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

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

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

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

In training the investigatory and research investigator
in the preparation of his Survey and Plan, the cooperation
and research groups within the University of Chicago
has resulted from the encouragement of Dr. Robert
in the preparation of a new opportunity. The allocation
of the data to the research groups have an added value.

Research, plans to gather information, the University and a

new approach and a renewed need to develop with the

federal offices of the Trustees, faculty, and students to point

the gathering towards

an attempt at concrete and deep needs to prepare for this

time the research as certain points of procedure, such as

the sharing for handling needs, the standard practice for

community and personal, the gathering, to information for community

interest, for health change, and the various, and to on.

Here can be developed on the family, by the economic

secrets to conquer. For further information so and some-

state problems, research can be made to the following

research topics of the data from the community, and

data on secret, after, ofsecret and teaching.

Community, Market, Pocket, and Craft, are to prepare and cause to

referent from for collision of the material, and material, lists of reference
Used in Previous Campaigns, Standard Practice for Holding
Campaign Dinners and Meetings, Standard Practice for
Holding Parades and Street Meetings, Details of College
Campaign Offices, Standard Practice for Assigning Prospects
to Workers, etc.

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

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

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

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

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

John Price Jones
President

New York City
March 8, 1924
TABLE OF CONTENTS

ORGANIZATION CHART ........................................ .................................
INTRODUCTORY ..............................................................
PART I - THE SURVEY ..................................................
Section One - Present Status ................................. 1
Foreword ................................................................. 1
I. HISTORY ................................................................. 1
   1. Periods of Development ......................... 1
      A. Expansion ........................................ 1
      B. Consolidation ................................ 1
      C. Renascence .................................... 2
   2. Previous Campaigns ......................... 2
      A. University .................................... 2
      B. Alumni ....................................... 3
      C. Fraternity ................................... 3
II. CHARACTER ........................................................... 3
   1. Ideals ............................................ 3
   2. Points of Distinction ......................... 4
   3. Innovations .................................... 4
   4. Position ........................................ 5
III. SERVICE ............................................................... 6
   1. To Its Own Clientele ......................... 6
      A. Alumni ....................................... 6
         a. Number .................................... 6
         b. Distribution ................................ 6
         c. Occupations ................................ 7
      B. Other Matriculates ......................... 8
      C. Present Enrollment ......................... 9
   2. To Chicago ....................................... 9
   3. To the Cause of Education ................... 10
   4. To Research ..................................... 10
IV. ALUMNI RELATIONSHIPS ............................................. 10
   1. Organization .................................... 10
      A. By Schools and Colleges .................. 10
      B. By Classes .................................. 11
      C. By University of Chicago Clubs ....... 11
      D. Special Groups ............................. 11
   2. Points of Contact ......................... 11
      A. University of Chicago Magazine ....... 12
      B. Reunions .................................... 12
      C. Athletics ................................... 12
      D. Pamphlets .................................. 12
         a. Already Issued ........................... 12
         b. To be Issued ............................. 13
      E. Departmental Letters ..................... 13
      F. Speakers .................................... 13
   3. State of Mind .................................. 13
      A. College Alumni ............................. 14
      B. Graduate Alumni ......................... 14
# Table of Contents

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORGANIZATION CHART</td>
</tr>
<tr>
<td>INTRODUCTION</td>
</tr>
<tr>
<td>PART I - THE SITUATION</td>
</tr>
<tr>
<td>SECTION One - Present Situation</td>
</tr>
<tr>
<td>Part Two</td>
</tr>
<tr>
<td>I. HISTORY</td>
</tr>
<tr>
<td>1. Period of Development</td>
</tr>
<tr>
<td>A. Expansion</td>
</tr>
<tr>
<td>B. Consolidation</td>
</tr>
<tr>
<td>C. Resistance</td>
</tr>
<tr>
<td>2. Present Condition</td>
</tr>
<tr>
<td>A. National</td>
</tr>
<tr>
<td>B. Alternative</td>
</tr>
<tr>
<td>3. Character</td>
</tr>
<tr>
<td>1. Inability</td>
</tr>
<tr>
<td>2. Resistance</td>
</tr>
<tr>
<td>3. Non-Adoption</td>
</tr>
<tr>
<td>4. Opposition</td>
</tr>
<tr>
<td>5. Opposition</td>
</tr>
<tr>
<td>II. SERVICES</td>
</tr>
<tr>
<td>1. To the Consumer</td>
</tr>
<tr>
<td>A. Service</td>
</tr>
<tr>
<td>B. Manager</td>
</tr>
<tr>
<td>C. Operation</td>
</tr>
<tr>
<td>D. Organization</td>
</tr>
<tr>
<td>E. Other Institutions</td>
</tr>
<tr>
<td>F. Present Importance</td>
</tr>
<tr>
<td>G. To Computers</td>
</tr>
<tr>
<td>H. To the Cause of Education</td>
</tr>
<tr>
<td>I. To Research</td>
</tr>
<tr>
<td>J. To Consumer Relations</td>
</tr>
<tr>
<td>1. organize and College</td>
</tr>
<tr>
<td>A. by Scope and College</td>
</tr>
<tr>
<td>B. by College</td>
</tr>
<tr>
<td>C. by University of College Grade</td>
</tr>
<tr>
<td>D. Special Groups</td>
</tr>
<tr>
<td>2. Points of Contact</td>
</tr>
<tr>
<td>A. University or College President</td>
</tr>
<tr>
<td>B. President</td>
</tr>
<tr>
<td>C. Practice</td>
</tr>
<tr>
<td>D. Practice</td>
</tr>
<tr>
<td>E. College President</td>
</tr>
<tr>
<td>F. College President</td>
</tr>
<tr>
<td>G. College President</td>
</tr>
<tr>
<td>H. College President</td>
</tr>
<tr>
<td>I. College President</td>
</tr>
<tr>
<td>J. College President</td>
</tr>
</tbody>
</table>
TABLE OF CONTENTS

(2)

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>V. OTHER RELATIONSHIPS</td>
<td></td>
</tr>
<tr>
<td>1. General Public</td>
<td>14</td>
</tr>
<tr>
<td>A. Points of Contact</td>
<td>14</td>
</tr>
<tr>
<td>B. State of Mind</td>
<td>15</td>
</tr>
<tr>
<td>2. Wealthy Persons</td>
<td>15</td>
</tr>
<tr>
<td>A. Points of Contact</td>
<td>15</td>
</tr>
<tr>
<td>B. State of Mind</td>
<td>16</td>
</tr>
<tr>
<td>3. The Press</td>
<td>16</td>
</tr>
<tr>
<td>A. Present Publicity System</td>
<td>16</td>
</tr>
<tr>
<td>a. Policy</td>
<td>16</td>
</tr>
<tr>
<td>b. Method</td>
<td>17</td>
</tr>
<tr>
<td>aa. Official</td>
<td>17</td>
</tr>
<tr>
<td>bb. Unofficial</td>
<td>17</td>
</tr>
<tr>
<td>c. Points of Contact</td>
<td>17</td>
</tr>
<tr>
<td>aa. University Spokesman</td>
<td>17</td>
</tr>
<tr>
<td>bb. Representatives with the press</td>
<td>17</td>
</tr>
<tr>
<td>d. Clippings</td>
<td>17</td>
</tr>
<tr>
<td>B. State of Mind</td>
<td>17</td>
</tr>
<tr>
<td>a. Press Associations</td>
<td>17</td>
</tr>
<tr>
<td>b. Chicago dailies</td>
<td>17</td>
</tr>
<tr>
<td>aa. Hearst papers</td>
<td>18</td>
</tr>
<tr>
<td>bb. The Tribune</td>
<td>18</td>
</tr>
<tr>
<td>cc. The Journal</td>
<td>18</td>
</tr>
<tr>
<td>dd. The Daily News</td>
<td>18</td>
</tr>
<tr>
<td>ee. The Evening Post</td>
<td>18</td>
</tr>
<tr>
<td>4. John D. Rockefeller</td>
<td>18</td>
</tr>
<tr>
<td>A. Benefactions</td>
<td>18</td>
</tr>
<tr>
<td>B. Present Relations</td>
<td>18</td>
</tr>
<tr>
<td>5. Baptist Church</td>
<td>18</td>
</tr>
<tr>
<td>VI. FINANCES</td>
<td>19</td>
</tr>
<tr>
<td>1. Income</td>
<td>19</td>
</tr>
<tr>
<td>A. From Tuition Fees</td>
<td>19</td>
</tr>
<tr>
<td>B. Other Student Fees</td>
<td>19</td>
</tr>
<tr>
<td>C. From Endowment</td>
<td>19</td>
</tr>
<tr>
<td>D. Other Sources</td>
<td>19</td>
</tr>
<tr>
<td>2. Expenditures</td>
<td>19</td>
</tr>
<tr>
<td>A. Salary Cost on Quadrangles</td>
<td>19</td>
</tr>
<tr>
<td>B. Other Expenses</td>
<td>19</td>
</tr>
<tr>
<td>3. Budget Record</td>
<td>19</td>
</tr>
<tr>
<td>4. Results of the Financial Policy</td>
<td>19</td>
</tr>
<tr>
<td>A. Favorable</td>
<td>20</td>
</tr>
<tr>
<td>B. Unfavorable</td>
<td>20</td>
</tr>
<tr>
<td>a. Internal</td>
<td>20</td>
</tr>
<tr>
<td>b. External</td>
<td>20</td>
</tr>
<tr>
<td>VII. RESOURCES</td>
<td></td>
</tr>
<tr>
<td>1. Endowment Assets</td>
<td>20</td>
</tr>
<tr>
<td>2. Plant Assets</td>
<td>21</td>
</tr>
<tr>
<td>3. Current Assets</td>
<td>21</td>
</tr>
<tr>
<td>4. Reserve</td>
<td>21</td>
</tr>
</tbody>
</table>
TABLE OF CONTENTS

I. OTHER RELATIONSHIPS
   1. Current Practice
   2. Points of Contact
   3. Status of Link
   4. Wartime Personage
   5. Points of Contact
   6. Status of Link
   7. Status of Link
   8. Present Role

II. PRESENT CAPACITIES
   9. Party
   10. Office
   11. Official
   12. Official
   13. Official
   14. Official
   15. Representative
   16. Representative
   17. Representative
   18. Representative
   19. Representative
   20. Representative
   21. Representative
   22. Representative

III. REPRESENTATIVE
   23. The Speaker
   24. The Leader
   25. The Leader
   26. The Leader
   27. The Leader
   28. The Leader
   29. The Leader
   30. The Leader

IV. THE HOUSE
   31. The Daily News
   32. The Daily News
   33. The Daily News
   34. The Daily News
   35. The Daily News
   36. The Daily News
   37. The Daily News
   38. The Daily News
   39. The Daily News

V. NON-LEGISLATIVE
   40. The Supreme Court
   41. The Supreme Court
   42. The Supreme Court
   43. The Supreme Court
   44. The Supreme Court
   45. The Supreme Court
   46. The Supreme Court
   47. The Supreme Court
   48. The Supreme Court

VI. RESOURCES
   49. The National Assembly
   50. The National Assembly
   51. The National Assembly
   52. The National Assembly
   53. The National Assembly
   54. The National Assembly
   55. The National Assembly
   56. The National Assembly
   57. The National Assembly
TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIII. CONCLUSIONS</td>
<td>21</td>
</tr>
<tr>
<td>Section Two - The Future</td>
<td>23</td>
</tr>
<tr>
<td>Foreword</td>
<td>23</td>
</tr>
<tr>
<td>I. PROGRAM</td>
<td>23</td>
</tr>
<tr>
<td>1. General Policy</td>
<td>23</td>
</tr>
<tr>
<td>2. Specific Aims</td>
<td>23</td>
</tr>
<tr>
<td>II. NEEDS</td>
<td>23</td>
</tr>
<tr>
<td>1. Immediate</td>
<td>23</td>
</tr>
<tr>
<td>2. Deferred</td>
<td>23</td>
</tr>
<tr>
<td>Section Three - Campaign Analysis</td>
<td>25</td>
</tr>
<tr>
<td>Foreword</td>
<td>25</td>
</tr>
<tr>
<td>I. AVAILABLE CAMPAIGN ASSETS</td>
<td>25</td>
</tr>
<tr>
<td>1. Organization</td>
<td>25</td>
</tr>
<tr>
<td>A. Personnel</td>
<td>25</td>
</tr>
<tr>
<td>a. Leadership</td>
<td>25</td>
</tr>
<tr>
<td>b. Workers</td>
<td>25</td>
</tr>
<tr>
<td>B. Lists</td>
<td>26</td>
</tr>
<tr>
<td>a. Alumni</td>
<td>26</td>
</tr>
<tr>
<td>aa. Description</td>
<td>26</td>
</tr>
<tr>
<td>x. General List</td>
<td>26</td>
</tr>
<tr>
<td>Card File</td>
<td>26</td>
</tr>
<tr>
<td>Addressograph</td>
<td>26</td>
</tr>
<tr>
<td>Stencils</td>
<td>26</td>
</tr>
<tr>
<td>y. Special Lists</td>
<td>26</td>
</tr>
<tr>
<td>Magazine</td>
<td>26</td>
</tr>
<tr>
<td>Football Lists</td>
<td>26</td>
</tr>
<tr>
<td>Alumni Fund List</td>
<td>27</td>
</tr>
<tr>
<td>bb. Method</td>
<td>27</td>
</tr>
<tr>
<td>cc. Authenticity</td>
<td>27</td>
</tr>
<tr>
<td>b. Special Prospects</td>
<td>27</td>
</tr>
<tr>
<td>2. Publicity</td>
<td>27</td>
</tr>
<tr>
<td>A. Material</td>
<td>27</td>
</tr>
<tr>
<td>aa. Official</td>
<td>28</td>
</tr>
<tr>
<td>bb. Departmental</td>
<td>28</td>
</tr>
<tr>
<td>cc. Undergraduate</td>
<td>28</td>
</tr>
<tr>
<td>dd. Graduate</td>
<td>28</td>
</tr>
<tr>
<td>B. Points of Contact</td>
<td>28</td>
</tr>
<tr>
<td>II. FIELD OF POTENTIAL SUPPORT</td>
<td>29</td>
</tr>
<tr>
<td>1. Inside Prospects</td>
<td>29</td>
</tr>
<tr>
<td>A. Trustees</td>
<td>29</td>
</tr>
<tr>
<td>B. Faculty</td>
<td>29</td>
</tr>
<tr>
<td>C. Students</td>
<td>29</td>
</tr>
<tr>
<td>D. Alumni</td>
<td>30</td>
</tr>
<tr>
<td>E. Non-Graduates</td>
<td>30</td>
</tr>
<tr>
<td>2. Outside Prospects</td>
<td>30</td>
</tr>
<tr>
<td>A. Foundations</td>
<td>30</td>
</tr>
<tr>
<td>B. Wealthy Chicagoans</td>
<td>30</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Wealthy Persons Outside of Chicago</td>
<td>30</td>
</tr>
<tr>
<td>D. Persons of Influence</td>
<td>30</td>
</tr>
<tr>
<td>E. Chicago Business Men</td>
<td>31</td>
</tr>
<tr>
<td>F. Wealthy Baptists</td>
<td>31</td>
</tr>
<tr>
<td>III. INDIGENOUS TO DONORS</td>
<td>31</td>
</tr>
<tr>
<td>1. Financial</td>
<td>31</td>
</tr>
<tr>
<td>A. Income Tax</td>
<td>31</td>
</tr>
<tr>
<td>B. Death and Inheritance Taxes</td>
<td>31</td>
</tr>
<tr>
<td>C. Annuity</td>
<td>31</td>
</tr>
<tr>
<td>D. Interest on Legacies</td>
<td>32</td>
</tr>
<tr>
<td>E. Appreciations in Property</td>
<td>32</td>
</tr>
<tr>
<td>F. Life Insurance</td>
<td>33</td>
</tr>
<tr>
<td>G. General Effectiveness</td>
<td>33</td>
</tr>
<tr>
<td>2. Non-Financial</td>
<td>33</td>
</tr>
<tr>
<td>A. Memorials</td>
<td>33</td>
</tr>
<tr>
<td>B. Auditor's Reports</td>
<td>33</td>
</tr>
<tr>
<td>C. Goodspeed Biographies</td>
<td>33</td>
</tr>
<tr>
<td>D. Choice of Special Purpose</td>
<td>33</td>
</tr>
<tr>
<td>E. Naming A Chair</td>
<td>33</td>
</tr>
<tr>
<td>IV. PROBABLE RESPONSE</td>
<td>34</td>
</tr>
<tr>
<td>1. Inside Prospects</td>
<td>34</td>
</tr>
<tr>
<td>A. Trustees</td>
<td>34</td>
</tr>
<tr>
<td>B. Faculty</td>
<td>34</td>
</tr>
<tr>
<td>C. Students</td>
<td>34</td>
</tr>
<tr>
<td>D. Alumni</td>
<td>34</td>
</tr>
<tr>
<td>E. Non-Graduates</td>
<td>35</td>
</tr>
<tr>
<td>F. Rush Alumni</td>
<td>35</td>
</tr>
<tr>
<td>2. Outside</td>
<td>35</td>
</tr>
<tr>
<td>A. Foundations</td>
<td>35</td>
</tr>
<tr>
<td>B. Wealthy Chicagoans</td>
<td>35</td>
</tr>
<tr>
<td>C. Wealthy Persons Outside of Chicago</td>
<td>35</td>
</tr>
<tr>
<td>D. Persons of Influence</td>
<td>35</td>
</tr>
<tr>
<td>E. Chicago Business Men</td>
<td>36</td>
</tr>
<tr>
<td>F. Wealthy Baptists</td>
<td>36</td>
</tr>
<tr>
<td>V. CAMPAIGN SPECIFICATIONS</td>
<td>36</td>
</tr>
<tr>
<td>1. Goal</td>
<td>36</td>
</tr>
<tr>
<td>A. Factors to be Considered</td>
<td>36</td>
</tr>
<tr>
<td>B. Conclusions</td>
<td>37</td>
</tr>
<tr>
<td>2. Quotas</td>
<td>37</td>
</tr>
<tr>
<td>A. Group</td>
<td>37</td>
</tr>
<tr>
<td>a. Trustees</td>
<td>37</td>
</tr>
<tr>
<td>b. Faculty</td>
<td>37</td>
</tr>
<tr>
<td>c. Students</td>
<td>37</td>
</tr>
<tr>
<td>d. Alumni</td>
<td>37</td>
</tr>
<tr>
<td>aa. College</td>
<td>37</td>
</tr>
<tr>
<td>bb. Graduate</td>
<td>37</td>
</tr>
<tr>
<td>e. Non-Graduates</td>
<td>37</td>
</tr>
<tr>
<td>f. Rush Alumni</td>
<td>38</td>
</tr>
<tr>
<td>g. Special Prospects</td>
<td>38</td>
</tr>
<tr>
<td>B. Individual</td>
<td>38</td>
</tr>
<tr>
<td>3. Campaign Period</td>
<td>38</td>
</tr>
<tr>
<td>A. Factors to be Considered</td>
<td>38</td>
</tr>
<tr>
<td>B. Conclusions</td>
<td>39</td>
</tr>
<tr>
<td>Section</td>
<td>Title</td>
</tr>
<tr>
<td>---------</td>
<td>-------</td>
</tr>
<tr>
<td>4.</td>
<td>Time for Payment</td>
</tr>
<tr>
<td>5.</td>
<td>Underwriting</td>
</tr>
<tr>
<td>VI.</td>
<td>FACTORS AFFECTING THE CAMPAIGN</td>
</tr>
<tr>
<td>1.</td>
<td>Favorable</td>
</tr>
<tr>
<td>2.</td>
<td>Adverse</td>
</tr>
<tr>
<td>VII.</td>
<td>GENERAL CONCLUSIONS</td>
</tr>
<tr>
<td>PART II - THE PLAN</td>
<td></td>
</tr>
<tr>
<td>Section One</td>
<td>The Appeal</td>
</tr>
<tr>
<td>I.</td>
<td>THEME</td>
</tr>
<tr>
<td>1.</td>
<td>General</td>
</tr>
<tr>
<td>2.</td>
<td>Specific</td>
</tr>
<tr>
<td>A.</td>
<td>Educational</td>
</tr>
<tr>
<td>a.</td>
<td>Instruction</td>
</tr>
<tr>
<td>b.</td>
<td>Research</td>
</tr>
<tr>
<td>B.</td>
<td>Civic</td>
</tr>
<tr>
<td>C.</td>
<td>Humanitarian</td>
</tr>
<tr>
<td>II.</td>
<td>REASONS FOR GIVING</td>
</tr>
<tr>
<td>1.</td>
<td>Alumni</td>
</tr>
<tr>
<td>A.</td>
<td>Loyalty</td>
</tr>
<tr>
<td>B.</td>
<td>Gratitude</td>
</tr>
<tr>
<td>C.</td>
<td>Self-Interest</td>
</tr>
<tr>
<td>D.</td>
<td>Financial</td>
</tr>
<tr>
<td>2.</td>
<td>Special Prospects</td>
</tr>
<tr>
<td>A.</td>
<td>Interest in Education</td>
</tr>
<tr>
<td>B.</td>
<td>Interest in Research</td>
</tr>
<tr>
<td>C.</td>
<td>Desire to Perpetuate a Name</td>
</tr>
<tr>
<td>D.</td>
<td>Desire to Use Funds Effectively</td>
</tr>
<tr>
<td>E.</td>
<td>Civic and Sectional Pride</td>
</tr>
<tr>
<td>Section Two</td>
<td>An Outline for A Campaign Organization</td>
</tr>
<tr>
<td>Foreword</td>
<td></td>
</tr>
<tr>
<td>I.</td>
<td>EXECUTIVE DIRECTION</td>
</tr>
<tr>
<td>1.</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>A.</td>
<td>Functions</td>
</tr>
<tr>
<td>B.</td>
<td>Personnel</td>
</tr>
<tr>
<td>C.</td>
<td>Sub-Committees</td>
</tr>
<tr>
<td>a.</td>
<td>Plan and Scope</td>
</tr>
<tr>
<td>2.</td>
<td>Executive Chairman</td>
</tr>
<tr>
<td>A.</td>
<td>Functions</td>
</tr>
<tr>
<td>B.</td>
<td>Requirements for the Job</td>
</tr>
<tr>
<td>a.</td>
<td>Leisure</td>
</tr>
<tr>
<td>b.</td>
<td>Prestige</td>
</tr>
<tr>
<td>c.</td>
<td>Interest</td>
</tr>
<tr>
<td>d.</td>
<td>Experience</td>
</tr>
<tr>
<td>e.</td>
<td>Health</td>
</tr>
<tr>
<td>f.</td>
<td>Personality</td>
</tr>
<tr>
<td>C.</td>
<td>Personal Assistance</td>
</tr>
<tr>
<td>a.</td>
<td>Vice-Chairman</td>
</tr>
<tr>
<td>b.</td>
<td>Professional Aid</td>
</tr>
<tr>
<td>aa.</td>
<td>Consultation</td>
</tr>
<tr>
<td>bb.</td>
<td>Executive Secretary</td>
</tr>
<tr>
<td>cc.</td>
<td>Publicity Director</td>
</tr>
</tbody>
</table>
## TABLE OF CONTENTS

1. Treasurer .......................... 51

II. PREPARATION .......................... 51
   1. Committee on Organization .......... 51
      A. Functions ........................ 51
      B. Personnel ........................ 51
      C. Assistance ...................... 51
   2. National Committee on Lists & Quotas .......... 51
      A. Functions ........................ 51
      B. Personnel ...................... 52
   3. Local Committee on Lists & Quotas .......... 52

III. SALES ............................. 52
   1. National .......................... 52
      A. National Committee on Special Gifts .......... 52
         a. Functions ...................... 52
         b. Personnel .................... 52
      B. National Committee on Alumni .......... 53
         a. Functions ...................... 53
         b. Personnel .................... 53
         c. Sub-Committees ............... 53
      C. National Committee on Follow-up .......... 53
   2. Local ............................. 53
      A. Local Chairmen .................. 54
         a. Functions ...................... 54
         b. Personnel .................... 54
      B. Local Committees on Lists and Quotas .......... 54
      C. Local Committees on Special Gifts .......... 54
         a. Functions ...................... 54
         b. Personnel .................... 54
      D. Local Committees on Alumni .......... 54
         a. Functions ...................... 54
         b. Personnel .................... 55
      E. Special Local Committees ........ 55
   IV. ADVERTISING ........................ 55
      1. Functions ...................... 55
      2. Personnel .................... 55
   V. CONTROLLER ........................ 56
   VI. SERVICE .......................... 56

Section Three - A Program of Campaign

Publicity ............................ 58
Foreword ............................ 58
I. PURPOSE .......................... 58
   1. Educational ...................... 58
   2. Sales ........................... 58
II. MATERIAL ........................ 58
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. PREPARATION</td>
<td>15</td>
</tr>
<tr>
<td>A. Preparation of Organizational Structure</td>
<td>16</td>
</tr>
<tr>
<td>B. Personnel</td>
<td>17</td>
</tr>
<tr>
<td>C. Materiel</td>
<td>18</td>
</tr>
<tr>
<td>D. Materials</td>
<td>19</td>
</tr>
<tr>
<td>E. Special Local Committees</td>
<td>20</td>
</tr>
<tr>
<td>II. ADVERTISING</td>
<td>21</td>
</tr>
<tr>
<td>A. Advance Planning</td>
<td>22</td>
</tr>
<tr>
<td>B. Personnel</td>
<td>23</td>
</tr>
<tr>
<td>C. Advertisements</td>
<td>24</td>
</tr>
<tr>
<td>D. Local Committees</td>
<td>25</td>
</tr>
<tr>
<td>E. Special Local Committees</td>
<td>26</td>
</tr>
<tr>
<td>III. CONTROL</td>
<td>27</td>
</tr>
<tr>
<td>A. Control</td>
<td>28</td>
</tr>
<tr>
<td>B. Personnel</td>
<td>29</td>
</tr>
<tr>
<td>C. The Structure of the Department of Control</td>
<td>30</td>
</tr>
<tr>
<td>IV. SERVICE</td>
<td>31</td>
</tr>
<tr>
<td>A. Service to the Public</td>
<td>32</td>
</tr>
<tr>
<td>B. Service to the Public</td>
<td>33</td>
</tr>
<tr>
<td>C. Service to the Public</td>
<td>34</td>
</tr>
<tr>
<td>D. Service to the Public</td>
<td>35</td>
</tr>
<tr>
<td>E. Service to the Public</td>
<td>36</td>
</tr>
<tr>
<td>II. MATERIAL</td>
<td>37</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Press</td>
<td>59</td>
</tr>
<tr>
<td>A. Policy</td>
<td>59</td>
</tr>
<tr>
<td>B. Relations</td>
<td>59</td>
</tr>
<tr>
<td>C. Copy</td>
<td>59</td>
</tr>
<tr>
<td>a. News</td>
<td>59</td>
</tr>
<tr>
<td>aa. Routine</td>
<td>59</td>
</tr>
<tr>
<td>bb. Creative</td>
<td>60</td>
</tr>
<tr>
<td>b. Special Articles</td>
<td>60</td>
</tr>
<tr>
<td>c. Photographs</td>
<td>60</td>
</tr>
<tr>
<td>d. Editorial Suggestions</td>
<td>61</td>
</tr>
<tr>
<td>e. Direct Mail Literature</td>
<td>61</td>
</tr>
<tr>
<td>D. Distribution</td>
<td>61</td>
</tr>
<tr>
<td>2. Direct Advertising</td>
<td>62</td>
</tr>
<tr>
<td>A. Pamphlets</td>
<td>62</td>
</tr>
<tr>
<td>a. Educational</td>
<td>62</td>
</tr>
<tr>
<td>aa. Alumni Pamphlets</td>
<td>62</td>
</tr>
<tr>
<td>bb. The University and the City</td>
<td>63</td>
</tr>
<tr>
<td>cc. Letter to Mr. Rockefeller</td>
<td>63</td>
</tr>
<tr>
<td>dd. Campaign Handbook</td>
<td>63</td>
</tr>
<tr>
<td>b. Sales</td>
<td>63</td>
</tr>
<tr>
<td>aa. The Medical Project</td>
<td>64</td>
</tr>
<tr>
<td>bb. Other Building Units</td>
<td>64</td>
</tr>
<tr>
<td>cc. New Colleges</td>
<td>64</td>
</tr>
<tr>
<td>dd. Faculty Salaries</td>
<td>64</td>
</tr>
<tr>
<td>ee. Research Endowment</td>
<td>64</td>
</tr>
<tr>
<td>ff. Rush Alumni</td>
<td>64</td>
</tr>
<tr>
<td>gg. Faculty Canvass</td>
<td>64</td>
</tr>
<tr>
<td>hh. Student Canvass</td>
<td>64</td>
</tr>
<tr>
<td>ii. Chicago Business Men</td>
<td>64</td>
</tr>
<tr>
<td>jj. Financial Facts</td>
<td>64</td>
</tr>
<tr>
<td>kk. Major Pamphlet</td>
<td>65</td>
</tr>
<tr>
<td>B. Letters</td>
<td>65</td>
</tr>
<tr>
<td>C. Bulletins</td>
<td>65</td>
</tr>
<tr>
<td>D. Special Data</td>
<td>65</td>
</tr>
<tr>
<td>III. MOTION PICTURES</td>
<td>66</td>
</tr>
<tr>
<td>1. Institutional</td>
<td>66</td>
</tr>
<tr>
<td>2. News Weeklies</td>
<td>66</td>
</tr>
<tr>
<td>3. Educational Films</td>
<td>66</td>
</tr>
<tr>
<td>4. Features</td>
<td>66</td>
</tr>
<tr>
<td>A. Survey of Chicago</td>
<td>66</td>
</tr>
<tr>
<td>B. Service Questionnaires</td>
<td>67</td>
</tr>
<tr>
<td>a. Alumni</td>
<td>67</td>
</tr>
<tr>
<td>b. Editors</td>
<td>67</td>
</tr>
</tbody>
</table>
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago Business Men</td>
<td>68</td>
</tr>
<tr>
<td>C. Visitors' Day</td>
<td>68</td>
</tr>
<tr>
<td>D. Alumni Home-Coming</td>
<td>68</td>
</tr>
<tr>
<td>6. Speakers</td>
<td>68</td>
</tr>
<tr>
<td>6. Radio</td>
<td>69</td>
</tr>
<tr>
<td>Section Four - An Abridged Schedule of Operation</td>
<td>70</td>
</tr>
<tr>
<td>I. FIRST STEPS</td>
<td>70</td>
</tr>
<tr>
<td>1. Organization</td>
<td>70</td>
</tr>
<tr>
<td>A. Workers</td>
<td>70</td>
</tr>
<tr>
<td>a. Policy</td>
<td>70</td>
</tr>
<tr>
<td>b. Procedure</td>
<td>70</td>
</tr>
<tr>
<td>aa. Trustees</td>
<td>70</td>
</tr>
<tr>
<td>bb. Rush Faculty</td>
<td>71</td>
</tr>
<tr>
<td>cc. University of Chicago Faculty</td>
<td>71</td>
</tr>
<tr>
<td>dd. Alumni Leaders</td>
<td>71</td>
</tr>
<tr>
<td>B. Lists</td>
<td>71</td>
</tr>
<tr>
<td>a. Policy</td>
<td>71</td>
</tr>
<tr>
<td>b. Procedure</td>
<td>71</td>
</tr>
<tr>
<td>aa. Alumni</td>
<td>71</td>
</tr>
<tr>
<td>bb. Non-Alumni</td>
<td>72</td>
</tr>
<tr>
<td>cc. Students</td>
<td>72</td>
</tr>
<tr>
<td>dd. Special Prospects</td>
<td>72</td>
</tr>
<tr>
<td>C. Headquarters</td>
<td>72</td>
</tr>
<tr>
<td>a. Location</td>
<td>72</td>
</tr>
<tr>
<td>b. Space</td>
<td>72</td>
</tr>
<tr>
<td>2. Publicity</td>
<td>73</td>
</tr>
<tr>
<td>A. Gathering the Material</td>
<td>73</td>
</tr>
<tr>
<td>B. Visualizing the Material</td>
<td>73</td>
</tr>
<tr>
<td>C. Preparing the Material</td>
<td>73</td>
</tr>
<tr>
<td>D. Distribution</td>
<td>73</td>
</tr>
<tr>
<td>3. Canvassing</td>
<td>73</td>
</tr>
<tr>
<td>A. Special Prospects</td>
<td>73</td>
</tr>
<tr>
<td>B. General Canvassing</td>
<td>74</td>
</tr>
<tr>
<td>C. Immediate Procedure</td>
<td>74</td>
</tr>
<tr>
<td>II. GENERAL PROGRAM</td>
<td>74</td>
</tr>
<tr>
<td>1. First Stage</td>
<td>74</td>
</tr>
<tr>
<td>2. Second Stage</td>
<td>74</td>
</tr>
<tr>
<td>A. Organization</td>
<td>74</td>
</tr>
<tr>
<td>B. Publicity</td>
<td>75</td>
</tr>
<tr>
<td>3. Third Stage</td>
<td>75</td>
</tr>
<tr>
<td>A. Organization</td>
<td>75</td>
</tr>
<tr>
<td>B. Publicity</td>
<td>75</td>
</tr>
<tr>
<td>C. Canvassing</td>
<td>75</td>
</tr>
<tr>
<td>4. Fourth Stage</td>
<td>75</td>
</tr>
<tr>
<td>A. Organization</td>
<td>75</td>
</tr>
<tr>
<td>B. Publicity</td>
<td>75</td>
</tr>
<tr>
<td>C. Canvassing</td>
<td>75</td>
</tr>
</tbody>
</table>
**TABLE OF CONTENTS**

I. GENERAL PROVISIONS

A. Interpretation
B. Construction
C. Purpose
D. Scope
E. Definitions

II. SPECIAL PROVISIONS

A. General
B. Special

III. GENERAL ROokie

A. General
B. Special

IV. SPECIAL PROVISIONS

A. Special
B. Special
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Fifth State</td>
<td>75</td>
</tr>
<tr>
<td>A. Organization</td>
<td>75</td>
</tr>
<tr>
<td>B. Publicity</td>
<td>76</td>
</tr>
<tr>
<td>C. Canvassing</td>
<td>76</td>
</tr>
<tr>
<td>6. Sixth Stage</td>
<td>76</td>
</tr>
<tr>
<td>A. Organization</td>
<td>76</td>
</tr>
<tr>
<td>B. Publicity</td>
<td>76</td>
</tr>
<tr>
<td>C. Canvassing</td>
<td>76</td>
</tr>
<tr>
<td>7. Seventh Stage</td>
<td>76</td>
</tr>
<tr>
<td>8. Eighth Stage</td>
<td>76</td>
</tr>
<tr>
<td>9. Ninth Stage</td>
<td>76</td>
</tr>
<tr>
<td>Section Five - A Campaign Budget</td>
<td>77</td>
</tr>
<tr>
<td>General Summary and Conclusions</td>
<td>82</td>
</tr>
</tbody>
</table>

****
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>76</td>
</tr>
<tr>
<td>2</td>
<td>77</td>
</tr>
<tr>
<td>3</td>
<td>78</td>
</tr>
<tr>
<td>4</td>
<td>79</td>
</tr>
<tr>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>6</td>
<td>81</td>
</tr>
<tr>
<td>7</td>
<td>82</td>
</tr>
<tr>
<td>8</td>
<td>83</td>
</tr>
<tr>
<td>9</td>
<td>84</td>
</tr>
<tr>
<td>10</td>
<td>85</td>
</tr>
<tr>
<td>11</td>
<td>86</td>
</tr>
<tr>
<td>12</td>
<td>87</td>
</tr>
<tr>
<td>13</td>
<td>88</td>
</tr>
<tr>
<td>14</td>
<td>89</td>
</tr>
<tr>
<td>15</td>
<td>90</td>
</tr>
<tr>
<td>16</td>
<td>91</td>
</tr>
</tbody>
</table>

**Caption Five - A Corporation Budget**

Chapter Seven - A Corporation and Corporation and Corporation and Corporation and Corporation
PART I

THE SURVEY

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

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

The Survey considers three main topics:

Section One - The Present Status of the University.

Section Two - The University's Future.

Section Three - An Analysis of the Proposed Campaign.
PART I
THE SURVEY

The aim of the survey is to study the situation to encourage the university's progress and to lay down a plan for the plan of campus.

In having the survey, these interests follow with the university with which many facts with which they are well acquainted. It needs no more in mind that they come and all other people are interested in a great many of these facts and all other people have been interested in a great many of the survey, because of their representation to the subject of a campus.

The survey contains three main topics:

- Section One - The Present Status of the University
- Section Two - The University's Future
- Section Three - An Analysis of the Proposed Campus
Section One

PRESENT STATUS

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

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

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

A. Expansion. (1892 - 1906)

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

B. Consolidation. (1906 - 1923)

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

PRESENT SITUATION

The report on the progress reports of the University of the following year and
view of continuing a campus should include a comprehensive statement of the current
state of affairs, the purpose of the University, the services, the function of the
individuals, the relationship with the community, the other educational institutions -
both public and pri-

and the research work at the University.

In order to do so adequately, the committee has been charged with the

parliamentary development and the University's development committee.

II. OBJECTIVE. Everything we do in this committee and the University's Development Committee,

Parliamentary development and the administrative/educational development

must be consistent with the University's present position.

A. Summary (1928-1932)

The first period, the administrative/educational development, was one

of financial grants and expansion by appropriation of revenue.

B. Consolidation (1933-1939)

The second period, the administrative/educational development, was one

of financial grants and expansion by appropriation of revenue.

In order to do that, the University expansion, each department of the

University was required to expand its operations and acquire the necessary

equipment and facilities.

The second period, the administrative/educational development, was one

of financial grants and expansion by appropriation of revenue.
period seems to have been measured by the budget.

C. Renascence. (1923)

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

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

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

a. May, 1889. This was a successful effort to raise $400,000 toward a million for the foundation; to meet the conditional gift of $800,000 from Mr. Rockefeller.

b. March, 1892. Marshall Field at this time gave $100,000 for buildings and equipment, conditional on the University's raising $300,000 more within ninety days. This was done, all in large gifts.

c. February, 1893. Martin A. Ryerson here gave $100,000 for general equipment, conditional on the University's raising $400,000 more. This was done, also in large gifts.
The story began and continued during the administration of President Lincoln, and the paramount object of the present administration is to follow the broad lines of policy of President Lincoln. The present government, 1861-1865, has not the power to make war or peace, but it has the power to enforce neutrality, and the present government has not the power to make war or peace, but it has the power to enforce neutrality.

In order to forestall the United States a commercial policy,

S. Lewers Cameron

There are seven breaches of neutrality, one of which is the highest, and one of which is the highest.

The Governor of the United States cannot do this because it is

A. United States or the United States cannot do the United States can.

We have now lost possession of the possession of the.

None of the

My 1865

This is not a success of order to raise 2,000,000

For a million at the commencement of the commercial

ditto at 1865.

We have been in the possession of the United States a

and the United States a place, that was not gone. In order

This

With this 1865. Martin 1865. The 1865. Martin 1865. The

Congress of the United States in the United States' interest

200,000 more, as per United States.
d. January, 1906. The campaign which began at this time, for the Harper Memorial Library, is the only University campaign to which the alumni and general public have been asked to contribute. Mr. Rockefeller's offer to contribute three-fourths of any amount up to $800,000 for this building was met by some 2,000 individuals who gave $210,992.82, in large and small gifts.

e. October, 1916. When the General Education Board and the Rockefeller Foundation each gave $1,000,000 toward the medical project, conditional on the University's raising $3,300,000 more, a committee of seven conducted a six-months' campaign which brought in the necessary amount in large gifts from some sixty people.

B. Alumni. In November, 1919, starting with a meeting at the Hotel LaSalle, and working in a virtually unorganized effort, the alumni secured pledges totalling $110,000, from 600 graduates, for a general fund for the endowment of alumni work. The public goal was set at $250,000, though the initial aim was only $50,000. The last installments of these pledges are now being collected.

C. Fraternity. The most recent fraternity campaign was that just conducted by Phi Kappa Psi, which has raised - in pledges - approximately $135,000 among 220 men. It is interesting to note here that these prospects were sold on the theory that they were providing additional dormitory space for the University.

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

1. Ideals. The University of Chicago has consistently followed three main ideals:
A. To provide a superlative type of instruction, in as wide as possible a field.

B. To help raise the level of school and college teaching everywhere, by example and by training competent teachers.

C. To add to the total of human knowledge by the pursuit of research.

2. Points of Distinction. For many reasons the University of Chicago differs nearly from every other university in the world:

A. Its status as a great University was not reached by a long, slow growth, but virtually overnight. It is peculiarly unrestricted, therefore, by the precedents and traditions of the older and more conservative universities.

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

C. Its attitude toward educational experiments is always receptive.

D. Of all the privately endowed institutions having a national status, the University of Chicago is the most accessible and the most highly favored naturally for the position of national leadership.

E. Its departments of science are happily located for medical study, in a way that is equalled at only one other place in the world, Cambridge, England.

3. Innovations. It is also worth noting that the University of Chicago has instituted many important educational innovations, among which have been:

A. The division of the academic year into four quarters.

B. The classification of courses as Majors and Minors.

C. The division of the Colleges into the Junior College and Senior College.

D. The establishment of a University Press as an integral part of the
A. To provide a supplementary type of instruction in as wide a range of subjects as possible.

B. To help raise the level of research at the college and promote advanced education in the United States and beyond.

C. To make the faculty of the University of Chicago eligible for the award of the Nobel Prize.

D. To provide a setting for the study of the University of Chicago life.

E. It must be noted that the University of Chicago life is no longer confined to the University of Chicago campus.

F. The division of the college into two main faculties has been proposed.
University's Educational program.

E. The control of athletics by the University; giving the Director faculty rank, and making athletics part of the University's regular work.

F. The emphasis on graduate study and research; wholly new at the time in the Middle West, and equalled in the East only by Johns Hopkins.

G. The inclusion of the community at large in the University's vision; launched comprehensively by President Harper, and exemplified today in the University College, the Correspondence Study Department, affiliation with other institutions, and the general policy of aiding the cause of education everywhere.

H. The recognition of the superior student, by the system just inaugurated by Dean Wilkins.

I. The plan for a series of small colleges across the Midway.

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

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

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

1. To Its Own Clientele.

A. Alumni.

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

The summary, therefore, will be as follows:

<table>
<thead>
<tr>
<th>Degrees</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelors</td>
<td>5,475</td>
<td>6,135</td>
<td>11,610</td>
</tr>
<tr>
<td>Masters</td>
<td>1,933</td>
<td>1,108</td>
<td>3,046</td>
</tr>
<tr>
<td>Ph. D.</td>
<td>1,291</td>
<td>220</td>
<td>1,510</td>
</tr>
<tr>
<td>D. B.</td>
<td>423</td>
<td>9</td>
<td>432</td>
</tr>
<tr>
<td>LL. B.</td>
<td>180</td>
<td>8</td>
<td>188</td>
</tr>
<tr>
<td>J. D.</td>
<td>818</td>
<td>20</td>
<td>838</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10,125</strong></td>
<td><strong>7,500</strong></td>
<td><strong>17,625</strong></td>
</tr>
</tbody>
</table>

More than one degree - 1,826

Net total alumni 15,799

Net alumni 1923-24 (approx) 1,500

Campaign total alumni 17,299

Allowing for probable mortality 16,166

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

<table>
<thead>
<tr>
<th>Class</th>
<th>Male</th>
<th>Female</th>
<th>Degree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1,500</td>
<td>1,000</td>
<td>1,000</td>
<td>3,500</td>
</tr>
<tr>
<td>II</td>
<td>1,000</td>
<td>2,000</td>
<td>500</td>
<td>3,500</td>
</tr>
<tr>
<td>III</td>
<td>500</td>
<td>1,500</td>
<td>200</td>
<td>2,200</td>
</tr>
<tr>
<td>Total</td>
<td>3,000</td>
<td>4,500</td>
<td>1,700</td>
<td>9,200</td>
</tr>
</tbody>
</table>

Note: This table is based on the figures given in the table on page 80.

Additionally, the following notes should be applied to the figures given:

- The figures are approximate and subject to change.
- The figures include graduates from 1952-54 (approx.)

For Determination

Applying the figures given in the table on page 80, the following notes should be applied to the figures given:

- The figures include graduates from 1952-54 (approx).
- These figures are to be applied for the current year.
### Chart B: Alumni Occupation

#### Total Alumni and Alumnae

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business*</td>
<td>1474</td>
<td>466</td>
</tr>
<tr>
<td>Education</td>
<td>3344</td>
<td>3624</td>
</tr>
<tr>
<td>Law</td>
<td>1071</td>
<td>28</td>
</tr>
<tr>
<td>Literature</td>
<td>179</td>
<td>63</td>
</tr>
<tr>
<td>Medicine</td>
<td>881</td>
<td>937</td>
</tr>
<tr>
<td>Ministry</td>
<td>771</td>
<td>5</td>
</tr>
<tr>
<td>Science</td>
<td>278</td>
<td>78</td>
</tr>
<tr>
<td>Social Service</td>
<td>163</td>
<td>96</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1123</td>
<td>2466</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>16166</td>
<td>3589</td>
</tr>
</tbody>
</table>

#### Per Cent

- Women: 43.1
- Men: 41.0

#### Notes

Immediate territory (The state of Illinois)  
Percentage: .3316  
Approximate Total: 5080

Nearby territory (The contiguous states of Indiana, Wisconsin, Iowa, Missouri, and Kentucky)  
Percentage: .131  
Approximate Total: 2090

Other states  
Percentage: .412  
Approximate Total: 6569

Territories and insular possessions  
Percentage: .0044  
Approximate Total: 71

Foreign countries  
Percentage: .03  
Approximate Total: 478

Residence unknown  
Percentage: .055  
Approximate Total: 878

TOTAL  
Percentage: 1.00  
Approximate Total: 16,166

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

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Percentage</th>
<th>Total</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>.12</td>
<td>1940</td>
<td>1474</td>
<td>466</td>
</tr>
<tr>
<td>Education</td>
<td>.431</td>
<td>6966</td>
<td>3344</td>
<td>3624</td>
</tr>
<tr>
<td>Law</td>
<td>.066</td>
<td>1099</td>
<td>1071</td>
<td>28</td>
</tr>
<tr>
<td>Literature</td>
<td>.015</td>
<td>242</td>
<td>179</td>
<td>63</td>
</tr>
<tr>
<td>Medicine</td>
<td>.058</td>
<td>937</td>
<td>881</td>
<td>56</td>
</tr>
<tr>
<td>Ministry</td>
<td>.046</td>
<td>776</td>
<td>771</td>
<td>5</td>
</tr>
<tr>
<td>Science</td>
<td>.022</td>
<td>356</td>
<td>278</td>
<td>78</td>
</tr>
<tr>
<td>Social</td>
<td>.016</td>
<td>259</td>
<td>163</td>
<td>96</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>.222</td>
<td>3539</td>
<td>1123</td>
<td>2466</td>
</tr>
</tbody>
</table>

TOTALS 1.000 16166 9284 6882

d. Age Groups. Assuming that the average age at graduation in the class of 1893 was 22, the oldest alumni would this year be 55 years of age. With that as a basis and computing from the American Experience Table of Mortality, the following age groups can be classified.
Occupation Data

<table>
<thead>
<tr>
<th>Woman</th>
<th>Men</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-49</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>50-59</td>
<td>550</td>
<td>650</td>
<td>78%</td>
</tr>
<tr>
<td>60</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>70</td>
<td>50</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>80</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>90</td>
<td>5</td>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profession</th>
<th>Business</th>
<th>Education</th>
<th>Law</th>
<th>Finance</th>
<th>Medicine</th>
<th>Ministry</th>
<th>Police</th>
<th>Social</th>
<th>Miscellaneous</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>200</td>
<td>50</td>
<td>100</td>
<td>50</td>
<td>200</td>
<td>50</td>
<td>50</td>
<td>500</td>
<td>1000</td>
</tr>
</tbody>
</table>

Note: The above table shows the distribution of occupations among women and men in the specified age groups. The percentages are based on the total number of individuals in each age group. The occupation categories include Business, Education, Law, Finance, Medicine, Ministry, Police, Social, and Miscellaneous. The total number of individuals is 1000.

In the context of the immediate post-war period, the occupation data reflects the significant changes in the workforce due to the war. The table indicates a marked increase in the number of women entering the workforce, particularly in roles traditionally held by men. This trend is evident in the higher percentages of women in professions such as Education, Medicine, and Social work. The data also highlights a decline in the number of individuals in professions like Business and Finance, which may be attributed to the economic conditions of the post-war era.
Chart A – UNIVERSITY OF CHICAGO

ALUMNI AGE GROUPS

AGE GROUPS | TOTAL | PERCENT
--- | --- | ---
48 to 53 YEARS | 640 | 03.9
43 to 48 YEARS | 1109 | 06.9
38 to 43 YEARS | 1826 | 11.3
33 to 38 YEARS | 2382 | 14.7
28 to 33 YEARS | 3748 | 23.2
23 to 28 YEARS | 4971 | 30.8
22 YEARS | 1490 | 09.2

TOTAL LIVING ALUMNI = 16,166 100.0

NUMBER OF LIVING ALUMNI

AVERAGE AGE = 31.46 YEARS.

MARCH 8, 1924
<table>
<thead>
<tr>
<th>Age</th>
<th>Years</th>
<th>Recipients of Degrees</th>
<th>Number Now Living</th>
<th>Living Group Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>48-53</td>
<td>1894-98</td>
<td>816</td>
<td>640</td>
<td>.039</td>
</tr>
<tr>
<td>43-48</td>
<td>1899-03</td>
<td>1331</td>
<td>1109</td>
<td>.069</td>
</tr>
<tr>
<td>38-43</td>
<td>1904-08</td>
<td>2083</td>
<td>1828</td>
<td>.113</td>
</tr>
<tr>
<td>33-38</td>
<td>1909-13</td>
<td>2532</td>
<td>2362</td>
<td>.147</td>
</tr>
<tr>
<td>28-33</td>
<td>1914-18</td>
<td>3905</td>
<td>3748</td>
<td>.232</td>
</tr>
<tr>
<td>23-28</td>
<td>1919-1923</td>
<td>5072</td>
<td>4971</td>
<td>.303</td>
</tr>
<tr>
<td>22</td>
<td>1924</td>
<td>1500</td>
<td>1490</td>
<td>.092</td>
</tr>
</tbody>
</table>

Total for all matriculates 108,324

Deductions

Degree holders 16,417
Students 6,546 22,963

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

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

Former students having no credit 15,791
Those having three majors of credit or less - one quarter's work 52,582
Those having nine or more majors of credit - three or more quarters work 17,499

TOTAL 85,361

Average Age = 31.46

B. Other Matriculates. An estimate made on February 5, 1924, gives the following data with respect to former students who failed to secure degrees:
<table>
<thead>
<tr>
<th>Name</th>
<th>Number</th>
<th>Recipient of</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cole</td>
<td>600</td>
<td>1st</td>
<td>4th</td>
</tr>
<tr>
<td>Doe</td>
<td>112</td>
<td>2nd</td>
<td>3rd</td>
</tr>
<tr>
<td>Jane</td>
<td>123</td>
<td>3rd</td>
<td>1st</td>
</tr>
<tr>
<td>Smith</td>
<td>500</td>
<td>6th</td>
<td>4th</td>
</tr>
<tr>
<td>Jones</td>
<td>900</td>
<td>1st</td>
<td>3rd</td>
</tr>
</tbody>
</table>

Average Age = 31.44

Other Notable Facts:

- Total for all institutions: 100.35
- Deere Graduates 1st thru 4th

Students: 50,000

Total number of person who have not received degree (including those non-registered in courses)

Background:

- 33,000

Feasibility Report:

- 1,234
- 32,000
- 300

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

<table>
<thead>
<tr>
<th>Schools and Colleges</th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Graduate Schools</td>
<td>1,982</td>
<td>1,503</td>
<td>3,485</td>
</tr>
<tr>
<td>The Senior Colleges</td>
<td>894</td>
<td>851</td>
<td>1,745</td>
</tr>
<tr>
<td>The Junior Colleges</td>
<td>1,117</td>
<td>817</td>
<td>1,934</td>
</tr>
<tr>
<td>Unclassified students</td>
<td>371</td>
<td>340</td>
<td>711</td>
</tr>
<tr>
<td>University College</td>
<td>566</td>
<td>1,752</td>
<td>2,318</td>
</tr>
<tr>
<td>The Divinity School</td>
<td>415</td>
<td>77</td>
<td>492</td>
</tr>
<tr>
<td>The Medical Courses</td>
<td>328</td>
<td>61</td>
<td>389</td>
</tr>
<tr>
<td>The Law School</td>
<td>425</td>
<td>19</td>
<td>444</td>
</tr>
<tr>
<td>The College of Education</td>
<td>214</td>
<td>1,556</td>
<td>1,770</td>
</tr>
<tr>
<td>The School of Commerce and Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Graduate School of Social Service Administration</td>
<td>20</td>
<td>91</td>
<td>111</td>
</tr>
</tbody>
</table>

Grand Total: 7,061 7,189 14,240
Duplicates: 930 562 1,492
Net Total: 6,121 6,627 12,748

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

More specifically, the University serves the city through

A. The University College.

B. The surveys and studies conducted as research in the social sciences
and in the School of Commerce and Administration.

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

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

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

IV. ALUMNI RELATIONSHIPS.

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

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


b. Association of Doctors of Philosophy.

c. Divinity Alumni Association.

d. Law School Association.

e. School of Education Alumni Association.

f. Commerce and Administration Alumni Association.

g. Chicago Alumni Club.
h. Chicago Alumnae Club.
The dues for membership in any of the above bodies are $2.00 a year, including a subscription to the University of Chicago Magazine.

The total membership is around 4200.

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

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

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

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Active</td>
<td>25</td>
</tr>
<tr>
<td>Doubtful</td>
<td>12</td>
</tr>
<tr>
<td>(including Detroit, Philadelphia, St. Louis, Minneapolis)</td>
<td></td>
</tr>
<tr>
<td>Inactive</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
</tr>
</tbody>
</table>

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

a. Fraternity groups.

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

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

- Cook County: 35%
- Rest of Illinois: 20%
- Central States: 10%
- New York: 6%
- California: 7%
- Miscellaneous: 20%

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

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

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

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

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

D. Pamphlets.

a. Already Issued. Since the inauguration of President Burton, several pamphlets have been sent to the alumni, as follows:
E' RENONCTE: THE TIME FOR STUDYING HUMANITY & THE UNIVERSITY IN THE

DEPARTMENT & ENQUIRY]

The following tables show the average marks obtained by students in various subjects:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Average Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>85</td>
</tr>
<tr>
<td>Mathematics</td>
<td>78</td>
</tr>
<tr>
<td>History</td>
<td>82</td>
</tr>
<tr>
<td>Science</td>
<td>72</td>
</tr>
</tbody>
</table>

D. FORNATORE

...
Address by President Burton Before the Chicago Alumni Club.

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

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

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

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

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

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

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

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

3. State of Mind. It is difficult to gauge the state of mind of the alumni without conducting a general questionnaire for a test group, or making some other direct experiment with a representative number. From talks with individuals who are in a position to know the feeling better than any others around the University however, the following seems to be the situation:
A. College Alumni.
   a. The University has plenty of money, as witnessed by the fact that we have been having a surplus every year, while all other universities have been having deficits.
   b. If the University should want any more money, the Trustees need only turn to Mr. Rockefeller.
   c. There is too much emphasis on graduate work.
   d. The tendency on admissions seems to be toward a type of "disembodied intellect"; aiming toward graduate work and research rather than for the all-around life of an undergraduate.

B. Graduate Alumni. The loyalty of the graduate alumni is largely divided with other institutions. Loyalty to the University of Chicago is strong as follows:
   a. Among the Doctors of Philosophy, who are said to show a higher percentage of alumni activity, in the payment of dues, in committee work, and in membership in alumni clubs, than any other alumni group.
   b. For the graduate's own particular department.
   c. For the University's work in education and research.

V. OTHER RELATIONSHIPS.

I. General Public.

A. Points of Contact. The general public has five points of contact with the University, as follows:
   a. Newspapers and magazines.
   b. Lectures by University of Chicago professors.
   c. Sight-seeing.
   d. Athletics.
   e. Acquaintance with alumni or undergraduates.
- 4 -

A College Annuity

The University has plenty of money as witness by the fact
that we have been paying a surplus every year, while all other
universities have been paying salaries.

If the University should need any more money, the Trustees need
only turn to Mr. Rockefeller.

Or there is too much expenditure on fabulous merit.

The services of the president seem to be earning a type of gratitude.

President Abbott: 'Minute for minute, his service may not be

better than for the whole year, like an undergraduate.'

- Graduate Annuity -

The faculty of the Graduate School is certainly giving witness to the University of Chicago.

indefinitely.

The president of the faculty, and the faculty of the University of Chicago,

is supposed to say to every individual.

Professor of History and Civilization, in the beginning of his report.

work and in membership in numerous clubs, such as the American Historical

or for the University's work in education and research.

V. OTHER RELATIONSHIPS

I. General Purpose

A. Structure of the Faculty. The General purpose is five points of contact with

the Universities as follows:

- Members and non-members.
- Professors of Universities of Chicago President.
- Salaries.
- Admissions.
- Accommodation with residents or undergraduates.
B. State of Mind. The general public is vaguely aware that the University of Chicago is a great institution, and quite certain of the fact that the University is under the generous patronage of Mr. Rockefeller, and is therefore amply supplied with funds. The public's attitude here, of course, is subject to the influence of constructive publicity.

2. Wealthy Persons.

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

a. Invitation lectures, such as the Breasted lecture last Fall.

b. The "Biographical Sketches" of Dr. T. W. Goodspeed, on the lives of the benefactors of the University; 750 copies of which were sent to a select list of Chicago people in April, 1922, with the President's compliments. Dr. Goodspeed is turning out one new biographical sketch each quarter.

c. The complimentary football list.

d. Acquaintance with
   aa. Trustees.
   bb. Faculty members.
   cc. Alumni.

e. It is planned to issue one or more complimentary monographs, such as a monograph which has already been prepared by Professor James H. Breasted on the wall paintings in a sanctuary in Mesopotamia. Another similar work would be a monograph by Dean Wilkins, soon to be completed. The aim in each case is to produce a limited number of copies, to be presented with the President's compliments, and to be printed in such a way that any wealthy person would be glad to have the monograph on his library table.
The General Manager is very much aware that the University of Chicago is a great institution and that certain of the best minds of the University to make the economics of the University, the University a better place, is a very important matter. The following is a point of contact, because points of contact with special branches of economics.

1. Points of Contact. Recent points of contact with special branches of economics.

2. Points of Contact. Recent points of contact with special branches of economics.

3. Points of Contact. Recent points of contact with special branches of economics.

4. Points of Contact. Recent points of contact with special branches of economics.

5. Points of Contact. Recent points of contact with special branches of economics.

6. Points of Contact. Recent points of contact with special branches of economics.

7. Points of Contact. Recent points of contact with special branches of economics.

8. Points of Contact. Recent points of contact with special branches of economics.

9. Points of Contact. Recent points of contact with special branches of economics.

10. Points of Contact. Recent points of contact with special branches of economics.
B. State of Mind.

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

a. The impression that the University is under the patronage of Mr. Rockefeller is general, but superficial, and due merely to a lack of information.

b. The reason the University has not been receiving the support of Chicago people is not because the people have lost interest, but because the University has failed to maintain contact.

c. Many older Chicago business men are now considering the best method for disposing of their estates, and are interested at the same time in helping to give Chicago a cultural position comparable to the position which the city holds in the field of commerce. From this point of view, it is believed that the great majority of such men are favorably disposed to the University of Chicago.

d. The University of Chicago has a high social position; its Trustees, faculty, and alumni have favorable contacts with persons of wealth and influence.

e. The opinion is general that wealthy people in Chicago would invariably give the University of Chicago "a respectful hearing."

f. Interest is greatest in research and in buildings.

3. The Press.

A. Present Publicity System.

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

The University of Chicago has a number of advantages over the University of Illinois. The former supports a large number of research projects at the advanced level of university education, and the latter...

In the city of Chicago...

The University of Chicago is the University to whom the proportion of the people...

At the University of Chicago, too, a high social position is maintained.

The University of Chicago is, in many ways, the University of the future.

To the President of the University:

A FOREWORD TO THE UNIVERSITY OF THE FUTURE

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

**Method.**

**aa. Official.** The official news announcements go out in the form of a weekly news letter, printed on slips as a regular bulletin of the University, and sent by second-class mail to 1300 publications - daily newspapers and magazines having to do with education and religion. It is dignified, but only partially effective.

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

**c. Points of Contact.**

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

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

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

**B. State of Mind.**

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

**b. Chicago Dailies.** The situation here shows a wide variation, approximately as follows:
The official announcement of the

opening of the University of Chicago

was made on the morning of the

day of the opening, and was

broadcast on the radio and

televised on television.

In addition to

the official announcement,

there were many articles and

speeches given at the

opening.

One article was written

by a member of the

University faculty,

and another by a

member of the

University's board of

trustees.

A third article was

written by a

member of the

University's administration.

The speeches given at the

opening were very

moving, and

many people were

moved to tears.

At the end of the opening,

the President of the

University gave a

speech of welcome.

The speeches were

followed by a

reception, and

many people attended.

The opening of the

University of Chicago was

a historic occasion,

and

many people will

remember it for many years to

come.
aa. **Hearst papers.** Considering the editorial policy of these publications, the attitude of the Hearst papers in Chicago toward the University is friendly and unprejudiced.

bb. **The Tribune.** The attitude here is frankly one of opportunism. The editorial policy leans strongly toward the sensational, with little regard for consequences.

c. **The Journal.** This paper is frankly antagonistic, due to some ancient personal grudge.

d. **The Daily News.** Very friendly.

e. **The Evening Post.** Friendly and constructive.


   A. **Benefactions.**

   a. Endowment, etc. $23,334,525.54
   b. Building, equipment, and land 5,996,694.62
   c. General purposes 4,877,155.12

   Total $34,708,375.28

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

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

5. **Baptist Church.** The provisions under which the University originally secured the aid of the American Baptist Education Society have recently been changed; so that it is no longer required that the President must be a Baptist, and that the proportion of Baptist trustees is now three-fifths
rather than two-thirds. The University has cordial relations with the
Board of Education of the Northern Baptist Convention, but it is evident
that the trend is distinctly away from denominational control and influence.

VI. FINANCES.

1. Income.

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

$1,196,681.08

B. Other Student Fees.

Other student fees totalled 121,494.50

C. From Endowment.

Income from endowment represented 44.34% of the budget
income, totalling 1,470,954.87

D. Other Sources.

Income from other sources totalled 281,468.90

Total Budget Receipts $ 3,317,762.61

2. Expenditures.

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

$ 1,276,057.91

B. Other Expenses.

All other expenses totalled 2,039,611.72

Total Budget Expenditures $ 3,315,669.53

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

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

B. **Unfavorable.**

a. **Internal.** Until the adoption of the new salary scale for the year 1923-24 by which the number of professors paid on the basis of the scale at Harvard was raised from 25 to 41, it could fairly be said that the financial success of the University of Chicago was gained at the expense of its faculty. Failure to raise faculty salaries, to meet increased living costs and competition with other universities, together with the failure to fill vacancies with new men of comparable attainments, has naturally had a detrimental effect on the morale and prestige of the teaching staff. Further than that, the effort to reduce expenses by the adoption of a budget below the logical level has set an unfortunate standard for all departments in considering their budget estimates. Inadequate budgets have encouraged two evils; expensive economies and reckless plunge. The apportionment of budget funds, under such conditions, has quite naturally created a feeling of injustice and dissatisfaction on the part of unsuccessful department heads.

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

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

1. **Endowment Assets.** Investments of endowment funds, and cash awaiting investment, totalled $30,268,985.76
A review of the history and development of the University of Michigan, a land-grant institution, is presented. The university was established in 1817 and has grown significantly since then. The focus of the university is on research, education, and community service.

The university is divided into several colleges, including the College of Literature, Science, and the Arts; the College of Business; the College of Engineering; the School of Education; the School of Law; and the School of Public Health. Each college offers a wide range of undergraduate and graduate programs.

The university is located in Ann Arbor, Michigan, and is home to over 45,000 students. It is the state's flagship university and the largest university in the state.

The university has a strong research focus, with over 8,000 researchers and faculty members. The university is known for its contributions in fields such as medicine, engineering, business, and public policy.

The university is committed to community service, with programs that focus on issues such as health, education, and environmental sustainability. The university also has a strong international focus, with partnerships and programs in over 100 countries.

The university is dedicated to preparing students for success in a variety of careers, with a focus on developing critical thinking and problem-solving skills. The university is known for its strong undergraduate programs, as well as its graduate programs in fields such as medicine, engineering, and business.

The university is also known for its beautiful campus, which features over 1,000 acres of natural beauty. The campus includes over 300 buildings, including many that are listed on the National Register of Historic Places.

The university has a strong community of alumni, with over 400,000 graduates who have gone on to succeed in a variety of fields. The university is committed to supporting its alumni, with resources and events designed to help them succeed in their careers.

The university is dedicated to providing a high-quality education to its students, with a focus on preparing them for success in a variety of careers. The university is committed to diversity and inclusion, with a strong focus on creating a welcoming and supportive environment for all students.

The university is one of the leading research universities in the world, with a strong focus on innovation and discovery. The university is committed to making a positive impact on the world, through its research and community service programs.
2. Plant Assets.

Buildings; grounds; books, equipment, and furniture; investments of building funds; and cash on hand totalled  

$17,995,259.09


These totalled  

3,078,172.75

Total -  

$ 51,342,317.60

4. Reserve.

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

Credit Balance, General Reserve  

$ 225,996.64

Unexpended balances of special appropriations from General Reserve  

91,075.85

Special Contingent Reserve  

200,000.00

Total -  

$ 517,072.49

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

1. That the University of Chicago is performing a national service in the cause of education and research.

2. That the University has reached a stage in its development which requires new financing; ultimately for the expansion which is necessary to the life of every great university, but immediately for the sake of regaining ground that has been lost. New financing must meet squarely certain fundamental educational needs which have either been directly neglected or else compromised by half measures which have seriously threatened the University's morale and prestige.

3. That the University must depend on gifts for its additional finances.

4. That only a small proportion of the alumni have reached an age, or have entered occupations, which would justify the expectation of gifts of considerable size.
**Recess**

Decide XI: In the interest of keeping the report for 1966-67, the following was approved:

- **Reserve:**
  - $362,000
  - $288,000
  - $2,036

**General Reserve**

- $600,000

**Special Contingent Reserve**

- $3,000

**Total**

***Conclusion***

The University is of the opinion that it is important to maintain a continuity in the future of the University and the Reserve.

To ensure the University's stability and the future continuity of the University, it is necessary to maintain a steady balance of the Reserve.

In view of this, the University has decided to maintain a steady reserve of $3,000.

This decision will help to ensure the financial stability of the University and will provide a safety net for any unforeseen circumstances.
5. That the alumni need more intensive organization, and immediate cultivation by every device available.

6. That the University should adopt a program of constructive and intensive publicity, for the purpose of bettering its relations with the press, the general public, and persons of wealth.
-55-

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

I. PROGRAM.

1. General Policy. The general policy of the University, as stated by President Burton, on May 31, 1923, "must be one of inclusion and not exclusion, and that for whatever difficulties there are in such a policy we must find a remedy other than amputation." The aim, in other words, will be to hold all the ground that has been gained; to make progress rather than radical changes.

2. Specific Aims. The specific aims of the present administration are four-fold:

   A. To improve the quality of instruction, by offering commensurate rewards to the men on whom the quality depends.

   B. To provide certain badly needed buildings in and around the Quadrangles.

   C. To complete the medical project launched in 1916.

   D. To solve the college problem by creating a series of small colleges across the Midway.

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

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

ECONOMIC

Sec. 104. The economic policy of the University, an essential part of the

General Policy, is to maintain the University as an economical

institution. It is not the purpose of the University to create a

favorable balance of trade or to engage in any non-educational

activities. The University is an educational institution and

must maintain its financial soundness.

Sec. 105. The specific aims of the board of administration are

1. To promote the economic stability of the University.

2. To ensure the efficient operation of the University.

3. To maintain the financial soundness of the University.

4. To provide adequate facilities for the students.

5. To foster research and scholarship.

II.

FINANCIAL

Sec. 106. The financial policy of the University is to maintain a

sound financial position. The University shall have a budget that

will provide adequate funds for the operation of the University.

Sec. 107. The financial policy also includes the establishment of

a reserve fund to cover unforeseen expenses.

III.

THE NATURE

Sec. 108. The nature of the University is to promote a sense of

camaraderie among its students. The University is an

educational institution and must maintain its financial soundness.

Sec. 109. The University is an educational institution and

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

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

1. Immediate.

   A. The University-at-Large

      a. Endowment of instruction and research  $9,500,000
      b. Buildings, including equipment and maintenance 3,840,000
      Total  $13,340,000

   B. The Medical Project

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

   C. The Colleges

      Buildings, including equipment and maintenance:

      Central unit  $1,000,000
      Women's Halls  560,000
      Total Immediate Needs  $20,000,000

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

* Buildings for the University-at-Large:

   Modern Languages  $900,000  Theology  $290,000
   Administration  1,000,000  Education  992,000
   Power House  2,000,000  College  768,000
   Gym., etc.  400,000
The University of

<table>
<thead>
<tr>
<th>Department</th>
<th>Budgeted</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Instruction and Research</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Facilities</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
</tbody>
</table>

The College

<table>
<thead>
<tr>
<th>Program</th>
<th>Budgeted</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central office</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Women's Affairs</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
</tbody>
</table>

The University of

<table>
<thead>
<tr>
<th>Department</th>
<th>Budgeted</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Instruction and Research</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Facilities</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>000,000,000</td>
<td>000,000,000</td>
</tr>
</tbody>
</table>
Foreword. Having examined the present status of the University, and having determined its problem and its needs, it is evident that the task which lies ahead is to conduct a campaign to secure the necessary funds. This campaign will consist of a certain type of organization and a certain type of publicity; the nature of which will depend on a further analysis of the University from a campaign point of view.

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

I. AVAILABLE CAMPAIGN ASSETS.

1. Organization.

A. Personnel

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

   aa. The Administrative Officers of the University.

   bb. The Trustees.

   cc. The Alumni Council.

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

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

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

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

   dd. Class secretaries.

   ee. Officers of University of Chicago clubs.
Section Three

CAMPUS ANALYSIS

Recent studies indicate that the University and its related activities are growing in size and complexity. The growing number of students, instructors, and staff, along with the development of new programs and facilities, has resulted in an increased demand for support services. The campus is currently undergoing a major expansion, which will require additional resources.

In this section, we will explore the various aspects of campus analysis, including:

1. Available Campus Assets
   - Personal
   - Leases
   - Trustee
   - The University
   - Workers

It is necessary to evaluate the current condition of the campus and identify areas for improvement. This analysis will provide a comprehensive understanding of the campus's strengths and weaknesses.

Examples:
- Physical infrastructure: buildings, laboratories, etc.
- Personnel: administrators, faculty, staff, etc.
- Financial resources: budget, revenue, etc.
- Student populations and demographics
- Campus programs and activities

The results of this analysis will inform future planning and decision-making processes.
ff. Alumni known to be particularly interested, such as

x. The 1,000 "C" men

y. The 1,500 Doctors of Philosophy.

gg. Members of the Chicago Alumni Club.

hh. Members of the Chicago Alumnae Club.

ii. Members of the Alumni Fund Campaign Committee.

B. Lists.

a. Alumni.

aa. Description.

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

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

Addressograph Stencils.

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

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

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

Football List. (total - 7,000) These names are kept in the Cardex visible index equipment.
Alumni Fund List. (total - 851) Names of subscribers to the Alumni Fund are kept in two ways; by Addressograph stencils included in the Magazine list (since all subscribers to the Fund get the Magazine free) and on 3" x 5" cards arranged in three colors for the three classes of contributions.

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

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

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

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

2. Publicity.

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


b. Motion picture reel taken at Quarter-Centennial, in 1916.
c. Collection of 1,000 stereoptican slides presenting the pictorial history of the University.

d. Alumni pamphlets.
e. Goodspeed biographies.
f. De luxe Monographs. (Tentative)
g. University publications:

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

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

   cc. Undergraduate.

      The Daily Maroon.

      The Circle - a monthly literary magazine

      The Phoenix - the University comic

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

   dd. Graduate. The University of Chicago Magazine.

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

B. Points of Contact.

   a. The University has entree to Broadcasting Station WMAQ, of the Chicago "Daily News".

   b. Prof. James W. Linn is a special writer for the "Herald and Examiner".

   c. J. V. Nash, an alumnus, writes for "The Dearborn Independent".
Collected at 1,000 registration offices throughout the nation.

Report of the University:

- Annual Report
- Graduate Program
- Undergraduate Program
- Undergraduate Faculty (Teaching)

- Undergraduate Program:

  - Official Report on the Teaching Faculty (and how they are used)

  - Department:
    - Teaching and Non-teaching Personnel
    - Faculty in the Department, and the criteria for teaching and faculty

- Undergraduate:

  - The Data Report
    - The Course - a University Program
    - The Program - the University's Course
    - The Cap - the Summary - a Report in Brief
    - Graduates - The University of Chicago Programs

- Miscellaneous:

  - More should also be taken of courses
  - Miscellaneous, various units of the University (such as the Institute for Advanced Studies, etc.)

- Department of Curriculum

- Report of Graduate

- The University for one of the graduate section of the

- Chicago "Daily News"

- Report: Name We June be Special Article for the Printed Media

- "The Department of Psychology"
d. Dr. Edgar J. Goodspeed has had many personal contacts with the local press, because of his official position at the University, and because of the news interest in the American translation of the New Testament.

e. There are other University of Chicago men, of course, who have important publicity contacts; a roster of whom would naturally be made up in connection with the campaign.

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

1. Inside Prospects.

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

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

   a. Former Trustees still living 14
   b. Deceased Trustees 22
   c. Present Board 24

   TOTAL 60

   B. Faculty.

   Present membership 400

   C. Students.

   a. On the Quadrangles 10,400
   b. University College 2,300
Correspondence Study 4,000 16,700

D. Alumni.
   a. University 16,000
   b. Rush Medical School 5,000 21,000

E. Non-Graduates *
   a. From football list 4,000
   b. New names, nine or more majors of credit - estimated 12,000 16,000

Total Inside Prospects (Potential) 54,160

Names and addresses on hand 37,180

Still to be secured (Rush alumni, and new names of non-graduates) 17,000

2. Outside Prospects.

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

Total for foundations 4

B. Wealthy Chicagoans.
   a. Goodspeed list 1000
   b. Probable additions 500 1,500

C. Wealthy Persons Outside of Chicago.
   Estimated - selected millionaires 500

D. Persons of Influence.
   Attorneys, trustees, etc. 100

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

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

F. Wealthy Baptists.

Arbitrary estimate, for special approach...100

Total Outside Prospects (potential)...7,204
Names and addresses on hand...1,004
Still to be secured...6,200

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

1. Financial.

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

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

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

A. Income Tax

1. Income Tax

The income tax is a direct tax on the personal income of an individual. It is levied on the total income of an individual, regardless of the source of the income. The tax is calculated as a percentage of the total income, with higher percentages applied to higher income levels.

B. Defeasible Income Tax

Defeasible income tax is a tax on income that is expected to be earned in the future. It is levied on income that is not yet realized, such as income from investments or rental property, and is calculated based on the expected rate of return on the investment or property.

C. Community Income Tax

The community income tax is levied on the income of all members of the community. It is intended to ensure that all members of the community contribute to the public good and to support the local government.

III. Income Tax on Business

The income tax on business is levied on the income generated by a business. It is calculated as a percentage of the business income, with higher percentages applied to higher levels of income. The tax is designed to ensure that businesses contribute to the public good and to support the local government.
$100,000 -- in this case for 20 years. Thus the annuitant in this case pays no Income Tax on the $5,000 annual income, and receives a considerably larger income than if the $100,000 remained in his or her possession. In addition, the annuitant has the credit of the University behind the "investment" and also is relieved of all details of management. Cases have arisen where a donor has made his wife or child the annuitant under such a contract, the University to benefit on the death of the annuitant.

The Income Tax regulation covering this point reads as follows:

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

D. Interest on Legacies. Cases have arisen where a person desiring to make a gift of $100,000 has not found it convenient presently to part with the principal sum. The donor in such a case may include a specific bequest of $100,000 to the University in his will, notifying the University of this intention, and may pay annually to the University, the interest on the principal sum. Such payment would be tax exempt. This arrangement, from the beneficiary's standpoint, is tantamount to possession of the principal. On the decease of the donor the University receives the bequest with no deduction for inheritance taxes.

E. Appreciations in Property. If a sale is affected by the University, the profit on the transaction is avoided and a contract may be made between the University and the donor whereby the latter receives an annuity. This annuity is tax-exempt "to the extent that the aggregate
A case has recently come to our attention concerning the marketing of a new product. The company has spent a considerable amount of money on advertising and promotional campaigns. However, the sales have not lived up to expectations.

We have reviewed the marketing strategies and found that the product is not well-positioned in the market. The competitors are offering similar products with better features and lower prices. It is essential to re-evaluate the market positioning and adjust the marketing strategy accordingly.

In addition, the distribution network needs to be restructured. The company should focus on expanding its reach in underserved markets. This will help increase brand awareness and attract new customers.

We recommend that the company invest in market research to gain a better understanding of the target audience. This will enable the company to develop a more effective marketing strategy.

Furthermore, the product needs to be reevaluated for its features and functionality. The company should consider adding new features or improving existing ones to make the product more appealing to customers.

In conclusion, the company should take a comprehensive approach to address the issues facing the product. This includes repositioning the product, restructuring the distribution network, conducting market research, and reevaluating the product features.
amount of payments *** exceeds any amounts paid" to the University. Aggregate exemption to the donor will, in such a case, not exceed the cost, to him, of the property.

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

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


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

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

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

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

a. A course of study.

b. A problem of research.

E. Naming a Chair. Another inducement would be the opportunity to endow a chair in some department of instruction.
IV. PROBABLE RESPONSE. The next step is to make an estimate of the response which can logically be expected from the field of potential support, taking into consideration all the possible inducements to donors, the state of opinion, and all the tests which can possibly be applied:

1. Inside Prospects.

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

<table>
<thead>
<tr>
<th>Number Contributing</th>
<th>Number</th>
<th>Average Gift</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>60</td>
<td></td>
<td></td>
<td>$4,000,000</td>
</tr>
</tbody>
</table>

B. Faculty

| 400 | 75 | 300 | $100 | 30,000 |

C. Students

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

D. Alumni. After the Trustees, the next most important group is naturally the alumni. The measure of the average gift is to be determined by the average age of the alumni and the nature of their occupations. (See Charts A and B.) The measure of the alumni interest is to be determined in various ways, as follows: the proportion subscribing to the Magazine; the record over a period of years for reunions; the proportion of college alumni participating in the mail ballot for the annual election of officers for the College Association; the record
for the Alumni Fund; reader interest in the Magazine; experience in comparable campaigns; and so on. With these factors as a guide, a fair estimate of the alumni response, with the right sort of organization and publicity, seems to be as follows:

<table>
<thead>
<tr>
<th>Number</th>
<th>Percentage Contributing</th>
<th>Number</th>
<th>Average Gift</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>16,000</td>
<td>50</td>
<td>8,000</td>
<td>200</td>
<td>$1,600,000</td>
</tr>
<tr>
<td>E. Non-Graduates.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16,000</td>
<td>25</td>
<td>4,000</td>
<td>100</td>
<td>400,000</td>
</tr>
<tr>
<td>F. Rush Alumni</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,000</td>
<td>10</td>
<td>500</td>
<td>50</td>
<td>25,000</td>
</tr>
</tbody>
</table>

TOTAL GIFTS - INSIDE PROSPECTS $6,185,000

2. Outside.

A. Foundations.

General Education Board (Medical Project) 1,500,000

Rockefeller Foundation (Medical Project) 1,500,000

Carnegie Foundation
- Retiring Allowance 500,000
- Faculty salaries 500,000

Total 4,000,000

B. Wealthy Chicagoans.

<table>
<thead>
<tr>
<th>Number</th>
<th>Percentage Contributing</th>
<th>Number</th>
<th>Average Gift</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,500</td>
<td>10</td>
<td>150</td>
<td>50,000</td>
<td>7,500,000</td>
</tr>
</tbody>
</table>

C. Wealthy Persons Outside of Chicago.

<table>
<thead>
<tr>
<th>Number</th>
<th>Percentage</th>
<th>Number</th>
<th>Average Gift</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>5</td>
<td>25</td>
<td>1,000</td>
<td>25,000</td>
</tr>
</tbody>
</table>

D. Persons of Influence.

(Used to get other gifts)
For the two-month period, teachers interested in the experiment were required to complete a questionnaire and submit the results. The questionnaire was designed to assess the impact of the program on teachers' attitudes and beliefs.

### Questionnaire Results

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Percentage</th>
<th>Number</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>200</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Non-graduates</td>
<td>80%</td>
<td>1,600</td>
<td></td>
</tr>
<tr>
<td>Graduates</td>
<td>20%</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>Rural teachers</td>
<td>30%</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Urban teachers</td>
<td>70%</td>
<td>1,400</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>2,000</td>
<td></td>
</tr>
</tbody>
</table>

### Comments

- General Educational Progress
  - 1,600 teachers
  - New educational model

- Non-graduates
  - 1,600 teachers

- Graduates
  - 400 teachers
  - 300 teachers for each grade

- Rural teachers
  - 600 teachers
  - 300 teachers for each grade

- Urban teachers
  - 1,400 teachers
  - 700 teachers for each grade

### Additional Notes

- Teachers' overall average scores:
  - 80% of teachers
  - 600 teachers

- Teachers with influence:
  - 400 teachers
  - (Note to keep records)
E. Chicago Business Men.

\[
\begin{array}{cccccc}
5,000 & 20 & 1,000 & 100 & 100,000 \\
\end{array}
\]

F. Wealthy Baptists.

\[
\begin{array}{cccccc}
100 & 10 & 10 & 1,000 & 10,000 \\
\end{array}
\]

TOTAL GIFTS - OUTSIDE PROSPECTS \$11,655,000
Total Inside \$6,185,000
Unexpected sources - campaign momentum* \$2,180,000

TOTAL FOR THE CAMPAIGN \$20,000,000

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

V. CAMPAIGN SPECIFICATIONS.

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

A. Factors to be Considered.

a. The amount publicly announced must seem within reason to the alumni and the public.

b. On the other hand, the experience of other universities and colleges has shown that it is good tactics to aim higher than would seem to be strictly logical.

c. The manner of announcement - whether the goal is announced as a total or in separate amounts at different times - would also have a bearing.

d. The amount of money in sight, that the University can probably count on, is a matter of great importance.

e. The period of time over which the campaign will extend should be considered with care.

f. The experience of other Universities fails to show a precedent for as high a goal as \$20,000,000 (Harvard's goal, the highest
to date, was $15,250,000) but on the other hand $20,000,000
for the University of Chicago is proportionately logical in
comparison with dozens of campaigns for $1,000,000 and more
by small and comparatively obscure institutions.

B. Conclusions.

a. The University can set its goal at $20,000,000, but should not
   announce it publicly as such.

b. The goal can best be announced progressively.

2. Quotas.

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

a. Trustees.
   Power House
   Miscellaneous needs

b. Faculty.
   Endowment

c. Students.
   Endowment

d. Alumni

   aa. College
       Men - central unit, new college
       Women - women's halls

   bb. Graduate
       Endowment

e. Non-Graduates
   Endowment
f. Rush Alumni

Endowment for the medical project

g. Special Prospects

Buildings - choice of object

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

3. Campaign Period.

A. Factors to be Considered.

a. The first thing to be considered is how long it would take to organize for the campaign.

b. The next point is the necessity for giving the publicity program a chance to cultivate the field and to correct certain states of mind which might otherwise affect the campaign adversely.

c. It must be borne in mind also that the situation calls for prompt action. Nothing has been done since 1917. Evidence of action at this time is regarded as essential to faculty morale and to the maintenance of good relations with contributors to the 1916 campaign.

d. Another factor is the question of local competition. Northwestern University will be out of the way by June 1, in its intensive work, but will be continuing its solicitation in a quiet way on a permanent basis. Harvard will soon be entering the Chicago field in a campaign aimed almost entirely at large gifts. Several Chicago hospitals are planning important campaigns for capital account, within the next six to eight months.
e. The experience in other campaigns has shown:

   aa. That it takes anywhere between six months to a year
to prepare alumni for a campaign.

   bb. That short, intensive "drive" periods are impractical.

   cc. That the full fruits of a big campaign are not to be
had in less than two or three years.

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

   a. Begin work at once on both organization and publicity.

   b. Devote the Spring Quarter to a campaign among the Trustees,
and to a start on urgent cases among outside special pros-
pects.

   c. At the June Convocation announce publicly a campaign for
$5,000,000 to complete the medical project.

   d. Take up the other needs in separate pieces of literature;
making no public announcement of totals, and letting the mag-
nitude of the project grow gradually.

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

   f. Announce a general campaign for the University-at-large at
the December Convocation.

   g. Start the alumni canvass January 1, 1925.

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

That the short is perfect "guiding" position and impracticable.

That in part of a give company it not to.

Look to please upon the frame aspect.

In view of these facts the past happened money in-

- Create the following procedure:

- Design work at once on short organization and importunity.

- Devote the entire quarter to a company means the faster.

and to a start no mixture among each other, especially where.

- 

of the same company announce immediately a company for

$50,000,000 to complete the existing project.

- Get up the other names in separate places of importance.

making an bulky announcement of something, and telling the world

- Yields of the project from engineering.

- Get in on society extra work and company purchasing,

the manner and fall.

- Announce a company committee for the Unorganized of the-

the Houston Conversation.

- Start the United Company, January Ist.

- Time to process.

It is necessary that the present of the whole with.

- Taking over a footing of latest, there are not only companies successful in the

the past locomotive, in the case of the Union Pacific at Chicago where to, on

seeing reason that the company of source of little to capitalization, no

the part of the Union, with accomplish the money in the same way, in the.

Annexed announcement to carbon exchange. It is policy that a company for
new capital furnishes in this way an excellent introduction for a perma-
nent Alumni Fund.

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

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

1. Favorable.

A. The sound financial condition of the University will be a distinct
campaign asset.

B. Business conditions are believed to be favorable.

C. The Northwestern campaign has cultivated the ground without reaping
more than a fraction of the harvest.

D. President Burton enjoys the confidence of the alumni, and has already
taken steps to set the alumni thinking along progressive lines.

E. The University has a great asset in the business and social contacts
of its Trustees.

F. The University's story is one that virtually tells itself; it should
not be difficult to convince the open-minded that the University's
work is well worth while.

G. The city of Chicago has developed to a stage where it is becoming
a cultural center as well as a center of commerce and transportation.
Its influential citizens are thinking along these lines in a way that
should be easy to capitalize for the University.

H. The University has several official contacts with Chicago business
interests which should give it entree to important men.

I. The fact that virtually all the buildings at the University are named
for Chicago people gives the University a local character that is obviously helpful.

J. Football prospects are said to be bright— which is always an important factor in alumni morale.

K. A large amount of money is already in sight.

L. In the Alumni Fund, a certain number of the alumni have had an introduction to the idea that they have a responsibility to the University.

M. The needs of the University fit well into a scheme of appeal; providing objects which should interest all classes of prospects.

2. Adverse.

A. Unless it is corrected by well planned and constructive publicity, the impression that the University has plenty of money, and is still under the personal patronage of Mr. Rockefeller, is certain to affect the campaign adversely.

B. The University has virtually neglected its Chicago contacts for many years; which will necessitate careful and intensive cultivation.

C. The alumni are neither at an age, nor in occupations, which promise large returns. Furthermore, they will need extensive organization and publicity, to prepare them for the campaign.

VIII. GENERAL CONCLUSIONS.

1. That the University of Chicago is justified in conducting a progressive campaign, over a period of two years or more, for $20,000,000.

2. That the campaign will be primarily a campaign for large gifts.

3. That the success of the campaign will be largely determined by the pace set by the Trustees.

4. That the alumni canvass should begin not sooner than January 1, 1925.

5. That the immediate and pressing problem is one of publicity.

6. That the campaign must be headed by the best available man on the Board of Trustees.
For Chicago people know the University a local organization that to.

opportunity provided.

To provide a place where to play - which is known to be.

four factors that might serve its purpose.

A large amount of money is allocated to this.

In the available funds a certain number of the students have such amount.

subject to the idea that they have a responsibility to the University.

M The needs of the University are met into a sense of obligation.

The efforts which support infrastructure of Chicago are expanded.

5. General

A University is connected by well-planning and coordinating opportunities.

The importance that the University has played in money and effort.

means the personnel resources of the University to aspirational.

the social and scholarly.

be financially prepared for Chicago to consider for many.

The University fee attached with the University, by raising attention.

have a program with accessible cáos and institutions.

The amount were needed for the student in accommodation.

further besides the program that will need excellence administration.

and implicitly to prepare them for the capacity.

III. General Conditions

1. That the University of Chicago is situated in the University.

2. That the University of Chicago is situated in the University.

3. That the University of Chicago is situated in the University.

4. That the University of Chicago is situated in the University.

5. That the University of Chicago is situated in the University.

To The University
7. That President Burton must be released from all administrative duties for a period of about a year, to devote his attention to the solicitation of special gifts, public appearances and contacts with the alumni.

8. That every available member of the Board of Trustees should agree to give a certain specified number of hours per week to the business of the campaign.

9. That certain members of the Faculty should be released sufficiently to make important outside contacts.

10. That certain administrative officers should be released sufficiently to make regular contacts with alumni.

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

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

***************

End of Part I
PART II

THE PLAN

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

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

The Plan therefore considers five main topics:

Section One - The Appeal
Section Two - An Outline for a Campaign Organization
Section Three - A Program of Campaign Publicity
Section Four - An Abridged Schedule of Operation
Section Five - A Campaign Budget.
PART II

The company has moved from the University of Oxford to Oxford, with the aim of developing the necessary software and equipment to meet the expectations of the software necessary for the company and to sustain and improve the company's technologies, and also to expand the company's technology. The company has also introduced "The关闭 the University's main feature approach" and the company's approach to the work must be carried on.

The aim of the Plan is to outline "The University's approach" to lay down a guide for the company's future. The plan involves the proposal of new ideas to companies and businesses, and also to introduce certain principles of company operation, and to provide a company's budget.

Section One - The Approach

Section Two - An Outline of a Company's Organization

Section Three - A Review of Company Operations

Section Four - An Analysis of Company's Operation

Section Five - A Company's Budget
Section One

THE APPEAL

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

I. Theme.

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

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

THE UNIVERSITY

Preceding the selection of the University of Chicago as a candidate for the

The city of Chicago was the only necessary to meet the needs of the

In this section

For the next two years the subject material will be made to the program. In this section

I, THE

The University of Chicago in the capacity of the United States

In addition to the work of Chicago the United States

In addition to the work of Chicago the United States

The relation to the United States as interpreted by the

The relation to the United States as interpreted by the

There is no further university

The students may be divided into

The future of the University of Chicago, as closely associated to the

of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

The growth of the University of Chicago, as closely associated to the

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

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

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

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

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

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

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

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

1. **Alumni.**

   A. **Loyalty.**

   a. To the University.

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

   B. **Gratitude.**

   a. To the institution.

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

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

2. Special Prospects.

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

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

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

   b. Professorships.
   c. Fellowships.
   d. Scholarships.
   e. Special funds.

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

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

AN OUTLINE FOR A CAMPAIGN ORGANIZATION

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

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

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

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

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

   A. Functions.

   a. To approve a plan of campaign.

   b. To approve a campaign budget.

   c. To decide the major points of policy.

   d. To approve campaign expenditures exceeding $500.

   e. To retain professional assistance, if deemed necessary.

   f. To set up a Committee on Organization.
Section Two

AN OUTLINE FOR A COMPANY ORGANIZATION

The purpose of this company organization is to provide a consistent and a broader base to test the capability of long-term project management. The committee's objective is to develop a profit-making organization subject to the limitations of the university of Chicago. The unit of your own...
e. To put the completed organization in motion.
h. To lend aid wherever necessary.

i. To delegate all necessary authority to the Executive Chairman.
j. To meet once a week and on call from the Executive Chairman.
k. To receive reports from the Executive Chairman.
l. To report to the Trustees.

3. Personnel.

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

4. Sub-Committees.

a. Plan and Scope. The first move of the Executive Committee should be to appoint a sub-committee on Plan and Scope, to study the Plan of campaign in detail and to make recommendations on the course to pursue.

b. Advisory Committee of 100. The Executive Committee should also recruit an honorary committee of leading Chicago citizens and others, for purposes of prestige, publicity, and valuable contacts.

2. Executive Chairman.

4. Functions.

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

i. To receive daily reports from the Executive Secretary.

j. To report to the Executive Committee.

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

a. Leisure.

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

   To do a certain amount of travelling.

b. Prestige.

   To win the confidence of the alumni.

   To command assistance.

   To command public respect.

   To command newspaper attention.

c. Interest.

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

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

e. Health.

   To stand up under the rigors of a long campaign.

f. Personality.

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

C. Personal Assistance.

a. Vice-Chairman. The Executive Chairman should have a Vice-Chairman to substitute for him and to handle any executive matters which the Chairman might wish to delegate.
b. Professional Aid. If the University of Chicago follows the example of many other universities, the Chairman will have at his disposal the experienced aid of a professional organization, as follows:

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

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

i. To assist the Executive Chairman in every way possible.

ii. To handle all campaign routine.

iii. To set up the campaign office.

iv. To keep a daily check on progress.

v. To act as secretary for all national committees.

vi. To supervise the work on the card index.

vii. To oversee all supplies.

viii. To cooperate with the Publicity Director.

ix. To receive daily reports from

x. The Publicity Director.

y. The Office Manager.

x. To make daily reports to

x. The Executive Chairman.

y. The John Price Jones Corporation.

cc. Publicity Director. Included in the professional aid, but usually working under the Chairman of the Committee on Publici-
The University of Oregon will enforce all fire and safety regulations as a condition of the use of the University's facilities.

If the University of Oregon fails to enforce these regulations, it will be subject to penalties as provided by law.

The University of Oregon shall provide adequate fire and emergency signs.

The University of Oregon shall maintain a fire and emergency action plan.

The University of Oregon shall conduct regular fire drills.

The University of Oregon shall cooperate with the University Fire Department.

The University of Oregon shall ensure that all employees are familiar with the University's fire and emergency procedures.

The University of Oregon shall maintain and provide first aid supplies.

The University of Oregon shall provide access to the Publicity Director.

The University of Oregon shall provide access to the Office Manager.

The University of Oregon shall provide access to the Executive Director.

The University of Oregon shall provide access to the Board of Trustees.

The University of Oregon shall provide access to the President.

The University of Oregon shall provide access to the Board of Governors.

The University of Oregon shall provide access to the Chancellor.

The University of Oregon shall provide access to the President Emeritus.

The University of Oregon shall provide access to the Regents.

The University of Oregon shall provide access to the University Trustees.

The University of Oregon shall provide access to the University Officers.

The University of Oregon shall provide access to the University Faculty.

The University of Oregon shall provide access to the University Staff.

The University of Oregon shall provide access to the University Students.

The University of Oregon shall provide access to the University Visitors.

The University of Oregon shall provide access to the University Alumni.

The University of Oregon shall provide access to the University Parents.

The University of Oregon shall provide access to the University Community.

The University of Oregon shall provide access to the University Public.

The University of Oregon shall provide access to the University Police.

The University of Oregon shall provide access to the University Fire Department.

The University of Oregon shall provide access to the University Maintenance.

The University of Oregon shall provide access to the University Transportation.

The University of Oregon shall provide access to the University facilities.

The University of Oregon shall provide access to the University technology.

The University of Oregon shall provide access to the University communications.

The University of Oregon shall provide access to the University resources.

The University of Oregon shall provide access to the University services.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.

The University of Oregon shall provide access to the University publications.
ty, is the Publicity Director, who is charged with the planning and execution of the campaign publicity. He reports daily to the Executive Secretary.

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

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

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

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

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

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

2. **National Committee on Lists and Quotas.**

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

The Treasurer and the Secretary-Treasurer of the Trustees shall carry out the

functions of the Board of Directors who shall report to the

Executive Committee.

II. PREPARATION

The preparation for the next step is to begin the work of planning for the-conference. This phase

will involve the organization of the next conference date and the organization of tickets

or Committee on Organization.

functions

To prepare the working program for the National Committee

To report to the Executive Committee

B. Personnel

the Executive Committee

The Chairmen of the National Committees on Special Areas

the Chairman of the National Committee on Planning

the Secretary-Treasurer of the National Committee

the President of the University or the representatives of the

Executive Committee will have the responsibility of making

a) to approve a plan for the preliminary stage

b) to allocate funds to the department of the

c) to provide a list of special accommodations

d) to receive invitations, grants, and local donations
e. To get lists of prospects from local committees.

f. To report to the Executive Chairman.

B. Personnel

a. Someone familiar with Chicago.

b. Someone familiar with the alumni.

c. Someone familiar with list practices.

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

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

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

A. National Committee on Special Gifts.

a. Functions.

aa. To approve a plan for handling special prospects.

bb. To analyze the list prepared by the National Committee on Lists and Quotas.

c. To gather information about individual prospects.

dd. To determine the best sales method for each individual prospect.

e. To assign special prospects to local committees on Special Gifts.

ff. To keep a check on the progress of the canvass.

gg. To report to the Executive Chairman.

b. Personnel.

aa. Someone familiar with persons of wealth.

bb. Someone familiar with leading lawyers.

c. Someone having contacts with Chicago business men.
To refer issues to the Executive Committee

1. To report to the Executive Committee.

2. To prepare a plan for handling special problems.

3. To secure information on non-infringing products.

4. To determine the best course of action for each infringing product.

5. To keep a check on the progress of the campaign.

6. To report to the Executive Committee.

- To follow-up on patents and cases.

- To secure a letter with a promise of payment.

- To follow-up on patents and cases.

- To make a copy of the report of the campaign.
dd. The Executive Chairman, ex-officio.

ee. The President of the University, ex-officio.

ff. A leading physician.

B. National Committee on Alumni.

a. Functions.

aa. To approve a plan for canvassing alumni.

bb. To receive the lists of alumni.

c. To assign the lists to local chairmen.

dd. To cooperate with local chairmen in making the canvass.

ee. To keep a check on the progress of the canvass.

ff. To receive reports from local chairmen.

gg. To report to the Executive Chairman.

b. Personnel.

aa. The Chairman.

bb. The Secretary-Treasurer of the Alumni Council.

c. Two alumni faculty members; a man, and a woman.

dd. The alumni Trustees.

e. Individual representatives of the six alumni associations represented in the Alumni Council.

ff. The chairman of the Special Committee on Rush Alumni.

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

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

2. Local. The actual canvass will be carried on by the local organizations, as indicated above. These local canvasses will include those among the Faculty,
among the Students, among the business men of Chicago, and among the alumni and the special prospects. The sales organization includes:

A. Local Chairman.
   a. Functions.
      aa. To appoint local committees.
      bb. To receive the lists from headquarters.
      cc. To assign the prospects to canvassing committees.
      dd. To keep a check on the progress of the canvass.
      ee. To receive reports from local committees.
      ff. To report to national headquarters.
   b. Personnel. The men picked as local chairmen should obviously be the most effective available men, regardless of the nature of his degree from the University.

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

C. Local Committees on Special Gifts.
   a. Functions.
      aa. To cooperate directly with the National Committee on Special Gifts.
      bb. To canvass all local special prospects on order from national headquarters.
      cc. To report to the Local Chairman.
   b. Personnel. Members of this committee should be those who have the best contacts and are the most effective salesmen. At times they should be assisted by special salesmen from headquarters.

D. Local Committees on Alumni.
   a. Functions.
aa. To receive the lists of alumni from the Local Chairman.
bb. To assign the prospects to workers, according to school
or college affiliations.
cc. To receive reports from workers.
dd. To report to the Local Chairman.

b. Personnel.

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

d. Special Local Committees.

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

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

1. Functions.

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

2. Personnel.

A. Alumni having newspaper contacts.
ν᾽ ἡ τελετή μετόπου ἐμπόδισα εὐπαθεῖνον συμμετέχειν.

τάξις ἔθεσις

η᾽ ἐπέθεσε το ἐλικόνον το ἐξεστασθεῖν συμμετέχειν.

η᾽ ἐπέθεσε το ἔξιστα ἐξεστασθεῖν συμμετέχειν.

θ᾽ ἐπέθεσε το ἀποκλινθεῖν συμμετέχειν.

δ᾽ ἐπέθεσε το ὑπεροπλεῖν συμμετέχειν.

παρέδρα το ἀφείνειν τὰ ἀπό

ε᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

ε᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

μ᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

ε᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

ο᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

ρ᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

σ᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

π᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

κληρονομικά

οο᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

ππ᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

κεκολυτωμένοι

οο᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.

ππ᾽ ἐπέθεσε το ἀναλάβειν τὰ ἀναστάτησε ἑαυτοῦ.
B. Someone familiar with fine printing.
C. Someone familiar with possible speakers.
D. Someone familiar with advertising.
E. The Secretary-Treasurer of the Alumni Council.
F. The Secretary to the President.

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

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

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

The Service Bureau will perform the following functions:

1. To handle the card index.
2. To handle campaign material.
3. To take care of campaign correspondence.
4. To handle the files.
5. To render service to all committees.
6. To report to the Executive Secretary.
The Secretary-General shall perform the following functions:

1. To coordinate the delivery of national reports to the UN.

2. To maintain a complete inventory of all reports delivered to the Secretary-General.

3. To serve as the technical advisor to the Secretary-General on the coordination of national reports.

4. To perform miscellaneous duties of assistance and maintenance.

5. To report to the Secretary-General.

The Secretary-General will perform the following functions:

1. To handle the correspondence.

2. To handle the correspondence material.

3. To handle the correspondence relationship.

4. To handle correspondence with the UN.

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

End of Organization.
NOTE: Increase or the alillogene management of the Service Bureau in such as the
particular function with regard to, with
the Ecarting md of the case taken - a separate plan of operation - in standards, plans.
the scope, authority or responsibility of the Ecart of the Executive Secretariat working with the Permanent Office of the Joint Price fixing Committee.

End of Organization.
Section Three

A PROGRAM OF CAMPAIGN PUBLICITY

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

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

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

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

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

A PROGRAM OF CURRICULUM REFORM

Purpose: In this section will be outlined the program of curriculum reform with
which the University planning program is to be conducted and the changes for
the courses.

I. The objectives of the curricular reform are:

1. To create interest and active interest in the University among all
   classes of students.

   a. To create interest among the students in the University.

   b. To create interest among the students in the University.

   c. To create interest among the students in the University.

2. To increase the University's prestige.

   a. To increase the University's prestige.

   b. To increase the University's prestige.

   c. To increase the University's prestige.

3. To build up the University's academic programs of improving academic
   standards and more extensive curricula of courses.

   a. To build up the University's academic programs.

   b. To build up the University's academic programs.

   c. To build up the University's academic programs.

II. ENROLLMENT

   a. To increase the University's enrollment.

   b. To increase the University's enrollment.

   c. To increase the University's enrollment.

   d. To increase the University's enrollment.

   e. To increase the University's enrollment.

   f. To increase the University's enrollment.

   g. To increase the University's enrollment.

   h. To increase the University's enrollment.

   i. To increase the University's enrollment.

   j. To increase the University's enrollment.

   k. To increase the University's enrollment.

   l. To increase the University's enrollment.

   m. To increase the University's enrollment.

   n. To increase the University's enrollment.

   o. To increase the University's enrollment.

   p. To increase the University's enrollment.

   q. To increase the University's enrollment.

   r. To increase the University's enrollment.

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

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

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

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


b. Editors.

c. Correspondents.

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

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

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

   aa. Routine. This is the type of News which the University now issues in its weekly bulletin, such as Faculty appointments, official announcements, and so on.
To this existing schedule should be added a routine program which has proved highly effective everywhere; the distribution to home town papers of personal news about students at the University, their academic honors, social elections, athletic achievements, and so on.

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

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

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

c. Photographs. There is an ever-widening market for still photographs of news interest. The publicity
To find existing students who have the right skills and

contribute their skills to the university's projects or to form

projects of their own to contribute to the

university's research groups and societies as

well as

The ability to continue one's own projects to

organize and work at one's own pace.

pp. 49-50

Creating

If the university and the university may be

in continuing one's career, the continuing

work of the Ph.D. will be the one on the continuing

activities of the different departments of

the university in carrying out research initiatives.

In the continuing career at the continuing department in the

continuing career at the continuing activities in the

continuing career at the continuing department in the

continuing career at the continuing activities in the

continuing career at the continuing department in the

continuing career at the continuing activities in the

continuing career at the continuing department in the

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

d. Editorial Suggestions: There should be a constant stream of special material such as

aa. Letters to the Editor - for publication.

bb. Letters to city editors - suggesting special stories.

c. Fillers - brief articles of 50 - 200 words, suitable for use at any time in "making-up".

e. Direct Mail Literature: The press should receive copies of virtually all of the direct mail literature, for editorial comment, and for general information.

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

a. Direct by mail, from the University to the publication. This will involve building up the list now used for the weekly bulletin.

b. By the Associated Press; on the wires or by mail.

c. By the news services and syndicates, such as

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


d. By newspaper correspondents, such as
   Student correspondents
   Chicago correspondents of outside newspapers.

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

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

g. Through the University's own periodicals.

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

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

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

The pamphlets will all fall in two classes:

a. Educational.

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

The series should be a permanent feature at the
By establishing the University, as a centre for research and study, we can achieve the following objectives:

1. Promote knowledge development through research.
2. Foster innovation and technological advancement.
3. Enhance educational opportunities for students.
4. Cultivate a culture of learning and intellectual curiosity.
5. Facilitate international collaboration and exchange of ideas.
6. Contribute to social and economic development.

To achieve these objectives, we need a strategic plan that includes:

- Allocation of resources
-明确的战略目标
-有效的管理机制
-持续的评估与改进

The Board will meet regularly to review progress and make necessary adjustments.
University, with special issues during the campaign, and with an augmented circulation list.

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

**cc. "Letter to Mr. Rockefeller".** The incorrect impression concerning the present relation between the University and Mr. Rockefeller can be approached in a positive manner by a pamphlet prepared as "An Open Letter to John D. Rockefeller", signed by President Burton and the Trustees, and carrying a message of gratitude upon the completion of the payment of the final gift, and a declaration of the University's belief that from now on it can depend on its alumni and on the people of the Middle West.

**dd. Campaign Handbook.** There must be a handbook concerning the needs of the University, and the details of the campaign, for the information of all workers and committeemen.

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

- **aa. The Medical Project.** This pamphlet will carry the scientific and humanitarian appeal to special prospects. It will have a limited distribution.
bb. Other Building Units. There will be a special pamphlet or layout for each of the University's other building projects, for distribution to certain special prospects who might be interested in giving whole buildings as memorials.

c. New Colleges. This pamphlet will appeal to alumni of the colleges, but will also be suitable for use with certain special prospects who are not interested in other parts of the building program.

dd. Faculty Salaries. A single pamphlet should take up the question of endowment for faculty salaries, for distribution to prospects who will get the endowment appeal, such as students, alumni of the graduate schools, non-graduates, and special prospects not interested in buildings.

e. Research Endowment. This will carry the scientific and educational appeal to special prospects who are interested in research rather than buildings or salaries.

ff. Rush Alumni. This pamphlet will make the special appeal to Rush Alumni, for endowment for the medical project.

gg. Faculty Canvass. To be used in soliciting the faculty.

hh. Student Canvass. To be used in soliciting the students.

ii. Chicago Business Men. To be used in the special canvass of 5,000 Chicago business men.

jj. Financial Facts. A statement of the financial facts concerning gifts to the University; such as information on income tax provisions, inheritance taxes, annuities, and all the other financial data listed under the heading of Inducements to Donors, in the Survey. This pamphlet will be used for all special prospects.
kk. Major Pamphlet. There must also be one major pamphlet which will tell the substance of the whole story. This should be prepared in two forms; a de luxe edition for special prospects, and a cheaper edition for general distribution.

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

a. A letter from Mr. Swift to the members of the Faculty, to strengthen morale and inspire enthusiasm.

b. A letter from President Burton to the Rush Alumni.

c. A letter from Mr. Stagg to the "C" men.

d. A letter from Dr. Slaught to the Doctors of Philosophy.

e. A letter from Dean Wilkins to the alumni of the colleges.

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

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

a. Special photographs, in special albums.

b. Information on inheritance taxes.

c. Information on famous memorials.

d. Sample biographies by Dr. Goodspeed.

e. Sample fund reports by the Auditor.

f. Special statements from the head of the department in which the prospect is believed to be interested.

g. Special information on research for which the University must have funds.
III. MOTION PICTURES. The University should make use of three types of motion pictures:

1. Institutional. The film taken in 1916 should be edited and amended and brought up to date, for use at alumni meetings. A reel of 1,000 feet should prove a great attraction in getting alumni together, and should be well worth the expense.

2. News Weeklies. Motion picture companies are constantly on the lookout for suitable material for screen news weeklies, such as those conducted by Pathe, International, and Fox. For the Chicago theatres at least, an effort should be made to provide publicity which will serve this purpose.

3. Educational Films. Other motion picture companies are on the lookout for pictures of an educational nature. The University's work in research should provide an abundance of this material.

f. Features. It will be the further function of the publicity program to plan and execute a number of features which will dramatize the appeal and create favorable publicity. Emphasis here should be placed on the University's aim of rendering greater service, and on establishing the closer contact with Chicago and the Middle West. Examples follow:

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

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

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

This feature should be adopted for three groups:

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

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

b. Editors. Newspapers and universities, in the strictest sense of the word, each exist for education. The newspapers and universities of the Middle West in particular are working in
The opportunity to become a member of the University and contribute to its welfare is a \*

opportunity for the University to rise with the student.

In the opinion of the student, can the University of East Anglia, serves the true ends of its purpose. What should be the place in the world of education, and what is the University meant to lift? The ending of the sentence, round the corner.

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

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

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

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

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

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

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

How to get people to change one...

...how to change the opinions of the members of the firm.

...may have an important effect on the outcome of the decision.

...it is quite possible that the decision would be made.

...the decision makers may be working on the same or the opposite.

...if the recommendation of the firm's committee is approved, the recommendation of the association may be more influential.

...we need to focus on the recommendation of the firm's committee.

...the recommendation of the firm's committee may be more influential.

...we need to focus on the recommendation of the firm's committee.

...the recommendation of the firm's committee may be more influential.

...we need to focus on the recommendation of the firm's committee.

...the recommendation of the firm's committee may be more influential.
meetings at which the speakers can appear.


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

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

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

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

***************
The committee's report reveals the findings and recommendations of the investigation. The report highlights the need for improved communication and coordination among various departments. It also emphasizes the importance of addressing the root causes of the incidents. The committee recommends implementing a comprehensive training program for all staff members. The report concludes with a call for action to prevent similar occurrences in the future.
Section Four

AN ABRIDGED SCHEDULE OF OPERATION

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

I. FIRST STEPS.

1. Organization.
   A. Workers.

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

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

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

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

c. University of Chicago Faculty. The next group to educate is the faculty of the University.

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

B. Lists.

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

b. Procedure.

aa. Alumni. It is suggested that Mr. Pierrot's office should push with all possible speed the completion of addressograph
stencils in the present list of 20,000. It is further suggested that selectors be arranged for grouping men and women separately.

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

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

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

C. Headquarters.

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

b. Space. The campaign office will require approximately 2500 squa
Howard University is an institution that has been a leader in education for many years. It is supported by the generosity of its alumni and friends and is dedicated to providing a quality education to all students who are admitted. The university has a strong commitment to diversity and inclusion, and it is proud to offer a wide range of programs and services to meet the needs of its diverse community.

The university is also committed to research and scholarship, and it has many distinguished faculty members who are leaders in their fields. The university is located in Washington, D.C., and it is easily accessible to students from all over the world.

If you are interested in learning more about Howard University or in applying for admission, please visit the university's website or contact the admissions office for more information.
feet of floor space.

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

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

A. Gathering the Material.
   a. Plans.
   b. Pictures.
   c. Statistics.
   d. Data for stories.
   e. Data for pamphlets.
   f. Special data for special prospects.

B. Visualizing the Material.
   a. Preparing the layout for all copy to be written.
   b. Preparing the publicity lists.

C. Preparing the Material.
   a. Writing the copy.
   b. Preparing the printing specifications.

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

3. Canvassing.

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

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

C. Immediate Procedure. The first step in the canvass is to secure the quota of the Trustees; which should be set at $4,000,000, for all past and present members and their affiliated families.

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

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

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

2. Second Stage.
   A. Organization.
      a. The Committee on Organization starts building up the national committees.
Chairman of the Board of Trustees

A detailed strategic plan must be worked out for the
general convention.

Aceut-at-the-convention.

6. Immediate Progress: The first step to the convention is to become
denote of the Trustees or apoint to put up a $50,000.00 or all
and proceed as planned and that all matters

After the Trustees are on record, the next step will to approach

committee of the major churches in the preliminary stages for the sectional

Finance.

II. GENERAL PROCEEDS

The successful convention depends on General, will do as follows:

I. First Stage

A. The Trustees approve the plan in principle
B. The Trustees appoint an Executive Committee
C. The Executive Committee elects an Executive Chairman
D. The Executive Chairman appoints a Vice-Chairman and a special committee

6. Plan and Scope

6. The Committee on Plan and Scope submits the plan to general and special

recommendation to the Executive Committee, as to the exact course of

II. Business

5. The Executive Committee approves the report of the Committee on Plan
and Scope and approves a Committee on Organization

6. The Executive Committee begins an investigation of refining procedures

and suggestions.

5. Second Stage

A. Organization

The Committee on Organization reviews and submits the report.
b. The Executive Secretary sets up campaign headquarters.

c. The Executive Committee starts its work of education among Trustees, Faculty, and leading alumni.

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

3. Third Stage.

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

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

C. Canvassing. The Trustees start raising their own gift to the University.

4. Fourth Stage.

A. Organization.
   a. National committees get under way.
   b. Field men begin establishing alumni contacts.

B. Publicity.
   a. Material for special prospects is prepared.
   b. Material for the general canvass is laid out.
   c. Organization handbook is prepared.

C. Canvassing. The preliminary canvass of certain prospects for the medical project gets under way.

5. Fifth Stage.

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

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

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

6. Sixth Stage.
   A. Organization.
      a. Workers for general canvass are recruited.
      b. Canvassers are trained.

   B. Publicity.
      First sales pamphlets are launched.

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

7. Seventh Stage.
   General Canvass.

8. Eighth Stage.
   The follow-up canvass begins.

   The University winds up the campaign and puts its promotion work on a
   permanent basis.
The University announces committee to complete website project.

· The University announces committee to complete website project.

· Committee for the General Committee is appointed.

· Executive Committee are renamed.

· Committee for special cases for special purposes for special reasons.

· Sixth Grade

A. Organization.

· Workers for General Committee are recruited.

· Committee for training.

· Publicity

First phase completed and removed.

C. Committee

Local committees on special cases start investigating reasons for the need of the University to increase.

7. Seventh Stage.

General Committee

8. Eighth Stage.

To follow-up committee on site.

2. Ninth Stage.

The University venue of the committee may only be promoted under a

president's order.
SECTION FIVE

A CAMPAIGN BUDGET

Estimated necessary expenditures for one year.

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

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

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

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

Salaries................................................................. $50,000

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

Rent................................................................. $ 5,000

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

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

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

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

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

Telephone................................................................. $1,500

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

Telegraph................................................................. $1,300

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

Printing................................................................. $21,800

This includes the expense of the mechanical production of book-
lets, pamphlets, broadsides, reports, forms, cards for record-
ing purposes and also for all classes of stationery.

Travel................................................................. $10,000

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

Entertainment....................................................... $7,000

This provides for dinners, luncheons, meetings and other func-
tions for which the expense properly rests upon the campaign.
Postage.............................................................................................................. $10,000

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

Mimeograph, multigraph and Hooven.............................................................. $ 2,000

This includes the expense of bulletins, reports, some letters, articles for publications and the use of letters in general direct advertising features of the campaign.

Mailing Service.................................................................................................. $ 1,000

This includes the services required to handle large mailings of campaign material and ordinary work which must be turned over to outside organizations.

Art Work and Engravings.................................................................................. $ 1,000

This includes the art work and cuts for campaign printed material, cuts for newspapers and other publications as required.

Photographs........................................................................................................ $  750

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

Publicity Mats.................................................................................................... $  800

This will provide for sending three mats to each of the worthwhile mat-using newspapers in the country.

Radio and Motion Pictures.............................................................................. $ 3,500

This would provide for at least one elaborate broadcasting and for one comprehensive film showing all phases of the university.

Newspapers and Books...................................................................................... $  500

This will provide the facilities needed at headquarters for keeping track of progress and in building up the necessary working reference library.
Advances to Local Chairmen........................................... $2,500

This will provide for the expense of setting up office and for organization expenses in the field.

Distribution of the Magazine....................................... $3,000

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

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

This will provide for emergencies, losses and unforeseen expenses.

PROFESSIONAL SERVICES.............................................. $34,100

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

This provides the general supervisory and consultative services of the Corporation as exercised through its officers and for full use and benefit of the Corporation's statistics, researches and records which have been compiled during the conduct of more than one hundred campaigns and which are being constantly added to as new methods and theories of campaign practice are developed.

It also provides for the expense of at least one visit each month by an officer of the Corporation to the campaign headquarters for such a period as may be required.

Campaign Director..................................................... $11,700

This provides the constant service of an expert campaign director acting under the supervision of the John Price Jones Corporation and charged with the duty of putting the campaign plans into effect in collaboration with the campaign officials.

The amount also includes the living expense of the director.

Publicity Director...................................................... $10,400

This provides the constant service of an expert newspaper and pamphlet writer acting with the campaign director. Included
Preprofessional Services

The Iron Plate Home Corporation

This building is an example of energy efficiency, the utilization of roof space and the use of natural light for ventilation and heating purposes. The building is designed to accommodate the needs of the community and to serve as an educational and recreational center for both children and adults.

In conclusion, the Iron Plate Home Corporation is proud to present this facility for the benefit of the community and to encourage its use for educational and recreational purposes.

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

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

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

CHART: TOTAL OF COMBINATION EXPENSES

Here is the chart of combination expenses, including expenses for the planning and preparation of the project. The chart shows the expenses incurred for various activities such as planning, preparation, and project management. The chart also includes a breakdown of expenses for different categories, including materials, labor, and equipment. The chart is a useful tool for tracking the costs associated with the project and ensuring that all expenses are within budget.
I. GENERAL SUMMARY.

Part I - Survey.

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

1. That the University of Chicago is performing a national service in the cause of education and research.

2. That the University has reached a stage in its development which requires new financing; ultimately for the expansion which is necessary to the like of every great university, but immediately for the sake of regaining ground that has been lost. New financing must meet squarely certain fundamental educational needs which have either been directly neglected or else compromised by half measures which have seriously threatened the University's morale and prestige.

3. That the University must depend on gifts for its additional finances.

4. That only a small proportion of the alumni have reached an age, or have entered occupations, which would justify the expectation of gifts of considerable size.

5. That the alumni need more intensive organization, and immediate cultivation by every device available.

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

Section Two. "The University's Future," described briefly the University's program and its needs, and sets the immediate needs at $20,000,000.
Section Three. "An Analysis of the Proposed Campaign", sets forth the campaign assets of the University, defines its field of support, outlines the inducements which can be offered to donors, estimates the reaction which the University can probably expect, discussed the goal of the campaign and the time for the campaign, outlines the factors which will affect the campaign, and draws the following conclusions:

1. That the University of Chicago is justified in conducting a progressive campaign, over a period of two years or more, for $20,000,000.

2. That the campaign will be primarily a campaign for large gifts.

3. That the success of the campaign will be largely determined by the pace set by the Trustees.

4. That the alumni canvass should begin not sooner than January 1, 1925.

5. That the immediate and pressing problem is one of publicity.

6. That the campaign must be headed by the best available man on the Board of Trustees.

7. That President Burton must be released from all administrative duties for a period of about a year, to devote his attention to the solicitation of special gifts, public appearances, and contacts with the alumni.

8. That every available member of the Board of Trustees should agree to give a certain specified number of hours per week to the business of the campaign.

9. That certain members of the Faculty should be released sufficiently to make important outside contacts.

10. That certain administrative officers should be released sufficiently to make regular contacts with alumni.

11. That work on lists should begin at once, and should be pushed
12. That the Trustees should take steps to get a campaign mandate from the alumni, by some such method as conducting a general questionnaires on the future of the University.

Part II - Plan.

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

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

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

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

Section Five, "A Campaign Budget," sets forth the various units of campaign costs, and on the basis of experience in other large campaigns, notably in the cases of Harvard and Northwestern, estimates a campaign expense for the first year, with a conservative margin, at $169,450.
Note: The grand total of estimated expenses exceeds those of the Harvard and Northwestern campaigns by substantial amounts. For a similar period Harvard spent $147,000 and Northwestern $136,000. It should be remembered, however, that in the Northwestern campaign, the University maintained an additional separate publicity organization at an approximate additional cost of $40,000 for the period and that Harvard University also conducted extensive publicity work, the expense of which is not included in the campaign total.

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

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

In general type, the University of Chicago campaign will be a campaign for large gifts, extended over a long period of time.

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

If work should begin at once, as it should, it is not considered possible to do a satisfactory piece of work on the general canvass of alumni before
II. COMMISSION TO THE UNIVERSITY OF ANTSIRABE TO CONSTITUTE A COMMITTEE TO

The University has a legal body of students in the university campuses. This committee was constituted to take care of the students' welfare and to make sure that all the university regulations are followed. This committee will work with the university administration to ensure that all the rules and regulations are followed. The committee will also be responsible for the organization of various activities and events held at the university. It is hoped that this committee will be able to maintain a good working relationship with the university administration and to ensure that the students' interests are protected. In general, the University's goal is to provide a good quality of education to its students.

The main objectives of the University are to:

1. Provide a high-quality education to all students
2. Promote research and innovation
3. Foster a sense of community among students
4. Provide opportunities for students to develop their skills and abilities
5. Encourage students to become active citizens and contributors to society

It is hoped that the University will be able to achieve these objectives and to provide a good quality of education to its students.
January 1, 1925. It is believed that the alumni canvass will continue from that point for fully a year; with the effort on special gifts continuing persistently as a permanent feature of the University's promotion.

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

**********
The Board of Directors and Officers of the Corporation hereby adopt and
approve the following resolutions:

1. The Board of Directors hereby authorizes the Officers to take all necessary
steps to effectuate the purposes and objects of the Corporation, as
hereinbefore set forth.

2. The Officers are hereby authorized to purchase, lease, or otherwise acquire for the
Corporation, at any time and from time to time, real or personal property,
including buildings, rights-of-way, and other interests, for the use and benefit of
the Corporation.

3. The Officers are hereby authorized to enter into contracts, agreements, and
instruments, and to do all such other acts and things as may be necessary or
proper to carry into effect the purposes and objects of the Corporation.

4. The Officers are hereby authorized to appoint agents, attorneys, and other
representatives of the Corporation, with such powers and authority as may be
necessary or proper for the management and conduct of the business of the
Corporation.

5. The Officers are hereby authorized to borrow money and to issue bonds, notes,
and other evidences of indebtedness, for the purpose of providing funds for the
operation and maintenance of the Corporation.

6. The Officers are hereby authorized to enter into partnerships, joint ventures,
and other joint-venture arrangements, for the purpose of carrying on the business of
the Corporation.

7. The Officers are hereby authorized to make such expenditures and disbursements
as may be necessary or proper for the operation and maintenance of the
Corporation.

8. The Officers are hereby authorized to incur such liabilities and obligations as
may be necessary or proper for the operation and maintenance of the
Corporation.

9. The Officers are hereby authorized to adopt and amend the By-Laws of the
Corporation, as may be necessary or proper for the management and conduct of the
business of the Corporation.

10. The Officers are hereby authorized to do all such other acts and things as may be
necessary or proper for the operation and maintenance of the Corporation.

IN WITNESS WHEREOF, the Officers have hereunto set their hands and
duly executed these resolutions, this day of , .