$540,000 from the Alumni Campaign, will more than clinch the General Education Board gift, and add as much as possible toward the \$10,460,000 building fund. This effort should get under way immediately after Labor Day. At that time a list of 1800 select names will be available, about 1,000 having been added during the summer. In addition, the master file now numbers about 15,000 names.

II. GENERAL PUBLIC CAMPAIGN

To raise \$10,460,000 from the general public for the University of Chicago is a huge task requiring an elaborate and far-reaching organization. It is assumed that the public of the city of Chicago will be the most fruitful field, although wherever public prospects appear outside of the city, they should be canvassed by an emissary from Headquarters, or by local alumni.

The following organization for a general city campaign is suggested:

A. Citizens Committee

Composed of at least 100 (and preferably more) of the leading and representative men and women of Chicago and vicinity,

assisted by five clerks, including the two employed on this. It is recommended that this work, which has concentrated on the parts of relatively large means, continue without interruption on the same basis available at Headquarters. It may later be possible to merge the activities of this department into the general city campaign, but the early fall can be used to advance for a vigorous prosecution of the many tasks which are now "alive". The aim should be, first, to raise at least \$200,000 in the form of unrestricted endowment, which, with the \$250,000 from the Alton Campaign, will go some way toward the General Education Board's \$450,000. This effort should be under way immediately after Labor Day. At that time a list of 1800 select names will be available, about 1,000 having been added during the summer. In addition, the master list now numbers about 18,000 names.

II. GENERAL HURRICANE CAMPAIGN

To raise \$10,000 for the general fund for the University of Chicago is a large task requiring co-operation and far-reaching organization. It is assumed that the people of the city of Chicago will be the main source of this, although wherever public protests appear outside of the city they should be canvassed by an emissary from Headquarters, or by local agents. The following are suggested for a general city campaign:

suggested:

Citizen's Committee

Composed of at least 100 (and preferably more) of the leading and representative men and women of Chicago and vicinity.

the chairman to be a man of outstanding leadership, whose invitation to citizens to serve on the committee would not be likely to be refused. To include in membership all the University Trustees. This committee will be largely honorary, but its membership is calculated to impress the public with the importance and size of the undertaking.

B. General Executive Committee.

Composed of not more than 15 citizens to be selected by the chairman. The chairman of this committee will be known as the General Executive Chairman, and on his shoulders will rest the chief responsibility for prosecuting the campaign. He may or may not be the same man as the chairman of the Citizens Committee. He should have at least two executive vice-chairmen, possibly alumni such as Messrs. McNair and Sills. The members of the Executive Committee should be those men and women in charge of the chief departments of the campaign, each assuming responsibility for his or her department. The Campaign Director will act as secretary of this committee, so that the Headquarters facilities will be constantly at the disposal of the General Executive Committee.

C. SPECIAL GIFTS COMMITTEE

Composed of about 25 of the wealthier citizens of Chicago, the chairman to be a member of the Execu-

the chairman to be a man of outstanding leadership,
whose invitation to citizens to serve on the com-
mittee would not be likely to be refused. To in-
clude in membership all the University Trustees.
This committee will be largely honorary, but its
membership is calculated to increase the public
with the importance and size of the undertaking.
B. General Executive Committee.

Composed of not more than 15 citizens to be se-
lected by the chairman. The chairman of this commit-
tee will be known as the General Executive Chairman,
and on his shoulders will rest the chief responsibility
for presenting the campaign. He may or may not
be the same man as the chairman of the Citizens Com-
mittee. He should have at least two executive vice-
chairmen, possibly alumni such as Messrs. McNeil and
Ellis. The members of the Executive Committee should
be those men and women in charge of the chief depart-
ments of the campaign, each assuming responsibility
for his or her department. The Campaign Director will
act as secretary of this committee, so that the
Executive Committee will be constantly at the dis-
posal of the General Executive Committee.

C. SPECIAL CITIZENS COMMITTEE

Composed of about 25 of the most active citizens
of Chicago, the chairman to be a member of the Execu-

tive Committee. To have a full-time paid secretary. It will probably be desirable to merge the present Trustees and Alumni Special Gifts Committee into this committee. It will be the function of this committee to solicit and obtain the larger gifts from the wealthier prospects. The University of Pittsburgh divided its Special Gifts Committee into three divisions--individual, industrial, and commercial--with definite quotas for each division, the latter two being especially successful in obtaining large gifts from corporations. This procedure might well be adopted by Chicago.

D. COMMITTEE ON LISTS AND INTERESTS

Much list work for a general city campaign has already been done, but it would appear wise to reform the present Lists and Quotas Committee under Mr. McLaury's chairmanship and include such citizens as the Executive Chairman and Mr. McLaury should designate. The present paid staff should be supplemented to some extent. The function of the committee would be to make available to the members of the Special Gifts Committee and other canvassers the names of the prospects on which they are to call. An important phase of this work is providing lists by trades and professions.

E. COMMITTEE ON COMMUNITY CO-OPERATION (CITY)

Composed of 10 members, each of whom would be in charge of one of the following divisions:

two members. To have a full-time paid secretary, it will probably be desirable to merge the present Trustees and Special Gifts Committee into one committee. It will be the function of this committee to be selective and obtain the larger gifts from the wealthiest prospects. The University of Pittsburgh divided the Special Gifts Committee into three divisions - individual, industrial, and commercial - with definite quotas for each division; the latter two being especially successful in obtaining large gifts from corporations. This procedure might well be suggested by Chicago.

2. COMMITTEE ON ALMS AND INTERESTS

When last work for a general city campaign was already begun, but it would appear wise to reform the present Alms and Gifts Committee under Mr. Melony's leadership and include such citizens as the Executive Chairman, Mr. Melony should designate. The present plan will be supplemented to some extent. The members of the committee would be to make available to the members of the Special Gifts Committee and other contributors the names of the prospects in which they are so called. An important phase of this work is maintaining lists of friends and professionals. 3. COMMITTEE ON ORGANIZATION (Chairman) Members of the committee, each of whom would be in charge of one of the following divisions:

1. Division of Art
2. Division of Business Men*
3. Division of Education*
4. Division of the Church*
5. Division of Labor
6. Division of Clubs and Fraternities
7. Division of Patriotic and Historic Societies
8. Division of Professional Interests*
9. Division of Sports and Athletics
10. Women's Division*

(* Would have a full-time paid secretary)

Each of these divisions will have a division chairman who will be a member of the Committee on Community Co-operation, acting under the chairman of that Committee. Each division chairman will in turn oversee the work of a chairman in charge of the canvass of a trade or profession in his division, as follows:

1. Division of Art

- a. Actors
- b. Artists
- c. Art Craftsmen
- d. Art Dealers
- e. Architects
- f. Musicians
- g. Sculptors

2. Division of Business Men

- a. Advertising
- b. Amusements

(It should be possible to make an arrangement whereby the theatres and moving picture houses would donate their gross receipts on one day to the Development Fund.)

1. Division of Art
2. Division of Business Men
3. Division of Education
4. Division of the Church
5. Division of Labor
6. Division of Clubs and Recreation
7. Division of Patriotic and Civic Activities
8. Division of Professional Interests
9. Division of Sports and Athletics
10. Women's Division

(A woman may have a full-time job necessary)

Each of these divisions will have a division chairman who will be a member of the Committee and Community Co-operation, acting under the chairman of that Committee. Each division chairman will in turn oversee the work of a chairman in charge of the canvases of a trade or profession in his division, as follows:

1. Division of Art

- a. Actors
- b. Artists
- c. Art Craftsmen
- d. Art Dealers
- e. Architects
- f. Musicians
- g. Sculptors

2. Division of Business Men

- a. Advertising
- b. Manufacturers

(It should be possible to make an arrangement whereby the business and manufacturing members would handle their own canvases on one day in the Convention week.)

- c. Bankers and Brokers
- d. Book Publishers
- e. Civic
- f. Crockery
- g. Department Stores
- h. Drugs, Chemicals, Paints
- i. Electrical (Including public utilities)
- j. Florists
- k. Furniture
- l. Hardware, Metals & Allied Trades
- m. Insurance
- n. Iron and Steel
- o. Jewelry
- p. Lumber
- q. Magazines
- r. Millinery
- s. Mining
- t. Music Trades
- u. Newspapers
- v. Office Appliances
- w. Oil
- x. Printing
- y. Radio
- z. Real Estate, Hotels and Builders
- aa. Steam and Coal
- bb. Railroads and Express
- cc. Steamships and Docks
- dd. Textiles
- ee. Leather
- ff. Packers
- gg. Mail Order Houses
- hh. Tobacco Houses

(List to be supplemented, if necessary)

3. Division of Education

Sub-organization to be determined.

Note: In the recent University of Pittsburgh campaign 97,000 school-children gave 10¢ each and received a certificate which of course afforded excellent publicity. The cost for this feature was approximately \$10,000.

4. Division of the Church

Sub-organization to be determined.

(At least in the University district).

- a. Bakers and Bakers
- b. Book Publishers
- c. Civil
- d. Grocery
- e. Department Stores
- f. Drugs, Chemicals, Paints
- g. Electrical (including Radio and Television)
- h. Electrical
- i. Furniture
- j. Hardware, Metals & Allied Trades
- k. Insurance
- l. Iron and Steel
- m. Jewelry
- n. Lumber
- o. Machinery
- p. Millinery
- q. Miscellaneous
- r. Music, Records
- s. Newsbooks
- t. Office Equipment
- u. Optical
- v. Printing
- w. Radio
- x. Real Estate, Hotels and Restaurants
- y. Shoes and Coal
- z. Sundry and Miscellaneous
- aa. Textiles and Apparel
- ab. Textiles
- ac. Textiles
- ad. Textiles
- ae. Textiles
- af. Textiles
- ag. Textiles
- ah. Textiles
- ai. Textiles
- aj. Textiles
- ak. Textiles
- al. Textiles
- am. Textiles
- an. Textiles
- ao. Textiles
- ap. Textiles
- aq. Textiles
- ar. Textiles
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- at. Textiles
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- av. Textiles
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- ba. Textiles
- bb. Textiles
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- bd. Textiles
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- bp. Textiles
- bq. Textiles
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- bv. Textiles
- bw. Textiles
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- bz. Textiles
- ca. Textiles
- cb. Textiles
- cc. Textiles
- cd. Textiles
- ce. Textiles
- cf. Textiles
- cg. Textiles
- ch. Textiles
- ci. Textiles
- cj. Textiles
- ck. Textiles
- cl. Textiles
- cm. Textiles
- cn. Textiles
- co. Textiles
- cp. Textiles
- cq. Textiles
- cr. Textiles
- cs. Textiles
- ct. Textiles
- cu. Textiles
- cv. Textiles
- cw. Textiles
- cx. Textiles
- cy. Textiles
- cz. Textiles
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- de. Textiles
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- ea. Textiles
- eb. Textiles
- ec. Textiles
- ed. Textiles
- ee. Textiles
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- ey. Textiles
- ez. Textiles
- fa. Textiles
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- go. Textiles
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- gq. Textiles
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- hy. Textiles
- hz. Textiles
- ia. Textiles
- ib. Textiles
- ic. Textiles
- id. Textiles
- ie. Textiles
- if. Textiles
- ig. Textiles
- ih. Textiles
- ii. Textiles
- ij. Textiles
- ik. Textiles
- il. Textiles
- im. Textiles
- in. Textiles
- io. Textiles
- ip. Textiles
- iq. Textiles
- ir. Textiles
- is. Textiles
- it. Textiles
- iu. Textiles
- iv. Textiles
- iw. Textiles
- ix. Textiles
- iy. Textiles
- iz. Textiles
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(List to be supplemented, if necessary)

Division of Education

Sub-organization to be determined.

Notes: In the recent history of the United States, the education of the people has been a constant theme. The government has been actively engaged in the improvement of the educational system. The Department of Education has been established to coordinate the efforts of the various educational agencies. The Department of Education has been established to coordinate the efforts of the various educational agencies. The Department of Education has been established to coordinate the efforts of the various educational agencies.

Division of the Census

Sub-organization to be determined.

(As found in the University of Chicago)

5. Division of Labor

Sub-organization to be determined.

6. Division of Clubs and Fraternities

(List to come)

7. Division of Patriotic and Historic Societies

Sub-organization to be determined.

8. Division of Professional Interests

- a. Doctors
- b. Dentists
- c. Engineers
- d. Lawyers

9. Division of Sports and Athletics

- a. Baseball Clubs
- b. Yacht Clubs
- c. Automobile Clubs
- d. Golf Clubs

10. Women's Division

- a. Organization Committee
- b. Advisory Committee
- c. Speakers Committee
- d. Reception Committee
- e. Gifts Committee

Other divisions or sub-divisions will be added as found desirable. Definite quotas will be assigned each division.

F. COMMITTEE ON COMMUNITY CO-OPERATION (SUBURBAN)

This committee will consist of a chairman for each suburb in the metropolitan area where it is considered worth while to conduct a general campaign with a definite quota. The chairman of this committee should be a member of the General Executive Committee. Each of the selected communities would be expected to conduct a community campaign along lines similar to the Chicago City campaign but

on a modified scale. There should be one full-time paid secretary for the Suburban Committee.

G. UNIVERSITY COMMUNITY COMMITTEE

Although some friends of the University residing or doing business in the neighborhood have contributed, no attempt has been made to canvass the University community. A general committee of 50 leading citizens of Hyde Park and vicinity, with a small executive committee of, say, 15 should be organized to conduct a house-to-house and store-to-store canvass within a district near the University to be determined upon. The chairman of the Executive Committee, who would also be the chairman of the larger University Community Committee, should also be a member of the General Executive Committee, reporting to the General Executive Chairman. Under this local Executive Committee, charged with the raising of a specific quota, should be set up various sub-committees such as (1) Special Gifts, (2) Lists and Interests, (3) General Canvass. Here, too, the campaign might well start with a dinner at the Hotel Windermere to the citizens of the University Community "to meet President Mason". Due to the great influence which the University has had in preserving real estate and other values in its vicinity, a strong argument can be made for the support of the University by its community. The General Publicity Committee will supply all necessary publicity material. The

University Community Committee should have a full-time paid secretary, who might be volunteered by one of the business houses in the district.

H. PUBLICITY COMMITTEE

The organization of this committee and the necessary paid personnel are described in detail on Pages 14-17 of the attached Program of Publicity ~~dated August 15, 1925.~~

I. MISCELLANEOUS

The canvassing will be in two great divisions:

- (1) Special Gifts, to cover gifts of \$5,000 and more;
- (2) General Canvass, by teams under the Committee on Community Co-operation. The operation of the Special Gifts Committee is comparatively simple, an occasional dinner or luncheon being sufficient, under efficient leadership, to hold this group together. The organization of the General Canvass is a huge task, requiring probably a large dinner for the leaders and several subsequent dinners or luncheons with well-known speakers where each person present would be asked to bring to the next gathering three or four additional workers, thus building up a force of at least 2,000 workers.

The date of the campaign will depend largely on the speed with which the city organization can be thrown together. It is generally recognized that early November is the best time for a university campaign, but to organize a great city campaign between September 1 and No-

University Community Committee should have a full-time paid secretary, who might be volunteered by one of the business houses in the district.

H. PUBLICITY COMMITTEE

The organization of this committee and the necessary paid personnel are described in detail on Pages 14-17 of the attached Program of Publicity dated August 18, 1933.

I. MISCELLANEOUS

The canvassing will be in two great divisions:

- (1) Special Gifts, to cover gifts of \$5,000 and more;
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vember 1 will require extraordinary leadership. Unless such leadership is obtained immediately, the city campaign must be postponed to a later date.

It has been planned to start the Alumni Campaign on September 30 and end it by November 1. As much of the work in the General City Campaign must be performed by alumni, it would be well to have an interval elapse between the end of the Alumni Campaign and the beginning of the City Campaign.

Plodges will be solicited to cover a three-year period.

III. ALUMNI CAMPAIGN

The problem confronting the Alumni Committee is the raising by December 31 of \$540,000 to complete the \$2,000,000 alumni fund, which goes to endowment. The Alumni Executive Committee has divided the amount to be raised as follows:

A.	Rush Medical College Alumni	\$70,000
B.	Alumni of Old University	70,000
C.	City Alumni Campaign	200,000
D.	Field Alumni Campaign	<u>200,000</u>
		\$540,000

The cards of all non-subscribers in these groups have been set apart at Headquarters, so that the canvassing problem is graphically shown and the cards can be easily studied.

Describing the necessary organization:

A. The absence of Dr. Webster in the Orient makes necessary the appointment of a new Rush Committee headed by Drs. Post,

Unless I will require extraordinary leadership. Unless which leadership is obtained immediately, the city campaign must be postponed to a later date. It has been planned to start the Alumni Campaign on September 30 and end it by November 1. As much of the work in the General City Campaign must be performed by Alumni, it would be well to have an interval elapse between the end of the Alumni Campaign and the beginning of the City Campaign. Pledgees will be solicited to cover a three-year period.

THE ALUMNI CAMPAIGN

The problem confronting the Alumni Committee is the raising by December 31 of \$240,000 to complete the \$2,000,000 Alumni fund, which goes to endowment. The Alumni Executive Committee has divided the amount to be raised as follows:

A. Rush Medical College Alumni	\$70,000
B. Alumni of Old University	70,000
C. City Alumni Campaign	200,000
D. Field Alumni Campaign	<u>200,000</u>
	\$240,000

The order of all non-subscribers in these groups have been set apart at headquarters, so that the canvassing problem is graphically shown and the work can be easily started.

Describing the necessary organization. A. The address of Dr. Webster in the Orient makes necessary the appointment of a new Rush Committee headed by Dr. Ross.

Irons, and others to be selected. The formation of that committee, with a full-time paid secretary, should begin at once. On this committee will rest the responsibility of raising the \$70,000. Such a favorable start has been made by the subscriptions of many of the leading Rush alumni that there should be little difficulty in pledging the necessary amount, provided sufficient workers can be obtained to make the calls. Especially in Chicago, whence the bulk of the \$70,000 must come, is it easy to call on the prospects, as many of them are concentrated in five or six buildings in or near the Loop.

B. The campaign on the alumni of the Old University is in the hands of Mr. John Mentzer '98. He has already had several conferences with leading members of the group, and has definite plans laid. It is suggested that the first step be a dinner "to meet President Mason". We understand that the latter's father-in-law, the late Professor Freeman, was a member of the Faculty of the Old University and received an honorary degree therefrom. Following the dinner, a committee of canvassers will divide the prospects and make the calls. In many cases personal letters from individual alumni will be necessary, as some prospects live outside of Chicago.

C. The General City Campaign will follow the lines of the successful campaign of last spring under the direction of the Steering Committee, of which Mr. McNair is chairman. That Committee has not yet met to lay detailed plans, but will do so shortly. As with the Old University Campaign, the initial impetus will probably be given at a dinner "to meet President

Iron, and others to be selected. The formation of that committee, with a full-time paid secretary, should begin at once. On this committee will rest the responsibility of raising the \$70,000. Such a favorable start has been made by the subscription of many of the leading businessmen that there should be little difficulty in pledging the necessary amount, provided sufficient workers can be obtained to make the calls. Especially in Chicago, whence the bulk of the \$70,000 must come, it is easy to call on the prospects, as many of them are concentrated in five or six buildings in or near the Loop.

The campaign on the island of the Old University in the hands of Mr. John Mather '98. He has already had several conferences with leading members of the group, and has definite plans laid. It is suggested that the first step be a dinner "to meet President Mason". We understand that the latter's father-in-law, the late Professor Freeman, was a member of the Faculty of the Old University and received an honorary degree therefrom. Following the dinner, a committee of canvassers will divide the prospects and make the calls. In many cases personal letters from individual alumni will be necessary, as some prospects live outside of Chicago.

3. The General City Campaign will follow the lines of the successful campaign of last spring under the direction of the Steering Committee, of which Mr. Mather is Chairman. That Committee has not yet met to lay detailed plans, but will do so shortly. As with the Old University Campaign, the initial letter will probably be given at a dinner "to meet President

Mason". All records for this campaign are in excellent shape, and it is hoped that the services of Mrs. McDaniel and Mr. Droege can again be obtained. It is planned to pick up this work where it was dropped in June and push it to a successful conclusion. As about 3,500 alumni subscriptions have been received from the city, there are probably 5,000 prospects of whom 2,500 are "good". The plans of the Steering Committee include "plus subscriptions" as a last resort to complete the \$200,000 quota.

D. The field division presents the major difficulties of the Alumni Campaign. A carefully planned mail campaign will be plotted shortly by Mr. Enelow, working with Mr. Trumbull, to reach all non-subscribers among the alumni, including Rush, but the law of diminishing returns has begun to operate on our mail campaigns, and no great return can be expected from that source. The chief reliance will be placed on reviving the local organizations wherever possible and in employing a force of canvassers on a 10 percent cost basis. Constant correspondence is being maintained with those local chairmen who show any willingness to stick to their tasks until their quotas are raised. It is hoped that President Mason will have time this autumn to visit five or six of the chief cities of the Middle West, on which occasions every effort will be made to complete the various local quotas.

It is realized that the \$200,000 from the field will be the most difficult to raise. To supplement the activ-

Masson". All records for this campaign are in excellent shape, and it is hoped that the services of Mrs. Webster and Mr. Proeze can again be obtained. It is planned to pick up this work where it was dropped in June and push it to a successful conclusion. As about 3,500 names and subscriptions have been received from the city, there are probably 3,000 prospects of whom 2,500 are "good". The plans of the Steering Committee include "fine subscriptions" as a last resort to complete the \$200,000 quota.

B. The field division presents the major difficulties of the present campaign. A carefully planned and executed campaign will be dictated shortly by Mr. Harlow, working with Mr. Turnbull, to reach all non-subscribers among the alumni, including fresh, but the law of diminishing returns has begun to operate on our mail campaigns, and no great returns can be expected from that source. The chief reliance will be placed on reviving the local organizations wherever possible and in employing a force of canvassers on a 10 percent cost basis. Constant correspondence is being maintained with these local chapters who show any willingness to assist in their work until their quotas are raised. It is hoped that President Masson will have time this autumn to visit five or six of the chief cities of the Middle West, on which occasion every effort will be made to complete the various local quotas.

It is realized that the \$200,000 from the field will be the most difficult to raise. To supplement the entire

ities of the paid canvassers and the local committees, it seems necessary to raise by large gifts the sum of \$100,000 toward the \$200,000. It is suggested that as soon as Mr. Mentzer completes the campaign among the alumni of the Old University, he start the solicitation of a few of the wealthier alumni who have not subscribed or who have given smaller amounts than they should. It should be possible in this way to make up a special fund of \$100,000 to insure the success of the alumni campaign.

Mr. Fuller will continue as Executive Secretary of the Alumni Campaign Committee.

The Alumni Campaign will start not later than September 30 and be complete, it is hoped, by November 1.

ACTIVITY IN PERIOD JANUARY 1 - JUNE 30, 1926

It is believed that the most effective schedule for the Campaign would be to conduct the alumni drive from September 28 to October 31 and the public campaign from November 9 to December 12, attempting to complete the entire project by December 31.

If that plan were carried out, the chief activity for the following six months would be in cleaning up on the alumni and city campaigns and in establishing Special Gifts and alumni work on a permanent basis. The budget on Page 44 for the period January 1 - June 30 has been drawn on that assumption, but no detailed plan of organization ^{or publicity} has been drawn. The staff would be substantially as it has been during the past summer. It is assumed that Mr.

idea of the paid canvassers and the local committees. It seems necessary to raise by large gifts the sum of \$100,000 toward the \$200,000. It is suggested that as soon as Mr. Mentor completes the campaign about the alumni of the Old University, he start the solicitation of a few of the wealthy alumni who have not subscribed or who have given smaller amounts than they should. It should be possible in this way to make up a special fund of \$100,000 to insure the success of the alumni campaign.

Mr. Miller will continue as Executive Secretary of the Alumni Campaign Committee.

The Alumni Campaign will start not later than September 30 and be complete, it is hoped, by November 1.

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Smith's office could handle all publicity requirements of the Committee after March 31, when the down-town publicity department would be closed.

It is, however, impossible to predict on what scale it will be thought advisable to conduct the Committee's activity after December 31, 1925, because it is impossible to predict the success of the autumn campaign. The budget for the first six months of 1926 must, therefore, be regarded as merely an estimate on the assumption that the bulk of our task will have been accomplished by December 31, 1925.

But the Committee will handle all publicity requirements of the Committee after March 31, when the down-town publicity campaign would be closed.

Little, however, impossible to predict on what scale it will be thought advisable to conduct the Committee's activity after December 31, 1955, because it is impossible to predict the success of the current campaign. The budget for the first six months of 1955 was, therefore, determined as merely an estimate on the assumption that the bulk of our task will have been accomplished by December 31, 1955.

PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Prepared by
The John Price Jones Corporation
August 28, 1925.

PROGRAM OF SUBSIDIARY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1933

Prepared by
The John Price Jones Corporation
August 28, 1933

PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Section I

Introductory

1. Conditions Assumed. This memorandum has for its purpose the outlining of a complete publicity program for the continuation of the campaign of the University of Chicago during the fall of 1925. It will discuss the purpose of the publicity to be carried on, the theme of that publicity, the program, the necessity for an expanded publicity committee, the professional publicity organization necessary to carry on the work, and the cost. It is assumed that the campaign of this fall will be carried on in the following three divisions and that the first division will be sub-divided as shown in the following brief outline:

- A. Alumni Campaign
 - a. In the City
 - b. Throughout the country
 - c. Rush Medical Campaign
- B. Special Gifts Campaign
- C. General Public Campaign

Furthermore, it is assumed that the city campaign, the third division of the work, will be the most important part of the fall campaign. For this reason the emphasis of this memorandum is placed upon the city campaign among the public.

PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1922

Section I
Introduction

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- A. Alumni Campaign
- B. General Public Campaign
- C. Special Gifts Campaign

Furthermore, it is assumed that the city campaign, the third division of the work, will be the most important part of the fall campaign. For this reason the emphasis of this memorandum is placed upon the city campaign among the public.

Section II

Purpose

1. The main purpose of the publicity program will be to "sell" the University to the public in Chicago and throughout the country, that task having been done for the alumni in the spring campaign. In brief, the purpose of the publicity program is, therefore, to

- A. Show the service of the University to the City and the Nation.
- B. Show the needs of the University and cost of meeting them.
- C. Rally the City and certain large givers of the country to meet the needs.

Section III

Theme

1. So that there may be unity in the message given to the public and to avoid the danger that many methods of attack may leave in the public mind no single impression, it will be necessary to adopt some central theme that shall run through all publicity. In other words, it will be necessary to take a single conception around which publicity material may be built. Ivory Soap's main theme is "It floats". The Packard car's is "Ask the man who owns one". The University of Pittsburgh's was "It's Our University." The University of Rochester's was "Rochester always sticks together". The University of Chicago should adopt such a central idea which may perhaps be summed up in a slogan for the campaign.

Abstract

A. Major Theme. It is suggested that a striking and at the same time a reasonable theme for the fall publicity campaign of the University of Chicago would be the following:

- a. Build in Chicago the World's Greatest University.

*or A great University
for
A great City*

B. Minor Themes. A number of minor themes might be developed, though they would all be corollaries of the major theme:

- a. Provide for the increasing demands of the Middle West for higher education
- b. Match the City Plan, the Park System, the Railroad Plans, with a plan for Higher Education.
- c. The University of Chicago is a University in Chicago. Shall it become, in fact, as it is in name, the University of Chicago?
- d. Make the University of Chicago the capital university of America
- e. Solution of world problems:
 - aa. Control of nature
 - bb. Relations between men
 - cc. Direction of evolution

A. Major Theme. It is suggested that a working end at the same time a responsible theme for the last publicity campaign of the University of Chicago would be the following:

a. Build in Chicago the World's Greatest University.

B. Minor Themes. A number of minor themes might be developed, though they would all be corollaries of the major theme:

a. Provide for the increasing demands of the Middle West for higher education.

b. Match the City Plan, the Park System, the Railroad Plans, with a plan for Higher Education.

c. The University of Chicago is a University in Chicago. Shall it become, in fact, as it is in name, the University of Chicago?

d. Make the University of Chicago the Capital University of America.

e. Solution of world problems:

aa. Control of nature.
bb. Relations between men.
cc. Direction of evolution.

Section IV

Program of Publicity

1. Alumni Campaign.

A. City Campaign

- a. General and campaign newspaper publicity -
Sept. 1 to Dec. 31
 - 1. News
 - 2. Editorials
 - 3. Pictures
- b. Alumni Magazine
 - 1. October
 - 2. November
 - 3. December
- c. Campaign Newspapers
 - 1. September 15
 - 2. October 15 - for Rush Alumni
 - 3. November 15
- d. Workers Bulletins
- e. Letters - mail campaign
 - 1. Letters
 - 2. Post Card with return card
containing subscription blank
- f. Radio - at least three nights a week
- g. Motion Pictures
 - 1. Additional and revised film
 - 2. News reels
 - A. International
 - B. Pathe
 - C. Fox Film
- h. Pamphlet
 - 1. On President Burton, appealing
for Distinguished Service
Professorships.

B. National Campaign

- a. Small amount of local campaign publicity
in the active districts.
- b. Alumni Magazine.

Section IV
Program of Publicity

At Annual Campaign

At City Campaign

General and campaign newspaper publicity -
Sept. 1 to Dec. 31

1. News
2. Editorials
3. Pictures

At Annual Meeting

1. October
2. November
3. December

At Campaign Newspaper

1. September 15 - for Rush Annual
2. October 15 - for Rush Annual
3. November 15

At Workers' Bulletin

At Letters - mail campaign

1. Letters - mail campaign
2. Post card with return card

At Radio - at least three nights a week

At Motion Pictures

1. Additional and revised film

At News reels

- A. News reels
- B. News film
- C. Fox film

At Pamphlets

1. On Rush Annual, application for Rush Annual service

At Bulletin

1. Bulletin
2. Bulletin

1. October
2. November
3. December

c. Campaign Newspapers

1. September 15
2. October 15 - for Rush alumni
3. November 15

d. Workers bulletins

e. Letters - mail campaign

1. Letters
2. Post card with return card
containing subscription blank

f. Radio - at least three nights a week

g. Motion Pictures

1. Additional and revised film
2. News reels

- A. International
- B. Pathe
- C. Fox Film

h. Pamphlet

1. On President Burton, appealing for
Distinguished Service Professorships.

C. Rush Alumni Campaign

a. New Rush pamphlet - illustrated

b. Medical and campaign newspaper publicity

1. News
2. Editorials
3. Pictures

c. Medical Magazines.

d. Alumni magazine

1. October
2. November
3. December

e. Regular editions of campaign newspaper

1. September 15
2. November 15

- f. Special Rush edition of Campaign Newspaper
 - 1. October 15
- g. Workers bulletins
- h. Letters
- i. Radio - at least three times a week
 - 1. Special medical night to introduce Rush Campaign
- j. Motion pictures
 - 1. Some Rush additions to be made to present film
 - 2. News reels
 - A. International
 - B. Pathe
 - C. Fox Film
- k. Meetings and speakers in Chicago
 - 1. Rush dinner to introduce Rush Campaign.

II. Special Gifts Campaign

- a. Pamphlets
 - 1. Memorials book
 - 2. The University of Chicago in 1940
 - 3. Men
 - 4. Distinguished Service Professorships Leaflet
 - 5. The Plan for Development
 - 6. The Story of the University - History
 - 7. Biographical Sketches - Two volumes
 - 8. Dialogue with a Dean
 - 9. Lawyers' Book
 - 10. Income Tax Leaflet
 - 11. The Quest for Truth
 - 12. Message from President Burton to Rush Alumni
 - 13. Germanic pamphlet
 - 14. The Service of the University of Chicago to the Chicago District.

1. Special Rush edition of Campaign Newspaper

1. October 15

2. Workers Bulletin

3. Letters

4. Radio - at least three times a week

5. Special medical night to introduce Rush Campaign

6. Motion pictures

7. Some Rush additions to be made to present film

8. News reels

9. International

10. Pathé

11. Fox Film

12. Meetings and speakers in Chicago

13. Rush dinner to introduce Rush Campaign

II. Special Gifts Campaign

1. Pamphlets

2. Memorial book

3. The University of Chicago in 1940

4. Men

5. Distinguished Service Professorships

6. Leaflet

7. The Plan for Development

8. The Story of the University - History

9. Educational Sketches - Two volumes

10. Dialogue with a Dean

11. Lawyers' Book

12. Income Tax Leaflet

13. Leaflet for Youth

14. Message from President Burton to Rush

15. Annual

16. Graduate pamphlet

17. The services of the University of Chicago

18. The Chicago District

15. Ten Great Achievements of the University of Chicago
16. Large Gifts made to American Universities - illustrations of donors.

b. Memoranda

1. Photo Folio
2. Distinguished Service Professorships
3. Modern Languages
4. Social Science
5. Chemistry
6. Mathematics
7. School of Education
8. The Colleges
9. General Administration Building
10. Heating Plant
11. School of Politics.

c. Appeals to Educational Foundations - Policy to be determined in conference with Mr. Arnett.

1. Carnegie Corporation of New York
2. Carnegie Foundation for the Advancement of teaching.
3. Commonwealth Fund
4. General Education Board
5. Genetic Foundation
6. International Education Board
7. Laura Spelman Rockefeller Memorial
8. Elizabeth McCormick Memorial Fund
9. Milbank Memorial Fund
10. E. O. Robinson Mountain Fund
11. Rockefeller Foundation
12. Wieboldt Foundation
13. Chicago Community Trust
14. The John Simon Guggenheim Memorial Foundation
15. Juilliard Musical Foundation of New York
16. New York Foundation
17. Twentieth Century Fund, Inc.

d. General and campaign newspaper material

1. News
2. Editorials
3. Society News
4. Pictures

e. Trade Papers - (See under General Public Campaign)

15. Ten Great Achievements of the University of Chicago
16. Large Gifts made to American Universities - illustrations of donors.

b. Memoranda

1. Photo Folio
2. Distinguished Service Professorships
3. Modern Languages
4. Social Science
5. Chemistry
6. Mathematics
7. School of Education
8. The Colleges
9. General Administration Building
10. General Administration Building
11. School of Politics.

c. Appeals to International Organizations - Policy to be determined in conference with Mr. Bennett.

1. Carnegie Corporation of New York
2. Carnegie Foundation for the Advancement of Teaching
3. General Educational Board
4. General Educational Board
5. International Educational Board
6. Laura Spelman Rockefeller Memorial
7. Rockefeller Memorial Fund
8. Rockefeller Memorial Fund
9. Rockefeller Memorial Fund
10. Rockefeller Memorial Fund
11. Rockefeller Memorial Fund
12. Rockefeller Memorial Fund
13. Rockefeller Memorial Fund
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100. Rockefeller Memorial Fund

d. General and campaign newspaper material

1. News
2. News
3. News
4. News
5. News
6. News
7. News
8. News
9. News
10. News
11. News
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89. News
90. News
91. News
92. News
93. News
94. News
95. News
96. News
97. News
98. News
99. News
100. News

e. Trade Papers - (See under General Public Campaign)

- f. Religious Publications - (See under General Public Campaign)
- g. Trustees or special gifts committee letters for workers
 - 1. Weekly letters during active period
- h. Orchestra Hall Lectures
 - 1. Weekly lectures up to and through the city campaign
- i. Luncheons and dinners
 - 1. Noon luncheons similar to Vincent luncheons
 - 2. Dinners to be given by individual members of committee
 - 3. Teas and luncheons for women
- j. Letters
 - 1. Series to begin at once on various achievements of the University - first to be bound flat

III. General Public Campaign

a. Pamphlets

- 1. The Plan for Development
- 2. Men
- 3. The Quest for Truth or Curiosity
- 4. The Service of the University of Chicago to Chicago
- 5. Series of four-page handbooks of facts
- 6. Short leaflet of endorsements by prominent Chicagoans
- 7. Canvassers Handbook
- 8. Ten Great Achievements of the University of Chicago
- 9. Rotogravure Section to be distributed by news dealers or to be gotten out by Tribune
- 10. Broadside in colors
- 11. Mystic Oracle - answers questions by wireless.
- 12. Short eight or twelve-page memorials booklet with \$1,000 to \$1,000,000 memorials.

1. Religious Publications - (See under General Public Campaign)

2. Trustees or special gifts committee letters for workers

3. Weekly letters during active period

4. Orchestra Hall lectures

5. Weekly letters up to and through the city campaign

6. Luncheons and dinners

7. Noon luncheons similar to Vincent luncheons

8. Dinners to be given by individual members of committee

9. Tours and luncheons for women

10. Letters

11. Section to begin at once on various achievements of the University - first to be bound first

III. General Public Campaign

a. Pamphlets

1. The Plan for Development

2. Men

3. The Quest for Truth or Godliness

4. The Service of the University of Chicago to Chicago

5. Series of four-page handbooks of facts

6. Short leaflet of endorsement by prominent Chicagoans

7. University Handbook

8. For Great Achievement of the University of Chicago

9. Retrospective section to be distributed by news dealers or to be gotten out by Tribune

10. Brochure in colors

11. Mystic Drama - answers questions by witness

12. Short story or twelve-page novella

13. Series with \$1,000 to \$1,000,000

14. Novels

13. Editorial Leaflet
 14. Pictorial leaflet showing what the University wants to do.
 15. Leaflet to committee members on publicity
 16. Handbook for Speakers
 17. The Miami report on graduate work
- b. General and Campaign newspaper publicity
1. News
 2. Editorials
 3. Letters to editors
 4. Features
 5. Pictures
 6. Rotogravure Section of Tribune
 7. Cartoons
 8. Society News
 9. Foreign language papers
 10. Neighborhood papers
- c. Magazines
1. American
 2. Liberty
 3. Collier's
 4. Saturday Evening Post
 5. Time
 6. Review of Reviews
 7. World's Work
 8. Literary Digest
 9. Outlook
 10. Ladies Home Journal
 11. Woman's Home Companion

13. Editorial Letter
14. Editorial Letter showing what the University wants to do.
15. Letter to committee members on publicity
16. Handbook for Speakers
17. The Miami report on graduate work
18. General and Campaign newspaper publicity

1. News
2. Editorials
3. Letters to editors
4. Features
5. Features
6. Photographic section of Tribune
7. Cartoons
8. Society News
9. Foreign language papers
10. Neighborhood papers

c. Magazines

1. American
2. Liberty
3. College
4. Saturday Evening Post
5. Time
6. Review of Reviews
7. World's Work
8. Literary Digest
9. Outlook
10. Ladies Home Journal
11. Woman's Home Companion

12. Atlantic Monthly
13. Century
14. Nation
15. New Republic
16. Scientific American

d. Trade Papers

1. Anthropology and Ethnology
2. Archaeology
3. Athletics, Physical Culture and Sports
4. Books, Book Trade, and Authors
5. Chemistry
6. Education
7. Finance and Banking
8. Foreign Trade and International Affairs
9. Women's Interests

e. Religious Publications

1. Baptist
2. Continent
3. Moody Bible Institute Monthly
4. Northwestern Christian Advocate
5. Christian Observer
6. Christian Endeavor World
7. Congregationalist
8. Christian Advocate
9. Christian Herald
10. Missions
11. Watchman - Examiner
12. Forward

f. Other Small Publications

1. House organs
2. Theatre programs
3. Movie programs
4. Football programs
5. The hotel leaflet called "This Week in Chicago".
6. Church Calendars
7. Department store publications
8. Rotary, Kiwanis, and Y. M. and Y. W. C. A. publications.

g. Workers bulletins

h. Letters - mail campaign

i. Advertising

1. Newspapers - contributed by papers or merchants (full ads or slogans)

- 100. National Monthly
- 99. Century
- 98. Nation
- 97. New Republic
- 96. Scientific American

1. Trade Papers

- 1. Anthropology and Ethnology
- 2. Archaeology
- 3. Athletics, Physical Culture and Sports
- 4. Books, Book Trade, and Authors
- 5. Chemistry
- 6. Education
- 7. Finance and Banking
- 8. Foreign Trade and International Affairs
- 9. Women's Interests

2. Religious Publications

- 1. Baptist
- 2. Protestant
- 3. Moody Bible Institute Monthly
- 4. Northwestern Christian Advocate
- 5. Christian Observer
- 6. Christian Endeavor World
- 7. Congregationalist
- 8. Christian Advocate
- 9. Christian Herald
- 10. Missions
- 11. Watchman - Examiner
- 12. Forward

3. Other Small Publications

- 1. House organs
- 2. Theatre programs
- 3. Movie programs
- 4. Football programs
- 5. The hotel leaflet called "This Week in Chicago"
- 6. Church calendars
- 7. Department store publications
- 8. Rotary, Kiwanis, and Y. M. C. A. publications

4. Workers Publications

5. Letters - Mail campaign

6. Advertising

1. Newspapers - contributed by papers or publishers (full sets of all years)

2. Theatre programs
3. House organs
4. Street cars

j. Billboards

1. Road signs
2. Elevated platforms
3. Thermometers or other recording device

k. Posters

1. Window
2. Hotels and Clubs
3. Automobile Stickers
4. Street banners
5. Certificates for donors
6. Envelope stickers

l. Window Displays and Exhibits

1. Model of the University on Michigan Ave.
2. Materials from library and museum in store windows.
3. University exhibit in store on Michigan Avenue or in Loop.

m. Radio - at least three times a week

1. Special Chicago night to open campaign
2. Series of health talks
3. Course on the contemporary novel
4. Course on poetry
5. Course on popular astronomy
6. Art
7. Music
8. Popular Government
9. Religion
10. Biology, evolution and heredity
11. Current events
12. Physical culture and athletic series
13. Vocational talks
14. The drama

- 1. Street cars
- 2. House organs
- 3. Theatre programs

J. Billboards

- 1. Road signs
- 2. Elevated platforms
- 3. Thermometers or other recording devices

K. Posters

- 1. Window
- 2. Hotels and clubs
- 3. Automobile dealers
- 4. Street banners
- 5. Posters for schools
- 6. Exchange displays

L. Window displays and exhibits

- 1. Model of the University of Michigan Ave.
- 2. Materials from library and museum in store windows.
- 3. University exhibits in store on Michigan Avenue or in loop.

M. Radio - at least three times a week

- 1. Special Chicago night to open campaign
- 2. Series of health talks
- 3. Courses on the contemporary novel
- 4. Courses on poetry
- 5. Courses on popular astronomy
- 6. Art
- 7. Music
- 8. Popular Government
- 9. Religion
- 10. Biology, evolution and heredity
- 11. Current events
- 12. Physical culture and athletic series
- 13. Vocational talks
- 14. The drama

15. Diet
16. Business Conditions
17. Current literature
18. The weather
19. Personality
20. Science
21. Conversations with a Philosopher
22. The universe
23. Football
24. Bird and plant life in the Middle West
25. Concerts
26. The stock market
27. Income tax returns
28. Series on the University of Chicago

n. Motion Pictures

1. Additions and revisions of University film, making it a film on the history of Chicago
2. News reels
 - A. International
 - B. Pathe
 - C. Fox Film
3. Invitation to all motion picture companies to "cover" the university for one day
4. Still slides for motion picture houses

o. Speakers, lectures, meetings.

1. Huge meeting at Grant Park Stadium
2. Orchestra Hall Lectures
 - A. Weekly lectures up to and through the City Public Campaign
3. Luncheons and dinners
4. Lectures at University
5. Theatres
 - A. Chicago night - four minute talks in theatres - glee club, etc.
6. Churches
 - A. Chicago Sunday
7. Schools
 - A. Talks in all schools
8. Meetings and conventions of organizations (Association of Commerce, Rotary, Etc.)
 - A. Resolutions.
9. University of Chicago luncheons one day a week with a speaker.

15. Diet
16. Business Conditions
17. Current Literature
18. The Weather
19. Personality
20. Science
21. Conversations with a Philosopher
22. The Universe
23. Football
24. Bird and Game Life in the Middle West
25. Concerts
26. The stock market
27. Income tax returns
28. Stories on the University of Chicago

II. Motion Pictures

1. Additions and revisions of University film making it a film on the history of Chicago
2. News reels

- A. International
- B. Radio
- C. Box Film

3. Invitation to all motion picture companies to "show" the university for one day
4. Still slides for motion picture houses

III. Speakers, Lectures, Meetings

1. Home meeting at Grand Park Stadium
2. Orchestra Hall lectures
- A. Weekly lectures up to and through the City Public
- B. Lunches and dinners
3. Lectures at University
4. Lectures

- A. Chicago night - four minutes
- B. Talks in lectures - five
- C. etc. etc.
- D. Chicago Sunday
- E. Schools
- F. Talks in all schools
- G. Meetings and conversations of organizations (National Union of Students, etc.)
- H. Resolutions
- I. University of Chicago luncheons one day a week with a speaker

p. Features

1. Parade
2. University of Chicago day
3. Survey of Chicago
4. Educational conference of educators, etc.
5. Children's day at the University
6. Essay contest among school children
7. Awarding of first Distinguished Service Professorship to Professor Michelson
8. Clock, Cash Register, or Thermometer in Downtown Chicago for recording subscriptions.
9. Model of the University on Michigan Avenue
10. Series of articles in the Chicago Post on well known University of Chicago professors or by them.
11. Sight-seeing visits to University
12. Features at football games
13. Questionnaires for newspaper editors and general public asking how the University can better serve the Middle West
14. Post-season football game at Grant Stadium-high prices to be charged for benefit of campaign.
15. Meetings of alumni of other colleges to urge helping Chicago. Big College president to be present.
16. Certificate to be given to school children for subscriptions of 10 cents, the child being required to earn his money,
17. Open House at the University
18. Resolutions by associations
19. Sell letter of President Harper
20. One day session of University for Chicago business men
21. University professors to select best books of the month each month

2. Slogans and campaign button

1. Parade
2. University of Chicago day
3. University of Chicago
4. Educational conference of educators, etc.
5. Children's day at the University
6. Day concert about school children
7. Award of first Distinguished Service
8. Professorship to Professor Williams
9. Clock, Cash Register, or Thermometer in
10. Downtown Chicago for receiving subscriptions
11. Model of the University of Michigan Avenue
12. Series of articles in the Chicago Post on
13. Well known University of Chicago professors
14. or by them
15. Six-seeing visits to University
16. Features at football games
17. Questionnaires for newspaper editors
18. and general public about the University
19. can better serve the Middle West
20. Post-Season football game at Grant Stadium
21. High prizes to be changed for benefit of
22. campus
23. Meeting of alumni of other colleges in
24. Free Night in Chicago, Big College President
25. to be present
26. Certificate to be given to school children
27. for subscriptions of 10 cents, and could
28. being required to earn his money
29. Open House at the University
30. Resolutions by associations
31. Ball letter of President Harper
32. One day session of University for Chicago
33. business men
34. University professors to select best points of
35. the month each month

Section V.

Publicity Committee

1. The present publicity committee should be expanded by the addition of nine sub-committees each to advise on certain phases of the publicity campaign. The members of the sub-committees will not necessarily be alumni of the University, but they should be experts in the particular fields of publicity that they are to advise on. The value of these sub-committees and the amount of volunteer work that they can do is not to be overestimated. In the recent University of Pittsburgh campaign, for instance, the Committee on Window Displays, composed of window dressers, made up, contributed, and set up in windows in that city over 500 University window displays. This single medium of publicity in that city was thus made a most important part of the publicity program and one which, in spite of the elaborateness of the displays in some cases, did not cost the University a cent. It is proposed that sub-committees on the following divisions of the publicity program should be formed:

- A. Newspapers
- B. Pamphlets
- C. Campaign newspaper
- D. Speakers, lectures, theatres, churches, schools, etc,
- E. Magazines and trade papers
- F. Advertising
- G. Bill boards and posters
- H. Window displays and exhibits
- I. Features

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1. The present publicity committee should be expanded by the addition of sub-committees each to advise on certain phases of the publicity campaign. The members of the sub-committees will not necessarily be alumni of the University, but they should be experts in the particular fields of publicity that they are to advise on. The value of these sub-committees and the amount of volunteer work that they can do is not to be overestimated. In the recent University of Pittsburgh campaign, for instance, the Committee on Window Displays, composed of window dressers, made up, contributed, and set up in windows in that city over 500 University window displays. This single medium of publicity in that city was thus made the most important part of the publicity program and one which, in spite of the elaborateness of the displays in some cases, did not cost the University a cent. It is proposed that sub-committees on the following divisions of the publicity program should be formed:

- A. Newspapers
- B. Pamphlets
- C. Campaign newspaper
- D. Speakers, lecturers, theaters, churches, schools, etc.
- E. Magazines and trade papers
- F. Advertising
- G. Bill boards and posters
- H. Window displays and exhibits
- I. Publicity literature and displays

Section VI

Publicity Organization Necessary

To carry out so complete a publicity program as that outlined in Section IV and especially to carry on an intensive campaign of public information throughout the Chicago district this fall will require a publicity staff considerably larger than the University has thus far had in the campaign. In this section the publicity program is outlined in terms of the man-power required to execute it. The following is a minimum organization for carrying out this Program:

I. Director (H. J. Smith)

- A. Assistant for general university newspaper work (Russell Pierce)
- B. Assistant for radio work (under consideration)

II Assistant Director (C. E. Tucker)

- A. Assistant for campaign newspaper work (18 weeks). To have charge of
 - a. Campaign newspaper work in Chicago.
 - b. Campaign newspaper work outside of Chicago.
 - c. Features.
 - d. Motion pictures
- B. Assistant for newspaper (10 weeks)
To have charge of
 - a. Alumni newspaper
 - b. Workers bulletins
 - c. Letters - mail campaigns
- C. Pamphlet writer (10 weeks)
(Drew) To do
 - a. Rush Pamphlet (2 weeks)

Section VI

Publicity Organization Necessary

To carry out so complete a publicity program as that outlined in Section IV and especially to carry on an intensive campaign of public information throughout the Chicago district this fall will require a publicity staff considerably larger than the University has thus far had in the campaign. In this section the publicity program is outlined in terms of the man-power required to execute it. The following is a minimum organization for carrying out this program:

I. Director (H. J. Smith)

A. Assistant for general university newspaper work (Russell Pierce)
B. Assistant for radio work (under consideration)

II. Assistant Director (C. E. Tucker)

A. Assistant for campaign newspaper work (10 weeks). To have charge of:
a. Campaign newspaper work in Chicago.
b. Campaign newspaper work outside of Chicago.
c. Features.
d. Motion pictures.
B. Assistant for newspaper (10 weeks). To have charge of:
a. Financial newspaper.
b. Workers Bulletin.
c. Letters - mail campaigns.
C. Volunteer writer (10 weeks). To do:
a. Rush Pictures (2 weeks).

- b. Germanic Pamphlet (1 week)
- c. Pamphlet on President Burton (2 weeks)
- d. Ten Great Achievements of the University (3 weeks)
- e. Leaflet to Committee members on publicity
- f. Handbook for speakers (2 weeks)

D. Pamphlet writer (10 weeks) To do

- a. Large gifts to American Universities (3 weeks)
- b. Series of four-page handbooks of facts (4 weeks)
- c. Leaflet of endorsements (1 weeks)
- d. Canvassers handbook (2 weeks)

E. Pamphlet Writer (10 weeks) to do

- a. Rotogravure Paper (2 weeks)
- b. Broadside in colors (1 week)
- c. Mystic oracle (2 days)
- d. Short memorials book (2 weeks)
- e. Editorial Leaflet (2 days)
- f. Pictorial Leaflet (2 weeks)
- g. Miami Report on Graduate Work (2 weeks)

E. Writer of memoranda for special gifts prospects and of memoranda for educational foundations (10 weeks)

F. Director of meetings and Speakers Bureau (14 weeks)
To have charge of

- a. Luncheons, dinners, and teas
- b. Orchestra Hall Lectures
- c. University lectures
- d. Campaign meetings
- e. Theatres
- f. Churches
- g. Schools
- h. Meetings of clubs and organizations

G. Director of Trade Paper publicity (10 weeks) to have charge of

- a. Trade Papers
- b. Religious publications
- c. House organs
- d. Theatre Programs
- e. Movie Programs
- f. Football Programs
- g. Church Calendars
- h. Club Publications

- f. Handbook for speakers (2 weeks)
- e. Leaflet to Committee members on publicity
- d. Ten Great Achievements of the University (2 weeks)
- c. Pamphlet on President Burton (2 weeks)
- b. Generic Pamphlet (1 week)

D. Pamphlet writer (10 weeks) To do

- a. Large gifts to American Universities (2 weeks)
- b. Series of four-page handbooks of facts (4 weeks)
- c. Leaflet of endowments (1 week)
- d. University handbook (2 weeks)

E. Pamphlet Writer (10 weeks) to do

- a. Rotomaster Paper (2 weeks)
- b. Brochure in colors (1 week)
- c. Myrtle Avenue (2 days)
- d. Student handbook (2 weeks)
- e. Student leaflet (2 days)
- f. Student leaflet (2 weeks)
- g. Student Report on Graduate Work (2 weeks)

F. Writer of memoranda for special gifts prospects and of memoranda for educational foundations (10 weeks)

G. Director of meetings and Speakers Bureau (14 weeks)

To have charge of

- a. Luncheons, dinners, and teas
- b. University lectures
- c. University meetings
- d. Theatricals
- e. Churches
- f. Synagogues
- g. Meetings of clubs and organizations

H. Director of Trade Paper publicity (10 weeks) to have

charge of

- a. Trade Papers
- b. Educational Publications
- c. Trade Journals
- d. Trade Magazines
- e. Trade Books
- f. Trade Pamphlets
- g. Trade Leaflets
- h. Trade Circulars
- i. Trade Brochures
- j. Trade Reports

H. Magazine man (8 weeks)

I. Advertising man (8 weeks) To have charge of

- a. Advertising
- b. Bill boards
- c. Posters

J. Man for window displays (5 weeks)

III. Editor of Alumni Magazine - (A. G. Pierrot)

H. Magazine man (8 weeks)
I. Advertising man (8 weeks) To have charge of

Advertising
Bill boards
Posters

J. Man for window displays (5 weeks)

III. Editor of Almanac Magazine - (A. G. Pienrot)

THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT
BUDGET

The following budget has been drawn in two sections:
(1) September 1 - December 31, 1925; (2) January 1 - June 30, 1926. This was done on the supposition that the greater part of the campaign activity would come in the next four months, requiring a much larger organization than would be necessary after the first of the year.

The budget may be summarized as follows:

September 1 - December 31, 1925

ORGANIZATION

Administration	\$37,870.70	
Special Gifts Campaign	9,780.	
General Public Campaign	³³ 24,000.	
City Alumni Campaign	4,840.	
National Alumni Campaign	<u>34,040.</u>	\$119,530.70

PUBLICITY

Administration	\$21,915.	
Special Gifts Campaign	7,535.	
General Public Campaign	19,160.	
Alumni Campaign	<u>7,280.</u>	<u>55,890.</u>

TOTAL ESTIMATED COST SEPTEMBER 1 - DEC 31, 1925	⁷⁵ \$166,420.70
TOTAL ESTIMATED COST JANUARY 1 - JUNE 30, 1926	<u>52,835.</u>
GRAND TOTAL ESTIMATED COST SEPTEMBER 1, 1925 - JUNE 30, 1926	<u><u>\$219,255.70</u></u>

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THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEPARTMENT

BUDGET

The following budget has been drawn in two sections:
(1) September 1 - December 31, 1935; (2) January 1 - June 30, 1936. This was done on the supposition that the greater part of the campaign activity would come in the next four months, requiring a much larger organization than would be necessary after the first of the year.

The budget may be summarized as follows:
September 1 - December 31, 1935

ORGANIZATION	
Administration	\$27,870.70
Special Gifts Campaign	9,780.
General Public Campaign	24,000.
City Alumni Campaign	4,840.
National Alumni Campaign	31,000.
Total	\$117,490.70
PUBLICITY	
Administration	\$21,910.
Special Gifts Campaign	7,880.
General Public Campaign	12,180.
Total	\$41,970.

GRAND TOTAL ESTIMATED BUDGET SEPTEMBER 1, 1935 - JUNE 30, 1936
\$159,460.70

BUDGET (Continued)

SEPTEMBER 1 - DECEMBER 31 (18 weeks)

ADMINISTRATION OF ORGANIZATION

Rent (7,081 sq. ft. @ \$2.10 per foot) ^x	\$4,956.70
Light	64.
Accounting Staff	
(Two clerks 18 weeks; Four assistants 10 weeks)	2,000.
Telephone and Telegraph	1,500.
Supplies and Expense	3,500.
Furniture and Fixtures	1,500.
Postage	500.
Multigraph, Mimeo and Hooven	1,000.
Newspapers, Books, Clippings	300.
Alumni Office Expense ^o	2,100.
Campaign Director	4,500.
Assistant Campaign Director	3,150.
John Price Jones Fee	4,800.
Office Salaries*	6,000.
Contingency	<u>2,000.</u>
TOTAL COST OF ADMINISTRATION OF OR* GANIZATION	\$37,870.70

x It should be noted that the opportunity to obtain this space at the low rate of \$2.10 per foot will expire January 31, 1926, when J. Walter Thompson's lease of the space expires.

* Blair, Deputy, Mielke, Kubis, Walther, Gilbert, two stenographers, four typists.

o Five girls, office boy, and one half-time worker.

BUDGET (Continued)

SEPTEMBER 1 - DECEMBER 31 (12 weeks)

ADMINISTRATION OF ORGANIZATION

\$4,000.00	Rent (7,000 sq. ft. @ \$2.00 per foot)
64.	Light
	Telephone and Telegraph
	Supplies and Expenses
	Postage
	Traveling Expenses
	Newsclips, Books, Clippings
	Office Expenses
	Campaign Director
	Assistant Campaign Director
	John Price Jones Fee
	Office Salaries
	Contingency
\$37,870.00	TOTAL COST OF ADMINISTRATION OF ORGANIZATION

ORGANIZATION (Continued)

SPECIAL GIFTS CAMPAIGN*

Salaries

Mr. Moulds	\$2,000.
Assistant	1,800.

Clerical Assistance

Mrs. Bemis	
Miss Evans	
Miss Charny	
Mrs. Locke	
Miss Conklin	
Assistant	3,780.

Correspondence	500.
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Travel	1,200.
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Contingency	<u>500.</u>	\$9,780
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*Expense considered necessary whether or not city-wide campaign is conducted. In event of city-wide campaign this force would be merged with larger Special Gifts Committee.

ORGANIZATION (Continued)

SPECIAL OFFICE CAMPAIGN

Salaries

\$2,000.
1,800.

Mr. Boyle
Assistant

Official Assistance

Mrs. Beale
Miss Brown
Miss Cherry
Miss Locke
Miss Connelley
Assistant

\$2,700.

\$600.

Conferences

\$1,200.

Travel

\$2,780

\$500.

Contingency

*Expense considered necessary whether or not office-wide campaign is conducted. In event of office-wide campaign this figure would be reduced with larger Special Office Committee.

ORGANIZATION (Continued)

GENERAL PUBLIC CAMPAIGN

Salaries

Five Associate Directors	\$11,000. *	
Ten Stenographers and Typists	4,500.	
Stationery and Supplies	1,500.	
Entertainment	5,000.	
Contingency	<u>2,000.</u>	<u>9,000</u> \$24,000.
		33,000

* It should be possible to get the services of one or more of these men donated by business houses for the duration of the campaign.

Miscellaneous additions

ORGANIZATION (Continued)

GENERAL PUBLIC CAMPAIGN

<u>Salaries</u>	
Five Associate Directors	\$11,000.
Ten Stenographers and Typists	4,500.
Stationery and Supplies	1,500.
Entertainment	2,000.
Contingency	2,500.
	<u>\$21,500.</u>

\$1,000.
\$22,500.

It is requested that the public be made aware of the fact that the above figures are approximate and subject to change. It is also requested that the public be made aware of the fact that the above figures are approximate and subject to change.

The following is a list of the names of the persons who have been appointed to the various positions in the organization.

ORGANIZATION (Continued)

CITY ALUMNI CAMPAIGN

Salaries

Mrs. McDaniel	\$420.	
Mr. Droege	- - -	
Rush Secretary	1,170.	
Miss Kossert)		
Miss Collins)	1,000.	
Stenographer	450.	
Additional Clerks	900.	
(4 for 10 weeks)		\$3,940.
Correspondence		100.
Entertainment		300.
Contingency		500. \$4,840.

ORGANIZATION OF THE CITY

CITY ALIEN: CAMPAIGN

Salaries

Mr. Webster
Mr. Briggs
Miss Roberts
Miss Collins
 stenographer
Additional Clerk
(4 for 30 weeks)

 stenographer
 stenographer
 stenographer

\$400.
1,100.
1,100.
450.
900.

\$3,040.
100.
300.
500. 44,840.

ORGANIZATION (Continued)

NATIONAL ALUMNI CAMPAIGN

Salaries

Mr. Fuller	\$2,250.	
Stenographer @ \$30.	540.	
Stenographer @ \$25.	450.	
Ten Field men @ \$75.	<u>13,500.</u>	\$16,740.

Travel

Field Men	\$13,500.	
General	<u>2,000.</u>	15,500.
Entertainment		500.
Correspondence		300.
Advance to Local Chairman		500.
Contingency		<u>500.</u> \$34,040.

NATIONAL ALUMNI CAMPAIGN

Salaries

Mr. Palmer	\$2,250.
Stenographer @ \$20.	540.
Stenographer @ \$25.	450.
Ten Field men @ \$75.	<u>13,500.</u>
	\$16,740.

Travel

Field Men	\$13,500.
General	<u>2,000.</u>
	15,500.

Entertainment

500.

Correspondence

300.

Advance to Local Chairman

500.

Contingency

500. \$24,040.

THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT
ESTIMATED BUDGET
SEPTEMBER 1 - DECEMBER 31
ON THE BASIS OF CITY-WIDE CAMPAIGN

ADMINISTRATION OF PUBLICITY

Salaries

Mr. Tucker, Assistant Director, @ \$225.	\$4,050.
Mr. Drew, Pamphlet Writer, @ \$175.	3,150.
Mr. Blank, Newspaper Man, @ \$65.	1,170.
Mr. Barnes, or equivalent, Pamphlet Writer, @ \$125.	2,250.
Mr. Van Zant, Alumni Paper, etc. @ \$40.	720.
*Memo Writer, 10 weeks @ \$125	1,250.
*Pamphlet Man, " " " "	1,250.
*Director of Meetings, 14 weeks @ \$60.	840.
*Director of Trade Paper Publicity, 10 weeks @ \$70.	700.
*Magazine Man, 8 weeks @ \$100.	800.
*Advertising Man, 8 weeks @ \$100.	800.
*Window display Man, 5 weeks @ \$100.	500.
Two stenographers	1,080.
Two typists	800.
Mr. Smith's Office	
Russel Pierce, \$180. per mo.	720.
Stenographer, 120. " "	480.
V. Wesby 12.50 per wk.	225.
Office Boy 10. " "	180.
Travel,	100.
Photos, etc.	100.
	<u>\$21,165.</u>

Correspondence

250.

Contingency

500.

TOTAL COST ADMINISTRATION OF PUBLICITY

\$21,915.

*It should be possible to get some of this assistance
volunteered by Chicago Business houses.

THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEPARTMENT
ESTIMATED BUDGET
SEPTEMBER 1 - DECEMBER 31
ON THE BASIS OF CITY-WIDE CAMPAIGN

ADMINISTRATION OF PUBLICITY

Salaries

\$4,050	Mr. Becker, Assistant Director, \$325.
3,150	Mr. Brown, Publicity Editor, \$262.
1,170	Mr. Clark, Newspaper Man, \$98.
2,800	Mr. Egan, as consultant, \$233.
1,300	Mr. Van Zant, General Editor, etc., \$108.
1,800	Miss White, 10 weeks @ \$180.
840	Miss White, 14 weeks @ \$60.
700	Miss White, 10 weeks @ \$70.
800	Miss White, 8 weeks @ \$100.
800	Miss White, 8 weeks @ \$100.
800	Miss White, 8 weeks @ \$100.
1,080	Miss White, 8 weeks @ \$108.
800	Two stenographers
750	Two typists
180	Mr. Smith's Office
180	Miss White, \$280 per mo.
220	Stenographer, 280
180	Mr. Henry, 20 per mo.
100	Office Boy
100	Travel
221,185	Phone, etc.

250	<u>Contingencies</u>
500	<u>Contingencies</u>
221,915	<u>TOTAL COST ADMINISTRATION OF PUBLICITY</u>

It should be possible to get some of this assistance
volunteered by the various departments.

PUBLICITY (Continued)

SPECIAL GIFTS CAMPAIGN

Pictorial Broadside (3,000)		
Germanic Pamphlet (2,500)	\$300.	
Postage	100.	
Distribution	<u>25.</u>	\$425.
"Chicago, the City" (16,000)	2,000.	
Postage	320.	
Distribution	<u>160.</u>	2,480.
"Ten Great Achievements" (16,000)	1,200.	
Postage	320.	
Distribution	<u>160.</u>	1,680.
Personal Letter (3,000)		500.
3 Additional Letters		450.
Reprinting of Present Publications		1,500.
Contingency		<u>500.</u>
TOTAL COST SPECIAL GIFTS CAMPAIGN PUBLICITY		\$7,535.

SPECIAL GIFTS CAMPAIGN

Personal Letters (5,000)

Germanic Pamphlet (2,500)

Postage

Distribution

"Chicago, the City" (15,000)

Postage

Distribution

"Ten Great Achievements" (15,000)

Postage

Distribution

Personal Letters (5,000)

3 Additional Letters

Reprints of Present Publications

Contingency

TOTAL COST SPECIAL GIFTS CAMPAIGN

\$300.

100.

\$400.

2,500.

300.

\$480.

1,500.

250.

\$1,750.

500.

450.

\$1,500.

500.

\$7,830.

PUBLICITY (Continued)

GENERAL CITY CAMPAIGN

Three Orchestra Hall Lectures	\$2,500.
Radio (Oct. 1 - Dec 31, as per Mr. Smith's estimate attached)	2,100.
Photographs	1,500.
Facts (5) for mailing with bills	4,000.
Canvassers Handbook (2,000)	500.
Broadside (15,000 @ 5¢)	750.
Postage	150.
Distribution	90.
Small Memorial Book (15,000 @ 15¢)	2,250.
Postage	300.
Distribution	150.
Clean-up Letter (15,000)	750.
Recording Device	200.
Poster (5,000) 14 x 22 3 color	455.
Sticker (50,000) 4 x 4 " "	200.
Envelope Sticker (10,000)" " 2x2	215.
Street Banner	50.
Certificate to Subscribers	300.
Certificate for School Children	
Window Displays	500.
Moving Picture (city)	
Student Parade	100.
Questionnaire to Editors	100.
Contingency	<u>2,000.</u>
	\$19,160.

Note: No allowance has been made for a subsidy to the Alumni Magazine, as it is not thought that such an investment would yield a sufficient return at this time.

PUBLICITY (Continued)

GENERAL CITY CAMPAIGN

\$2,500.	Three Orchestra Hall Lectures
\$2,100.	Radio (Oct. 1 - Dec. 31, as per Mr. Smith's estimate attached)
1,500.	Photographs
4,000.	Posters (5) for mailing with bills
800.	Canvasback Handbook (2,000)
750.	Broadside (15,000 @ 5¢)
150.	Postage
80.	Distribution
2,250.	Small Memorial Book (15,000 @ 15¢)
300.	Postage
150.	Distribution
750.	Clear-up Letter (15,000)
800.	Recording Device
455.	Poster (5,000) 14 x 22 3 color
200.	" " " 4 x 4
215.	Envelope Sticker (10,000) " 2x2
50.	Street Banner
500.	Certificate to Subscribers
	Certificate for School Children
500.	Window Displays
	Moving Picture (city)
100.	Student Parade
100.	Questionnaire to Advertisers
2,000.	Contingency
\$12,150.	

Note: No allowance has been made for a reply to the Annual Magazine, as it is not known that such an arrangement would yield a sufficient return at this time.

PUBLICITY (Continued)

ALUMNI CAMPAIGN

Campaign Newspaper (3 issues)		\$2,000.
Mail Campaign		
City (3 mailings, including 1 return postal)	\$750.	
National (3 mailings, in- cluding 1 return postal)	<u>2,500.</u>	3,250.
Alumni Office, mailing expense (Campaign Extra)		200.
Moving Picture Changes		500.
Rush Pamphlet (6,000)	\$600.	
Postage	120.	
Distribution	<u>60.</u>	780.
Special Rush Letter		250.
Contingency		<u>500.</u>
TOTAL COST ALUMNI CAMPAIGN PUBLICITY		\$7,280.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

1.	Rent		\$3,000.
2.	Supplies and Expense		2,000.
3.	Furniture and Fixtures		1,000.
4.	Telephone and Telegraph		800.
5.	Printing (2 issues of "Extra")		2,500.
6.	Travel		1,000.
7.	Entertainment		1,000.
8.	Postage		750.
9.	Mimeo, Multigraph, and Hooven		1,500.
10.	<u>Mr. Smith's Office</u>		
	Russell Pierce, \$180 per mo.	\$1,080.	
	Stenographer, 120 per mo.	720.	
	V. Wesby, 12.50 per wk.	325.	
	Office Boy, 10. " "	260.	
	Travel,	100.	
	Photos, etc.	<u>100.</u>	2,585.
11.	Radio		3,700.
12.	Newspapers, Books and Clippings		400.
13.	Advances to Local Chairman		300.
14.	Contingency Fund		3,000.
15.	John Price Jones Corporation		7,200.
16.	Campaign Director		6,500.
17.	<u>Publicity Salaries</u>		
	Mr. Tucker, 13 weeks @ \$225.	\$2,925.	
	Stenographer, " " @ 25.	<u>325.</u>	3,250.

AMOUNT CARRIED FORWARD

\$40,485.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1936

1.	Rent	\$3,000.
2.	Supplies and Expenses	2,000.
3.	Furniture and Fixtures	1,000.
4.	Telephone and Telegraph	600.
5.	Printing (2 issues of "Extra")	2,500.
6.	Travel	1,000.
7.	Entertainment	1,000.
8.	Postage	750.
9.	Wines, Whisker, and Hoover	1,500.
10.	Mr. Smith's Office	
	Russell Pierce, \$180 per mo.	\$1,080.
	stenographer, 120 per mo.	720.
	V. Waddy, 12.50 per wk.	325.
	Office Boy, 10 "	260.
	Travel	100.
	Photos, etc.	100.
		<u>2,585.</u>
11.	Radio	2,700.
12.	Newspapers, Books and Clippings	400.
13.	Advances to Local Chairman	300.
14.	Contingency Fund	2,000.
15.	John Price Jones Corporation	7,500.
16.	Campaign Director	2,500.
17.	Publicity Salaries	
	Mr. Tucker, 12 weeks @ \$225.	\$2,700.
	stenographer, 12 "	360.
		<u>\$3,060.</u>
	AMOUNT CARRIED FORWARD	\$50,485.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

Amount brought forward

\$40,485.

18. General Salaries

Mr. Moulds
Miss Weeks
Mrs. Schultz
Miss Deputy
Miss Mielke
Miss Evans
Miss Conklin
Miss Walther

\$3,000.

5,450.

8,450.

19. Alumni Salaries

Executive Secretary @ 125
Stenographer @ 25

3,250.

650.

3,900.

TOTAL ESTIMATED COST JANUARY 1 -
JUNE 30, 1926

\$52,835.

BUDGET (Continued)

JANUARY 1 - JUNE 30, 1938

\$40,185.

Amount brought forward

18. General Salaries

\$3,000.

- Mr. McCall
- Miss Wicks
- Mr. Schmitt
- Miss DeWitt
- Miss Nichols
- Miss Evans
- Miss Corbin
- Miss Wilcox

\$4,450.

\$3,000.

19. Allowances

Executive Secretary @ 125
 stenographer @ 25

\$1,500.
\$2,500.

\$2,500.

TOTAL ESTIMATED COST JANUARY 1 -
JUNE 30, 1938

\$22,835.